



A Plan for Princeton AlumniCorps, 2017-2021



12 Stockton Street, Princeton NJ 08540 | alumni corps.org



COMMON PURPOSE:



I. Introduction and Historical Context

As Princeton AlumniCorps looks ahead to its thirtieth anniversary in 2020, the work of mobilizing leaders for the public good has renewed urgency. Long-standing issues such as climate change, poverty, racial inequality, health disparity, and educational equity continue to require creative thinking and wholehearted action, while a revitalized democratic society depends upon robust, ongoing engagement by leaders of every age. While the answers to the world's most pressing problems will necessarily be structural and broad-based, AlumniCorps has a part to play in expanding our collective capacity to meet these challenges head-on.

Our organization benefits from established relationships with leaders, institutions, and partners across the country whose work is intersectional and effective. At the same time,

our history demonstrates a flexibility and willingness to pivot as the times change, using the considerable talent and resources of alumni networks toward a public purpose. From early efforts like Experiential Education and the Tuberculosis Initiative, to our current civic leadership programs, AlumniCorps has a record of developing programs grounded in practice and oriented simultaneously toward personal transformation and systemic social change.

The recent history of AlumniCorps is one of growing coherence and broadening appeal. In 2010, in conjunction with the organization's twentieth anniversary and as a key goal of the 2008 strategic plan, the Board changed the name from Princeton Project 55 to Princeton AlumniCorps. After significant discussion and a thorough naming process, the



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Board selected this name to signal the organization is—and has always been—more than just a class project. Rather, AlumniCorps is a community that includes Princetonians from many generations, alumni from several other colleges and universities, and nonprofit partners around the United States. The mission statement crafted in 2008 and in use until the adoption of this plan calls on AlumniCorps to inspire and build civic leadership among alumni across generations.

In 2016-17, AlumniCorps achieves this mission through three connected leadership programs that engage alumni across the arc of their civic lives: Princeton Project 55 Fellowships, Emerging Leaders, and ARC Innovators. Project 55 Fellowships attract recent alumni to the nonprofit and public interest sector; Emerging Leaders trains young professionals to be effective leaders for social change; and ARC Innovators harnesses the talent of experienced alumni to lead in new ways.

Since 1989, more than 1,600 alumni have served as Project 55 Fellows or Interns. In 2005 AlumniCorps transferred the internship program to the Class of 1969, focusing

exclusively on year-long postgraduate fellowships. Since the 2008 financial crisis, the fellowship class has ranged from 34 to 52 fellows, with a target of 45-50. Forty-five recent Princeton graduates are Project 55 Fellows this year, and annually approximately 13% of the senior class applies to the program. A 2015 survey showed that approximately 60% of Project 55 alumni have remained in the nonprofit or public interest sector. More than 200 volunteers make the fellowship program possible by serving as mentors, planning seminars and social events, providing support to fellows during the year, and liaising with partner organizations. Connections with other fellowship programs through The Alumni Network enrich the fellowship experience.

Emerging Leaders began in 2011 in Washington, DC, and expanded to New York in 2012. While the initial class had only 11 participants, since 2012 the program has trained 32 young leaders each year (16 in each city). When the 2016-17 class completes the program in February 2017, we will have more than 170 Emerging Leaders alumni. The program's monthly sessions are built around a curriculum designed by Hilary Joel '85 and facilitated by Hilary in



Washington and Yael Sivi in New York. Each session includes guest speakers with topical expertise. Participants also complete a stretch goal, ensuring that their learning about social impact leadership has practical application for their current organizations. The Rita Allen Foundation provided initial funding for the curriculum design and program launch. Their multi-year commitment expired in 2014, at which time American Express joined as the lead funder. From the beginning, the Emerging Leaders program has included participants from diverse educational backgrounds.

ARC Innovators was launched in 2011 as a way to connect experienced alumni to nonprofit board and skills-based volunteer opportunities. Since then, the program has iterated in response to both the needs of our nonprofit partners and alumni interest. With support from the Chet Safian Innovation Fund, the program recruits alumni with specific professional expertise to work on high-impact projects with nonprofit partners in New York, New Jersey, and Washington, DC. Professionals from a range of sectors and at different stages of their lives and careers apply; the program gives Innovators exposure to the nonprofit sector, opportunities to deepen their engagement with an issue that matters to them, and a meaningful project that requires new thinking and advanced skills. In recent years, the program has selected 12-15 Innovators each cycle.

AlumniCorps has also served as a convener for individuals and organizations. Symposia, conferences, and both large and small gatherings have been central to AlumniCorps programs since the Wingspread Conference in 1990, which laid the theoretical foundations for all our subsequent work. Indeed, the original idea and energy for Project 55 was sparked during a day-long symposium at the Red Cross Building in Washington, DC, in 1989 that included talks by Senator Paul Sarbanes '54 and, famously, Ralph Nader '55. Historically, these gatherings have served to foster new connections, tangibly advance the organization's work, and nourish the combination of learning, action, and fellowship that animates AlumniCorps. Each year at Princeton Reunions we organize public interest panels and workshops, and local events throughout the year provide opportunities for alumni to learn about and engage on a variety of public issues. For ten years starting in 1999, inspired by the vision of Chet Safian '55, AlumniCorps organized annual conferences for similar alumni organizations and fellowship programs, convened under the moniker The Alumni Network. Most recently, the Engage at Every Age conference in 2015 brought together seventy-five representatives from more than thirty organizations for two days of discussion and learning about alumni civic engagement.



II. Purpose of Plan

Princeton AlumniCorps' last strategic plan, set in 2013, has met its goals. Thanks to the 25th Anniversary celebration of the organization in 2015, which was a key component of the last plan, energy and enthusiasm were generated to create a new ambitious, flexible, and inspirational plan grounded in research and analysis. Princeton AlumniCorps has always been willing to experiment with innovative ideas and be deliberately transformative. Through the Outreach Initiative created by the previous plan, the scaffolding was set in place to set new objectives.

- The Big Idea encouraged Board members to think outside the box of our existing programs and structure.

