

SOKOINE UNIVERSITY OF AGRICULTURE



SUA CONVOCATION STRATEGIC PLAN

2016 - 2020



USAID
FROM THE AMERICAN PEOPLE



Foreword

Since the middle of 2012 the Executive Committee of Convocation of Sokoine University of Agriculture (SUA) has undertaken comprehensive internal assessments on its performance and achievements, and benchmarking against peer universities and institutions, as initiatives to moving forward towards the outlined goals, Mission and Vision. A list of its 15,000 members was constructed from the time the University started thirty years ago (1984).

A series of consultative meetings with various groups of SUA Alumni in 2014 clearly indicated that they are ready for further involvement with their fellow alumni and the University. Since we have realized this potential there is a requirement for more strategic communications and establishing various programmes at SUA that involve alumni, regional chapters and expanded regional networks as well as a data driven approach to planning.

SUA Convocation is proud put in place a Strategic Plan that will guide the Convocation towards achieving its objectives, Mission and Vision. The plan will serve as a blueprint for strategic direction for the next five years and a launching stage for continued success. It will build upon the University's current Strategic Plan, to accelerate the ambition to play an important role in shaping the University's future. The broad goal and key result areas of the strategic plan call for achieving higher ambitions and distinctions, working towards cementing alumni bonds to the University, and cultivating national and international networks of volunteer leaders.

The Management of the SUA Alumni Association is obliged to engage in sustained attention to the areas elaborated in the Strategic Plan with particular emphasis on (i) Communicating with all Alumni a distinctive and inspiring SUA story that helps strengthen Alumni bonds to the University and to the Convocation, (ii) Identifying, designing, developing and offering high-quality alumni programs that serve alumni interests and strengthen their ties to the University, example free lifetime membership to alumni association, access deals, discounts and offers from SUA, lessons, lecture series, experiences of other Alumni and others (iii) Developing a dynamic young alumni program that fosters a high level of involvement and a culture of philanthropy (iv) Increasing Alumni participation towards giving, and giving to the University (v) Guiding on objectives and supporting ambitions programmes in all University Faculties, Institutes, Centres, Directorates and Departments, (vi) Developing the staff resources needed to realize our ambitions, (vii) Increasing membership growth and support to Alumni (viii) Increasing revenue of the Convocation, (ix) Increasing activity and visibility in the country and (x) Opening up online giving of ideas from the Alumni to the Convocation.

The Strategic Plan centres on areas with impact and enabling of effective Volunteer Leadership and Governance, expands the frontiers of engagement and calling the Alumni to participate. SUA Alumni are ambassadors for SUA grounded in shared values and experience. All Alumni are members of the expanding SUA family, whether in Tanzania, Africa or anywhere in the World **“You are always a member of the SUA Family”**. I call all members of SUA Convocation to participate in making our University continuously a First Class University.

In reaching this stage of success, the Convocation is extremely grateful to the University Administration for continuous support to the course of the Convocation, and the Innovative Agricultural Research Initiative (iAGRI) for availing ample ideas and the staff to help develop this Strategic Plan together with ECC members.

Gabriel Mbassa
President of Convocation
November 2015

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We would also like to acknowledge the moral support of all SUA alumni. Finally, the Convocation acknowledges the treasured support received from the University management at all levels. Prof. Gerald C. Monela, The Vice Chancellor and the Deputies to the Vice Chancellor Prof. Peter R. Gillah responsible for academic affairs and Prof. Jayros A. Matovelo responsible for Administration and Financial matters are highly acknowledged.

List of Abbreviation

AGM	-	Annual General Meeting
DVC-A	-	Deputy Vice Chancellor-Academic
ECC	-	Executive Committee of Convocation
iAGRI	-	Innovative Agricultural Research Initiative
PR	-	Public Relations
SUACONE	-	Sokoine University of Agriculture Convocation Newsletter
SUA	-	Sokoine University of Agriculture
SWOC	-	Strengths, Weaknesses, Opportunities and Challenges
USAID	-	United States Agency for International Development

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1.0 Introduction

1.1 Historical Context

The Convocation of Sokoine University of Agriculture (SUA) (hereinafter referred to as Convocation) is a statutory entity established under Article 23 of the Sokoine University of Agriculture Charter, 2007. The Convocation is charged with several functions as described in the SUA Constitution of the Convocation of 2004 as follows; Maintaining a Convocation roll of the names of all persons who are members of the Convocation; Discussing any matter within the sphere and competence of the University; and Maintaining dialogue with the government on matters of social, economic and other concerns to the welfare of the public.

To ensure that the Convocation delivers to her expectations for the benefit of her alumni and the University it was thought necessary to develop a five year strategic plan. This idea came at the critical time that the Convocation is striving to play its roles well. Following advice and directives of several Convocation Annual Meetings for the need to have a fundraising strategy, the Convocation engaged its members to assist in developing for a fundraising strategy. However, while in the process of completing the fundraising document it was thought that the Convocation should move forward comprehensively focusing on different aspects of institutional transformation. That a Strategic plan which was not in place was to be prepared.

Therefore the Convocation approached iAGRI under its institutional strengthening Mission to assist in the preparation of this document. IAGRI accepted to engage her staff together with SUA alumni to develop the document. It was considered important to have forums to share experiences from well-established alumni networks from other universities across the world. To this effect, iAGRI agreed to facilitate the coming of Mr. Andy Gurd to facilitate the discussions at SUA in May 2014. Thereafter, a draft of the strategic plan of the Convocation started to be developed. This document is intended to provide strategic guidance on what SUA Convocation intends to take to become more successful. The Plan that is, in essence, a guidebook for the management team to use in the coming 5 years will therefore provide strategic thinking and ability to anticipate major shifts in the competitive marketplace and identify emerging opportunities.