These six working groups met over the subsequent six months to discuss, debate, research and determine initiatives in each key area, with interim reports delivered at the May 2016 Board Meeting. At the September 2016 Strategy Retreat, through breakouts and full-group discussions, the Board discussed the organization's Values and Mission and prioritized the recommendations of the six working groups in key functional groupings. Key strategies emerged from these discussions, with new groups formed to further investigate some aspects of the plan for the December 2016 Board meeting. At that meeting, the Board reached consensus on the Values and Mission and reviewed reports on the other key areas, described below in more detail.

This Board adopted this plan by unanimous vote on February 26, 2017. Moving forward, the Board, in collaboration with the Executive Director and senior staff, will continually ensure implementation, raise the necessary funds, and prioritize investments of time and money with prudent attention to resources. AlumniCorps benefits from a working Board that understands and embraces the responsibility of bringing a strategic plan to reality while making considered adjustments as needed along the way.



III. Overview of Planning Process

The Board began the strategic planning process at its December 2015 meeting and developed key themes through looking at the history of Princeton AlumniCorps and also engaging in a visioning exercise. The February 2016 Board Meeting discussions led Board members to join one of six working groups, which were given the following specific charges:

- The Arc of Leadership Development focused on our core programs and asked how we expand and enhance them individually and collectively to respond to the changing needs of our partners and participants.
- Corporate Engagement & Partnerships asked what opportunities exist for Princeton AlumniCorps to engage other sectors, and to what end.
- Networking 2.0 looked at who is—or ought to be—in a sustainable Princeton AlumniCorps network and for what purpose.
- Princeton University Relations examined how we can leverage existing University groups such as local Alumni clubs, affinity groups, the Pace Center, Career Services, and faculty.
- Glue Revisited discussed our volunteer-led model, which depends on strong personal connections and accountability.





WHAT WE DO:

Princeton AlumniCorps mobilizes people, organizations, and networks for the public good.

WHAT WE VALUE:

- **Thoughtful Engagement:** We value action informed by learning, and learning that inspires action. The public good we envision is rooted in respect for the lived experience of others and knowledgeable engagement with systems and issues that matter.
- **Systemic Solutions:** We are committed to solving problems at their root causes. We value systems-level analysis and action that contributes to relevant, constructive social change.
- **Empathic Partnership:** We respond to the needs of our partners and communities with humility and empathy. We accomplish our mission through partnerships that teach and inspire.
- **Intergenerational Insights:** We value the experiences and perspectives of different generations as equal partners in learning and action. When people of every age come together in meaningful collaboration, the change they create is more durable.
- **Vigorous Dialogue:** We embrace dialogue that arises from passionate commitment to the public good. The free and respectful exchange of ideas is essential to our vision of social and personal transformation.
- **Reciprocal Mentorship:** We value the one-to-one relationships of mentors, coaches, and advisers who use their experience to bring new leaders of all ages along the path, and we value the transformation that mentorship seeds in both parties.
- **Longevity:** We are in it for the long haul. We aspire to a sustainable and adaptable organization that mobilizes an ever widening network of people and organizations to an ever deeper commitment to civic action.



IV. Mission and Values

This plan lays out ambitious objectives that are both rooted in the history of Princeton AlumniCorps and responsive to the changing landscapes of civic engagement, the American social and political context, and higher education. In order to accurately define the scope of our ambition and the values that guide our work, the Board of Directors adopted the following revised mission statement and new statement of values on December 2, 2016.



V. Strategic Goals

By adopting this strategic plan, Princeton AlumniCorps commits to the following five strategic goals for 2017-2021:

- Mobilize our network
- Strengthen existing leadership programs
- Expand existing leadership programs
- Launch new “Bold Idea” initiative
- Ensure long-term organizational strength

The rationale supporting these goals, the investments we will make to reach them, and the metrics of success are elaborated below.

(1) MOBILIZE OUR NETWORK



At its heart, Princeton AlumniCorps is a network. We are individuals and organizations who connect through shared beliefs in civic engagement and a common commitment to action. The AlumniCorps

network has been built over the past twenty-seven years, includes thousands of people and hundreds of nonprofits across the United States, and links to even larger networks of alumni from Princeton and our partner institutions. Just as the organization’s founders began by “opening their Rolodexes,” in 2017 we now seek to use new tools to harness the power of our network. During planning conversations, the Board kept returning to the metaphor of a fishnet—something that is expansive, sturdy, and held together by numerous ties but a common purpose.

This plan calls on us to view AlumniCorps through a network lens and to make more intentional efforts to connect, convene, and expand our network, both virtual and face-to-face. Rooted in the belief that diverse, richly networked coalitions can and need to be mobilized to revitalize our democracy and create more durable and equitable social change, AlumniCorps will make specific investments that move our network to greater levels of collaboration within and across regions, issues, and sectors. These efforts will bring together disparate partners with different strengths, pool resources for common agendas, promote new ideas and methods for social change, and thereby multiply our impact.

To achieve this goal, we will:

(a) Invest in technology

AlumniCorps programs operate in seven regions across the United States, and our network of alumni and volunteers is national, and even international, in reach. With a professional staff based in Princeton and constituents spread across the globe, we will invest in technology to better support communication and resource sharing among all constituents, including volunteers, staff, program participants, partner organizations, program alumni, and friends.

Specific investments include enhanced video and audio conferencing capabilities at our Princeton office; easy-to-use webinar technology for delivery of seminars and trainings; improved cloud storage for sharing resources across regions; an online library of seminars and trainings; and upgrades that allow volunteers to access some portions of our constituent database. Recognizing that both our needs and available solutions may change significantly during the period covered by this plan, other technology investments may be made as needed.

(b) Map our network

Since 1989, AlumniCorps has built an extensive and durable community of people and organizations. However, we have largely operated through a “hub and spoke” model, with AlumniCorps as the connector and no easy way for members of our network to identify and collaborate with each other. This model limits understanding among our constituents of what the AlumniCorps community can accomplish. Synergies remain unexplored, and opportunities for social impact are missed. A more clearly multi-nodal vision of AlumniCorps, with a richer articulation of the connections across our network, would promote more opportunities for new projects, campaigns, and partnerships.

An important step toward viewing AlumniCorps as a network ready to be mobilized will be to map our existing and historical network of people and organizations. A classic tool of community organizing, a network map will allow AlumniCorps to identify strengths within our community, track alumni career moves, and record connections. In order to create an accurate and usable map, we will need both staff time and an appropriate data visualization platform. These will be ongoing investments as we envision a dynamic map that is up-to-date and useful for staff, volunteers, program alumni, partner organizations, and others seeking to build coalitions for shared action.

(c) Upgrade and expand the Networking Directory

The 2013-2016 AlumniCorps strategic plan included significant investments for outreach to alumni of the Project 55 Fellowship Program. The two-year Project 55 Outreach Initiative (2014-2016) succeeded in re-engaging PP55 alumni who had lost touch with the organization, increasing levels of volunteer and donor participation among this group, and creating a new opt-in searchable directory of fellowship/ internship alumni. The directory allows fellowship and internship alumni to share their contact and professional information, a list of resources they are willing to offer (e.g., philanthropic connections, career advice, local introductions), and resources they are seeking.

Initially limited to just PP55 alumni as part of our fellowship engagement strategy, the Networking Directory can and should be made available to all AlumniCorps program alumni, volunteers, and Board members. This would require modest upgrades in the platform and dedicated staff time to manage the directory. An expanded directory will be an essential tool for mobilizing our alumni by empowering them to connect with each other across geographies, generations, and issues.

After this initial expansion to a greater portion of the AlumniCorps community, the Board may decide to expand the directory even further to become a virtual hub for all alumni committed to social impact.

(d) Convene our alumni

A mobilized network exists not only as a series of virtual connections and long-distance partnerships, but also through face-to-face gatherings. From Project 55 seminars and Emerging Leaders sessions to open Board meetings and the Engage at Every Age conference, AlumniCorps is a community that is nourished by personal interactions. Significant opportunities still exist, however, for AlumniCorps to strengthen and expand our network by bringing people together across programs, participation years, and regions and to create spaces for dialogue and action.

AlumniCorps will provide increased funding and planning support for events that convene our community. This includes at least one annual in-person gathering—such as a workshop, conference, or service project—open to the entire AlumniCorps community. Area committees will work to make more existing events (at least two per year in each program region) open to alumni and participants of all programs, as well as mentors, advisers, and partner organizations. Such events also give our local volunteers



an occasion to identify and include other alumni who are new to AlumniCorps and are engaged in the civic sector or public interest work. Recent investments in staff capacity will be better communicated to local volunteers as resources for event planning.

(e) Connect our partner organizations

AlumniCorps' network of partner organizations is one of our greatest assets. We have active relationships with more than 100 nonprofit and public interest organizations around the US and historical relationships with more than 500. Their focus areas include environmental conservation and energy solutions, criminal justice reform, early childhood education, K-12 education, public health research, health care policy and delivery, community development, racial and economic justice, affordable housing, international development, immigration justice, youth development, digital equity, and many others. Our partnership network includes government agencies, foundations, community-based organizations, start-up and established nonprofits, anchor health and cultural institutions, social ventures, and universities. Increasingly, individual partners connect with AlumniCorps through multiple programs in the same year.

While AlumniCorps works intentionally and reciprocally with each of these partners, we know many of our partners could benefit from connections with each other. Organizations working on similar issues across regions may learn from and partner with each other, while groups working in the same geography often need a catalyst to bring them together. Using our network map, partner organization events/workshops, and both staff and volunteer time, we will develop methods for intentionally connecting and mobilizing our partner organizations.

(f) Deepen campus partnerships

While independent from Princeton University, AlumniCorps maintains close working relationships with partners on Princeton's campus, including Career Services, the Pace Center for Civic Engagement, the Office of Religious Life, the Office of the Dean of the College, the Community-Based Learning Initiative, the Alumni Council, and ties with individual faculty members. These partnerships contribute to our work. The University's recent strategic plan highlighted a renewed commitment to service on campus and charged a newly created Service and Civic Engagement Task Force with realizing that commitment through new initiatives.

Through this plan, the AlumniCorps network will continue to grow beyond Princeton. Even so, our campus relationships remain important as we also seek to reach and mobilize more Princeton students and alumni. We will continue to build relationships with campus partners, including senior administration, and pursue mutually supported collaborations with the Service and Civic Engagement Task Force. Additionally, the Executive Director and Board leadership will cultivate new relationships with faculty whose teaching and research relates to civic engagement or social entrepreneurship generally or the subject of the Bold Idea (see below).

Our success in mobilizing our network will be measured by:

- Implementation/use of conferencing, communication, and database technology (output)
- Creation and use of network map (output)
- Launch and use of upgraded Networking Directory by all constituencies (output)
- Number of/attendance at national/local gatherings for all AlumniCorps alumni (output)
- Number of partner organizations connections (output)
- Collaborations with campus partners (output)
- Faculty Board member (outcome)
- Partnerships and initiatives resulting from these activities (outcome)
- Renewed volunteer and/or donor engagement by program alumni (outcome)
- Area committee retention and engagement (outcome)
- Individuals and organizations joining the AlumniCorps network (outcome)
- Percent of the AlumniCorps community that is networked and the strength of their connections (outcome)

(2) STRENGTHEN EXISTING LEADERSHIP PROGRAMS



Princeton AlumniCorps leadership programs provide alumni of every age the pathways, training, and support necessary to put their energy and skills to work for the public good. Our program participants both contribute to social transformation and are—in ways both measurable and fundamentally immeasurable—personally transformed by their experiences. At their best, AlumniCorps programs build capacity for effective civic leadership and inspire thoughtful engagement with the pressing issues of our time.

Since 2010, the organization has made significant strides in adding two new leadership programs (Emerging Leaders and ARC Innovators) and adding coherence to how all three programs relate to each other. However, ambiguity still exists about what we want our program participants to gain from their AlumniCorps experiences, and the transformative potential of those experiences still varies across regions and programs. We need clarity around our intended outcomes and indicators of success in order to create consistently transformative experiences for every AlumniCorps program participant. Our goal is not to eliminate eccentricity or the local character of our programs that gives the AlumniCorps experience distinctive value for each individual Project 55 Fellow, Emerging Leader, and ARC Innovator. Rather, we want to develop and mobilize alumni in ways that are congruent, though not necessarily identical, across the organization. We also want our programs to respond consistently to student and alumni interests. If we are successful in doing so, AlumniCorps will distinguish itself in the field as one of the few—if not the only—organizations that trains civic leaders across their lives.



To achieve this goal, we will:

(a) Adopt a statement of core program features

AlumniCorps programs already contain some common and important elements, including experiential learning, guided learning/continuing education, mentoring and coaching, reflection, and community. However, in practice what each of these means for each program and especially across each geographical region differs significantly. Chicago PP55 seminars are weekly, while in other regions they may be quarterly. Emerging Leaders receive intensive professional development and leadership training, while ARC Innovators have clearly defined projects with measurable social impact but limited opportunities to network and learn from other program participants.

In order to make our programs even stronger, Princeton AlumniCorps will adopt a statement of core features across programs and regions, known as the AlumniCorps Fingerprint. The Fingerprint will give the Board, volunteers, and staff guidance and accountability on how to evaluate, improve, and talk about our programs.

Through the planning process, the Board drafted and adopted the following statement of program objectives, which we understand as essential for all AlumniCorps initiatives:

Our Program Objectives (The AlumniCorps Fingerprint):

- **Develop Civic Leaders:** AlumniCorps initiatives are designed to inspire and train participants to become social change agents by providing structured orientation, professional development, topical seminars, and mentorship/coaching.
- **Build Expansive Community:** AlumniCorps initiatives encourage broad participation, embrace diverse perspectives, and create expansive, purposeful networks—both virtual and face-to-face—in order to harness the power of relationships and connections to effect social change.
- **Demonstrate Social Impact:** AlumniCorps sets clear programmatic goals and then measures the effect of its initiatives in order to optimize participant growth and learning, maximize public and organizational impact, and ensure continuous program improvement.

(b) Invest in current programs so they include all core features

The AlumniCorps Fingerprint gives us a rubric (see Appendix) by which to measure the quality of our programs. Preliminary evaluation during the planning process revealed both areas of existing strength and areas where our programs do not yet align with the Fingerprint. The planning process also yielded specific ideas for how to make each program meet



these standards. Over the next four years, we will invest in initiatives that bring each of our programs in line with this Fingerprint and establish Project 55 Fellowships, Emerging Leaders, and ARC Innovators as best-in-class programs.

Specific investments may include a stronger seminar framework and a national mid-year retreat for Project 55 Fellowships; more consistent training for PP55 mentors; capstone projects for PP55 Fellows that demonstrate their social impact; the design and facilitation of ARC Innovators orientation and professional development sessions akin to PP55 seminars and the Emerging Leaders curriculum (may be virtual or in-person); the addition of coaching for ARC Innovators; more opportunities for Emerging Leaders to develop subject matter expertise on public issues; alumni engagement opportunities for Emerging Leaders, such as regular “lunch and learn” gatherings with program facilitators; and intentional weaving of diversity, equity, and inclusion lenses throughout all aspects of our programming. While we believe many of these can be accomplished in the near- to medium-term, the Program Committee, volunteer program leaders, and staff will be charged with deciding which of these priorities to pursue and how to implement them.

(c) Develop a program of measurement and evaluation

As we work toward more congruent objectives across the organization, AlumniCorps needs to better articulate the outcomes our programs are designed to deliver for both participants and partner organizations, for each program and for all programs. While we already collect significant program data, we should ask ourselves if those data in fact tell us and our constituents what we want to know about our impact. And acknowledging the difficulty of measuring outcomes in our work, can we yet be more creative in how we capture and evaluate our results? We are committed to using a balanced approach to program evaluation that

includes both qualitative and quantitative measures, short- and long-term effects, and outcomes as well as outputs.

The Program Committee will be charged with crafting outcome statements for Project 55 Fellowships, Emerging Leaders, and ARC Innovators, as well as developing methods for measuring those outcomes. Specific attention will be given to the longitudinal professional and personal outcomes for alumni and program impact on partner organizations.

Our success in strengthening existing leadership programs will be measured by:

- Adoption of the AlumniCorps Fingerprint (output)
- Buy-in from Area Committees and Program Leaders for using Fingerprint to evaluate and improve existing leadership programs (outcome)
- Prioritization of program investments using the Fingerprint rubric (output)
- All leadership programs meet the qualifications “Going Strong” or “Being the Best” on the rubric (outcome)
- Development of evaluation plans (output)
- Longitudinal results of evaluation (outcome)

(3) EXPAND EXISTING LEADERSHIP PROGRAMS



In 2017, Princeton AlumniCorps has 45 Project 55 Fellows, 32 Emerging Leaders, and 12 ARC Innovators in six regions across the country (New York/Connecticut, New Jersey/Philadelphia, Boston, Bay Area, Chicago, and Washington, DC). While we are proud of this reach, demand for our programs suggests we could do more to mobilize a larger group of Fellows, Emerging Leaders, and Innovators while supporting more partner organizations. For example, Emerging Leaders is offered only in New York and Washington, but through our planning process we consistently heard from our partner organizations in other cities a desire to enroll their staff in the program. By limiting Project 55 Fellowships and ARC Innovators to our existing hubs, we miss opportunities for recent graduates and more experienced alumni to work with innovative nonprofits in other cities with vibrant nonprofit networks that would benefit from AlumniCorps programs. And since all our programs are volunteer-driven, deliberate expansion would open more avenues for alumni engagement with AlumniCorps.

Appendix: Rubric for Evaluating Alignment with AlumniCorps Fingerprint

	Getting there . . .	Going strong . . .	Being the best . . .
Develop Civic Leaders	short orientation, and sporadic seminars/training or mentoring/coaching at some sites with uneven participation	longer orientation, ongoing seminars/training, and consistent mentoring/coaching at most sites with good participation	fully integrated orientation, seminars/training and mentoring/coaching at all sites that are well attended and highly valued and effective
Build Expansive Communities	fledgling connections/networks within some regions or programs	strong community/networks within some regions or programs and across some regions or programs	broad, sustained community/networks <i>across</i> all AlumniCorps regions, programs, and participants
Demonstrate Social Impact	programs have clear goals and seek periodic feedback from participants; participants report satisfaction with program and personal growth; feedback used to continuously improve programs	...plus programs seek feedback from community organizations; participants make positive impact on community organizations	...plus AlumniCorps seeks longitudinal feedback; participants and organizations report long-term impact of program on professional development, organizational outcomes & public good, respectively; AlumniCorps shares feedback and learning with other social change organizations



The overarching theme of this plan is to mobilize an ever-widening network of people and organizations committed to the public good. By expanding our programs in the following ways, we will provide deeper layers of support for our existing network while also adding new people and organizations to the AlumniCorps community.

To achieve this goal, we will:

(a) Launch Emerging Leaders in an existing Project 55 city

Since its launch in 2011, Emerging Leaders has succeeded in preparing more than 170 young nonprofit managers for effective leadership in New York and Washington, DC, broadening the AlumniCorps network of partner organizations and alumni, and attracting new resources, especially grants, to the organization. With six years of demonstrated success and a proven curriculum, AlumniCorps now seeks to offer Emerging Leaders in a new location. During the planning process, area committees in Boston, Chicago, and the Bay Area all indicated strong interest in bringing the program to their city as an additional way to support our partner organizations and develop local leaders. While the Board considered adding a second offering of the program in either New York or Washington, concerns about market saturation and a desire to offer the program to more of our partner organizations led to consensus on adding a new site.

Given the resources and timeline involved, an initial expansion to one new site is planned. In selecting the site for expansion, the following key factors will be considered: a strong network of former fellows and partner organizations from which to draw the cohort; a dearth of similar programs that are affordable and targeted at young mid-level leaders; foundation partners interested in funding the program on an ongoing basis; connection to a vetted facilitator; a base of guest speakers and advisers; and access to good, and preferably donated, meeting space. Based on these criteria, we will actively explore funding prospects with a goal of launching the new program in 2018-19.

(b) Develop Project 55 Fellowships and/or ARC Innovators in a new hub city

To some extent, growth of PP55 and ARC Innovators in our current locations is built into our process. Every year, area committees seek out new partner organizations, and we work to place as many Fellows and Innovators as possible. We have recently seen increases in the number of fellowships in the Bay Area, Boston, and New Jersey, and the Board expects local volunteers and staff will continue to aspire to more Fellows and Innovators each year. However, recent experience shows that several factors may limit program size in our existing hubs in any given year, including area committee capacity, partner organization funding, and competition for placements from other fellowship programs. As awareness of and demand for our programs increases (2016 saw record applications for both PP55 and ARC Innovators), AlumniCorps plans to develop a presence in a new region in order to engage more alumni and partner organizations.

In selecting a new site for PP55 Fellowships and/or ARC Innovators, the following key factors will be considered: a strong AlumniCorps base of program and/or area committee alumni; a strong base of Princeton University alumni, ideally through a local alumni association with a commitment to including and mentoring young alumni; a vibrant, varied, and well-funded nonprofit sector with a profile that matches our programming. Criteria specific to PP55 include: attractiveness of location to new graduates; affordable cost of living and accessible transportation; lack of similar programs through local universities; and prospective nonprofit partners who would expand our fellowship offerings in the arts, international development, energy/environment/conservation, racial and economic justice, and immigration.

An initial review of our database showed concentrations of Project 55 alumni in Atlanta, Denver, Portland (Oregon), Raleigh/Durham, Houston, and Los Angeles. Based on recent experiences in New Jersey, Boston, and the Bay Area, program expansion requires at least five volunteers (ideally

from multiple generations) who will commit 3-5 years to building the area committee. Some volunteers should have connections to nonprofit organizations, and at least two must be completely passionate about AlumniCorps at the level of our founders and most committed Board members. Based on these considerations, Program Leaders and staff will conduct interest surveys and planning meetings in the six cities listed above, work with prospective volunteers to develop local expansion plans, and by early 2018 select the most promising expansion site with a target of building either PP55 or ARC Innovators to critical mass (5 Fellows and/or 5 Innovators) in one new city by 2020.

(c) Re-energize and re-brand The Alumni Network

During the planning process the Board asked if now is the time to explore opening the Project 55 Fellowship program to alumni of schools other than Princeton. While this option would increase accessibility of the fellowships and lead to significant program growth, after extensive conversation with other fellowship programs, we determined that the scale of resources involved would detract from our other strategic goals and indeed from our existing priorities and organizational identity. Additionally, recent application numbers suggest that demand for PP55 among Princeton seniors continues to grow.

However, the opportunity exists for us to expand the reach of our fellowship program by re-energizing The Alumni Network, a consortium of similar fellowship programs at other colleges and universities. While in practice local TAN partnerships are still active (for example, Chicago seminars are organized in conjunction with programs at University of Chicago and Northwestern), national coordination of TAN has flagged since the passing of Chet Safian '55 in 2013, and local connections have sometimes been interrupted by volunteer or staff turnover. This plan proposes a reconstituted membership network that would be a vehicle for including fellows from other schools in Project 55 programming. There is consensus among the Board and our current TAN partners that we need a more accurate and interesting name for this effort.

AlumniCorps will devote staff time and resources to supporting a successor effort to The Alumni Network, under a new name and with an emphasis on coordination among member programs rather than replicating our model at other schools. This may include a more formal sharing of fellowship positions earlier in the matching process; stronger collaboration among local volunteers and possibly joint area committees; more resources to include fellows and alumni

from partner programs in Project 55 seminars and programming; more regular calls for resource sharing; statements of shared outcomes and joint evaluations; and a bi-annual Engage at Every Age conference.

Our success in expanding existing programs will be measured by:

- Multi-year funding secured for new Emerging Leaders site (output)
- Launch of Emerging Leaders in either San Francisco, Chicago, or Boston, with the first class of approximately 15 participants beginning the program in mid-2018 (outcome)
- Evaluation results for both ELs and supervisors from the new site (outcome)
- Viable area committee to guide the PP55/ARC expansion for 3-5 years (output)
- Expansion of PP55 and/or ARC Innovators to a new location, to be selected by early 2018, with at least 5 Fellows or 5 ARC Innovators placed in spring 2020 (outcome)
- Evaluation results for Fellows/Innovators and partner organizations from the new site (outcome)
- New name and clarified membership structure for TAN successor by fall 2017 (output)
- Clear processes for sharing positions and coordinating among staff/volunteers by winter 2018 (output)
- Number of fellows from TAN-successor participating in PP55 programs each year (outcome)



(4) LAUNCH NEW “BOLD IDEA” INITIATIVE



The above goals deepen and expand existing AlumniCorps leadership programs and mobilize our existing network. During the planning process, the Board identified both the opportunity and appetite for a bold

new idea that would leverage the strength of our network toward a major theme or public issue. Inspired in part by the Tuberculosis Initiative (an AlumniCorps program from 1997-2002), as well as other issue-based projects undertaken in AlumniCorps’ early years, this new endeavor will bring together practitioners, academics, policy makers, and funders from both within and beyond the AlumniCorps network for dialogue and action over a three-year process. Our goal is to use our connections and resources to create defined impact on an issue of public concern while adding forward momentum and coherence to our programs.

The Board envisions the Bold Idea as a theme that cuts across all of our programs and activities, without detracting from any of them. While new fellowship placements or local programs may emerge from these activities, they will not supplant our existing commitments to a diverse set of partners and broad engagement with the public interest. Rather, the Bold Idea is intended to attract new partner organizations to our work; connect work done by faculty at Princeton and elsewhere to work done by our alumni and partners; and give alumni who are passionate about a particular issue new ways to act on their commitment.

To achieve this goal, we will:

(a) Identify a timely and relevant public issue as a thematic focus over a three-year cycle

The AlumniCorps Board of Directors will identify and adopt an area of focus for the organization by winter 2018. In selecting a thematic focus, AlumniCorps seeks to ask: on what policy issue can we advance some corner of work that does not receive enough attention and on which we have some convening power and network strength? The topic should be narrow enough to yield a discernable result over three years and draw on work being done by people in our network, while still broad enough to include a range of thought leaders, organizational partners, and other constituents who are not already working together. Above all, it should be an area where AlumniCorps can have a defined impact.

The Board will issue a call for proposals from passionate leaders who bring expertise, contacts, energy, and prospects for funding. The Board may also invite applications from individuals or small groups. Through a consultative process that includes students, alumni, partner organizations, faculty, and donors, the Board will select a topic as a guiding theme for the next three years. If this first iteration is successful, we envision the Bold Idea as an ongoing initiative every three years.

(b) Pursue funding to support a range of activities on this theme

The Bold Idea is additive to AlumniCorps’ existing programs and operations. While we expect this initiative to both have a public impact and grow our network of alumni and partners, thereby contributing to the long-term vitality of our programs, each iteration of this effort will require significant designated funds beyond our regular budget. We expect the Bold Idea to attract both institutional and individual funders who want to invest deeply in a particular public issue. AlumniCorps’ development team will, both as opportunities arise and in conjunction with the volunteers leading each Bold Idea cycle, pursue restricted gifts and grants to support this goal.



(c) Craft and execute an agenda for dialogue and action on the chosen issue

The exact nature of the work over each three-year cycle will depend on the issue selected and the vision, resources, and connections of the program leaders. In general, though, each Bold Idea initiative should have a clearly identified objective that in some way moves the needle on that issue. For example, the Tuberculosis Initiative aimed to increase federal funding for TB vaccine research. By convening researchers, policymakers, public health advocates, global health organizations, and funders, AlumniCorps (then Project 55) built relationships and momentum that ultimately led to increased federal funding.

Specific investments for the Bold Idea are likely to include: hiring a Project 55 Fellow at AlumniCorps to work full-time on the initiative; symposia at the beginning, mid-point, and end of the initiative to plan, guide, and report on work being done; placing PP55 Fellows and ARC Innovators at new partner organizations working on the chosen issue; engaging faculty at Princeton and our partner universities who have subject expertise; and planning relevant local seminars/programs.

Our success in launching the Bold Idea initiative will be measured by:

- Selection of a theme by winter 2018 (output)
- Funding for the pilot effort by spring 2018 (output)
- Overall participation of alumni, partner organizations, and faculty (output)
- Partner organization, faculty, and alumni connections created through this effort (outcome)
- Accomplishment of proposed objective (outcome)

(5) ENSURE LONG-TERM ORGANIZATIONAL STRENGTH



As noted above, longevity is an organizational value for AlumniCorps. From early on, the founders planned for an organization that would grow and adapt over many decades while remaining true to its core purpose of mobilizing alumni for civic action. Indeed, perpetuity has been a watchword at AlumniCorps. To this end, over the past ten years the Board has taken intentional steps to make its membership more diverse and multigenerational; to cultivate new generations of organizational leaders and donors, especially among PP55 alumni; to change the name of the organization to signal a broader, more inclusive scope; and to add new programs that respond to changing times.

These efforts have placed AlumniCorps on firm footing. This plan envisions the next steps in ensuring the long-term strength of AlumniCorps, with a focus on finances and facilities. In order to achieve the ambitious goals outlined in this plan and provide funding for core activities in perpetuity, significant new resources will be required. At the same time, one of our greatest existing resources—our building in Princeton—needs maintenance to ensure it continues to serve as a home for AlumniCorps.

To achieve this goal, we will:

(a) Lead a comprehensive campaign

Building on the energy and enthusiasm of our 25th anniversary and recent growth in our fundraising, this plan proposes a three- to five-year comprehensive campaign to begin in late 2017 and be coordinated with AlumniCorps' 30th anniversary in 2020. The purposes of this campaign are to: (1) support strategic priorities outlined above, (2) grow the AlumniCorps endowment, (3) support ongoing operating expenses, and (4) fund upgrades and deferred maintenance of 12 Stockton. While an exact goal has not yet been determined, the





anticipated total is \$4 million-\$5.5 million. The campaign's success will depend on individual and planned gifts, foundation support, and corporate partnerships.

Planning for this campaign began in late 2016, with Dick Walker '73 serving as the chair of a Campaign Planning Committee that also includes Liz Duffy '88, Kef Kasdin '85, Bill Leahy '66, Kenly Webster '55, George Hackl '55, Jim Gregoire '69, Dana Warren '03, Juana Pacheco '90, Andrew Nurkin, Lorraine Goodman '83, and Mikaela Levons '04. Four task forces have been evaluating needs and feasibility for campaign leadership, donors, infrastructure, and a case for giving. Pending approval of this strategic plan, the Campaign Planning Committee will propose a more detailed campaign plan, including a feasibility statement, in June 2017. With the recent addition of new development staff, we have the capacity to support this planning and the leadership phase of a campaign. Additional consultants or staff may be needed at later stages. Upgrades to our database will be needed before September 2017.



(b) Address deferred maintenance and needed upgrades at 12 Stockton Street

Thanks to the enormous generosity of two Project 55 Fellowship alumni, AlumniCorps benefits from owning an historic property in downtown Princeton, which has become over the past seventeen years a beloved home for the organization. The building at 12 Stockton Street serves as an office for our staff, a meeting and event space, and a familiar gathering place for alumni when they return to Princeton. Two cost-sharing partners occupy the third floor offices, helping to defray the monthly expense of maintaining the building and property. Close proximity to Princeton's campus is a significant asset to our mission, and staff members feel lucky to come to work each day in a lovely and warm environment.

The gift of the house included a separate Building Fund, adequate for annual upkeep and occasional capital expenses. However, 12 Stockton is an historic house with all the structural challenges that entails. In recent years, we have had to address at least one major issue with the house each year, including replacing the boiler and the sprinkler system, extensive mold remediation and leaks in the basement, and fixing exterior shutters and roofing. As the house ages, we can continue to expect major repairs to be needed, though without a full assessment by a contractor we may not know what needs to be done until an emergent situation presents itself. No major renovation has been done since the purchase of the building in 2000, and indeed much of the office furniture and décor dates to that time.

The combination of deferred maintenance and the changing needs of the organization means that AlumniCorps now needs to invest more significant capital to upgrade the space,

structure, and systems at 12 Stockton. Specifically, renovating the first-floor conference room, administrative office, and break room will allow us more flexibility in the kinds of events and trainings we can hold at the office. This renovation ought to include new furnishings, carpet and wall paint, lighting, and technology. A full walk-through of the building by a contractor may reveal additional structural fixes needed for 12 Stockton to remain a functional, inviting, and safe home for AlumniCorps for decades to come. Building maintenance and renovation will be paid for by a combination of capital gifts and the existing Building Fund.

(c) Grow the Keystone Society

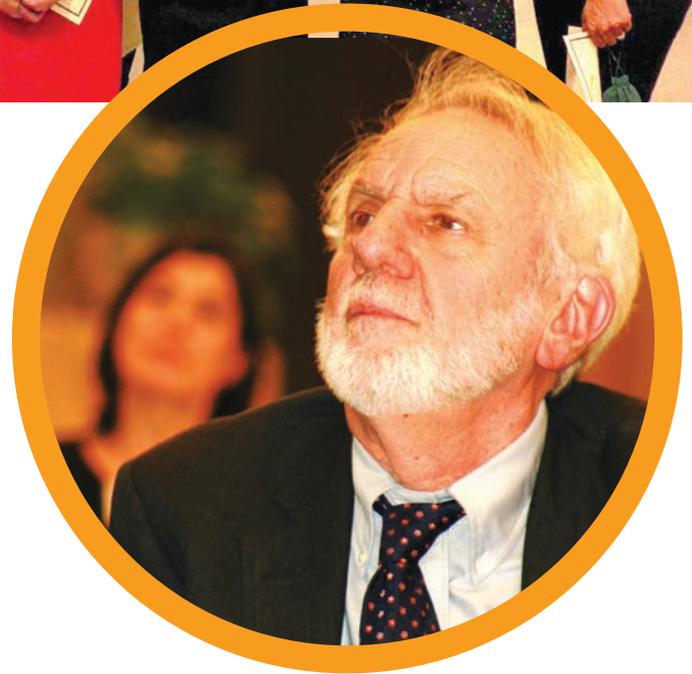
The Keystone Society is AlumniCorps' planned giving program. As of January 2017, thirty-four donors of exceptional generosity and foresight have included Princeton AlumniCorps in their estate plans. While most of the charter members of the Keystone Society were from the Class of 1955, increasingly younger donors are joining this most committed group, indicating their belief in our work's long-term relevance and impact.

The Board understands planned giving as an essential contributor to the long-term success of AlumniCorps. Unless otherwise designated, Keystone gifts are added to the AlumniCorps endowment, giving future leaders of the organization both the resources and the flexibility needed to continue our work. Going forward, development staff and volunteers will invest more time and resources prospecting, cultivating, and stewarding Keystone donors. In the near-term, we will focus on growing Keystone Society membership especially among 55ers. Members of the class have built an organization with vitality, purpose, relevance, and long-term vision. Through the Keystone Society, 55ers can ensure their legacy and the perpetuity of Princeton AlumniCorps. Our efforts to increase Keystone membership will focus both on major annual donors as well as loyal 55ers who have supported the organization for many years. Keystone pledges made during the term of this plan will be counted toward the capital campaign goal.

Our success in ensuring long-term organizational strength will be measured by:

- Meeting comprehensive campaign goals by 2021
- Renovation of first floor at 12 Stockton completed by mid-2020
- Contractor walk-through completed by end of 2017; any issues addressed by mid-2018
- 15 new 55er Keystone members and 15 new non-55er Keystone members by mid-2020





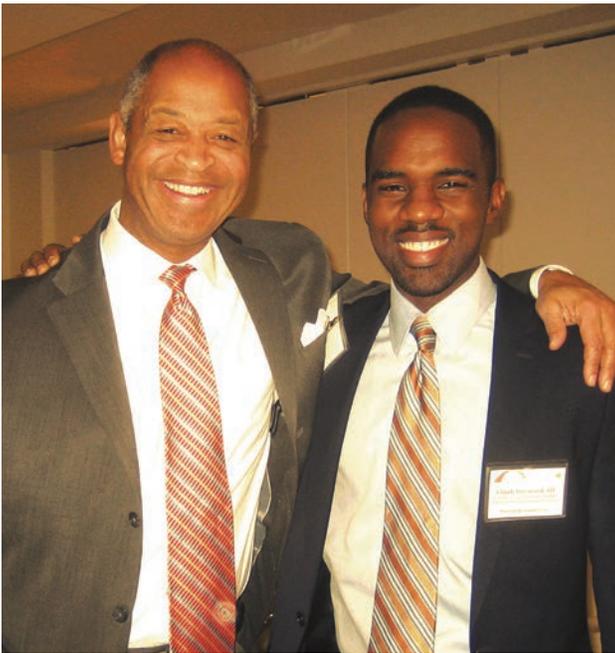
VI. Conclusion

Through more than a year of planning, the Board selected these strategic goals as directions for how AlumniCorps should grow, evolve, and thrive in the coming years. The revised mission clarifies that AlumniCorps exists in order to move a growing network toward sustained, collaborative action, while the statement of values gives everyone in the organization a shared understanding of how we approach this work. Our civic leadership programs attract, train, support, connect—and thereby mobilize—alumni of all ages and organizations engaged in a broad spectrum of public issues. The long-term impact can be seen in the work our Fellows do during and long after their PP55 year, the organizations our Emerging Leaders go on to helm, the projects our Innovators take on, and the expanded capacity of all our alumni, volunteers, and partners to work together for social change.

The Board has crafted this plan to be adaptable to changing resources and contexts. Each of the five key goals can be implemented across a range of inputs. While we are committed to improving our technology infrastructure and creating more avenues for connection across the AlumniCorps community, the scale of our database upgrade and the staff time devoted to network coordination will depend on available funding. Similarly, addressing deferred maintenance at 12 Stockton is essential, but the success of the campaign will determine the feasibility and extent of first-floor renovations.

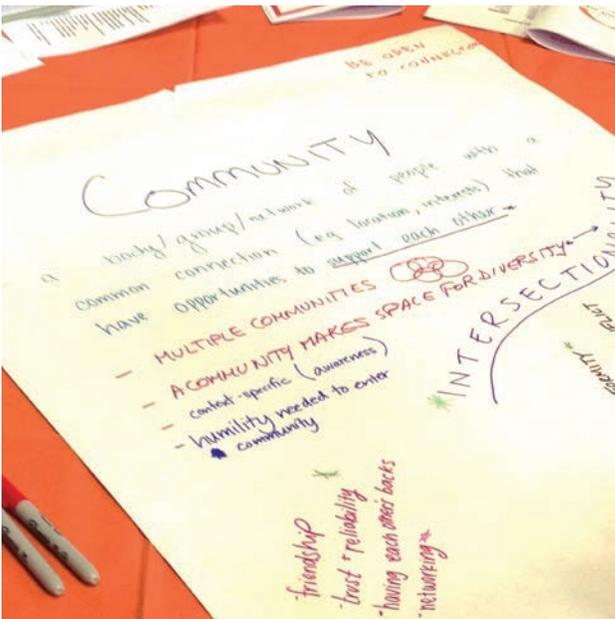
Ensuring all of our leadership programs meet a strong-to-excellent standard is achievable with current resources and marginal increases in staff capacity, as is expanding PP55 or ARC to a new site and re-imagining TAN. In fact, current staff and volunteers are enthusiastic to tackle these objectives. Bringing all three programs to best-in-class status in the next three to four years, however, will require the Board and Executive Director to make staff and program investments at their discretion. Some of these investments can be supported with new earned income (e.g., ARC Innovator participation fees) and/or strategic drawdowns from the Chet Safian Innovation Fund.

Two components of this plan cannot proceed without significant new funding: expansion of Emerging Leaders to a new site and the Bold Idea initiative. In the case of Emerging Leaders, contingent funding would need to be a multi-year commitment to keep the program up and



running. The development team has already begun prospecting foundation partners for this objective and, with approval of this plan, will make it a priority to pursue viable prospects. Each iteration of the Bold Idea will require a one-time grant of at least \$150,000, to be spent over three years. As noted above, the Board will consider the likelihood of funding when selecting a Bold Idea theme.

Finally, the comprehensive campaign described in this plan will necessitate significant time and attention from the Executive Director, Board, and development team. The campaign planning committee will present a feasibility statement to the Board in June 2017, but the target range is expected to be between \$4 million-\$5.5 million, inclusive of annual operating expenses. At the lower end of this range, the campaign will support the strategic priorities outlined above, including renovations at 12 Stockton. At the higher end, the campaign will also yield a \$2 million contribution to the endowment, permanently endowing the current annual contribution of members of the Class of '55.



When members of the Class of '55 founded Princeton AlumniCorps in 1989, they envisioned a new meaning for alumni affairs as well as a nimble organization built on relationships, diverse talents and perspectives, and a common commitment to solving public problems. Thanks to many leaders who have been inspired by the 55ers' passion, this vision still describes AlumniCorps in 2017. In adopting this plan, the Board lays out a path for us to continue to realize that vision and ensure the legacy of the many 55ers who created and have sustained the organization for more than a quarter of a century.





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