1.2 Vision

SUA connected to its Alumni and friend

1.3 Mission

To serve, inform and involve SUA Alumni and friends

1.4 Goal and Objectives of SUA Convocation

The overall goal of SUA Convocation is to build a vibrant Convocation community that is dynamic, actively participating in developing SUA to become a center of excellence, To realize this goal SUA Convocation pursues a number of strategic goals and specific objectives that fall under five broad areas;

- i. To establish and maintain a spirit of belonging and unity among SUA alumni as well as between alumni and their alma mater, to sustain the good image of the University
- ii. To widen the financial resource base of the Convocation to fund priority programmes of the Convocation and contribute towards financing selected programmes of the University

- iii. To facilitate collaboration and partnership among alumni, and foster linkages between the Convocation and other stakeholders for contributing towards development and growth of Sokoine University of Agriculture
- iv. To contribute towards sustaining academic excellence of Sokoine University of Agriculture
- v. To maintain good relations between the Convocation and the public through outreach of the Convocation to its members and the public at large

2.0 Situation Analysis

Driven by the desire to attain better performance, an analysis of SUA Convocation was conducted to identify its Strengths, Weaknesses, Opportunities and Challenges (SWOC).

Strengths What does SUA Convocation do well? What unique resources can we draw on? What do others see as our strengths?	Weaknesses What could we improve? Where do we have fewer resources than others? What are others likely to see as our weaknesses?
<ul style="list-style-type: none"> i. Growing number of alumni (currently over 14,000) ii. Prospective number of future alumni (increasing student enrolment at SUA) iii. Communication facilities, computers and other resources are available iv. Convocation is included in the University charter v. DVC-A serving as Convocation secretary vi. Convocation has an office vii. Availability of human resources viii. SUA Alumni participating in events/exhibitions under the University's umbrella ix. Focus on agriculture, positions SUA in good position to be given priority by the government and development partners x. Strong social relationships amongst SUA alumni xi. An active executive committee xii. Pride among current and former students regarding the University's rigor 	<ul style="list-style-type: none"> i. Low Mobilization of alumni to achieve aims and objectives ii. Inadequate resources: financial, physical infrastructure and human iii. Insufficient strategies for mobilizing resources-financial and otherwise iv. DVC-A who serves as a Secretary of Convocation may not always be available to facilitate Convocation activities. v. Lack of full-time dedicated staff vi. Convocation has no strategic plan vii. Mindset: Confusion on what the Convocation is and the difference between Alumni vs. Convocation viii. Prevalent apathy among alumni reflected through low attendance and weak participation in activities ix. Most alumni lack the spirit of giving and pursuing social obligations; Instead the mentality of receiving dominates x. Not meeting growing challenges needs of future and prospective alumni xi. ECC comprises of only of SUA academic staff. It is missing a link to the alumni outside the University xii. Inadequate communications strategy xiii. Lacks a strategy to utilize high-level SUA alumni xiv. Successful SUA Alumni not adequately engaged in Convocation activities xv. Limited follow-up on previous resolutions/meetings/matters arising

	xvi. Missed fundraising opportunities xvii. Limited contact information for alumni
Opportunities What opportunities are open to SUA Convocation? What trends could we take advantage of? How can we turn your strengths into opportunities?	Challenges What threats could harm SUA Convocation? What is our competition doing? What threats do our weaknesses expose you to?
i. Large numbers of future and current SUA students who are future alumni. Alumni will double (28-30,000 by 2021 at current graduation rates). ii. Opportunities to use available social media channels to communicate with alumni iii. Many successful SUA alumni who can provide value to the University iv. Willing development partners v. Exhibitions, such as <i>Nane Nane</i> , can reach SUA alumni and potential future alumni vi. Potential for Convocation to run a bookstore to sell memorabilia and school supplies vii. Opportunity to help alumni identify as SUA Alumnus viii. Various unexplored options for fundraising ix. Room for instilling a sense of “alma mater” among alumni x. Availability of skilled staff and time to improve website for better communications building relationships xi. Agriculture is a priority sector within government development plans xii. Agriculture has potential to provide resources to unemployed alumni xiii. Increasing interaction between SUA and the private sector xiv. Alumni expose prospective students to existing and potential opportunities in agriculture	i. Competition from other alma maters due to alumni’s multiple affiliation to different institutions from which they graduate ii. New Agricultural Universities being established in Tanzania iii. Unemployment of alumni discourages potential future alumni iv. Lack of appeal/knowledge of opportunities in agriculture by potential students who are potential future alumni v. Decreasing government funding to the University

Besides weaknesses and threats as identified above, the Convocation has been facing a number of challenges in implementing planned activities. Some of the challenges include; (i) Incomplete database of members, (ii) Inadequate communication to alumni by the University and Convocation office, (iii) lack of clearly defined strategies for resources mobilization to run Convocation activities, (iv) undertaking only limited organization of class reunions to engage alumni, (v) the prevailing misconception that the Convocation is just for current academic staff. To overcome these challenges the Convocation will use the existing strengths to address the

identified weaknesses and take advantage of the opportunities to achieve the institutional Vision, Vision and objectives.

3.0 Strategic Framework

The strategic goal of SUA Convocation is to become a vibrant Convocation community that is dynamic, actively participating in developing SUA to become a center of excellence. Consistent with the Vision and Mission, SUA Convocation has identified five strategic goals, to which the specific objectives and all organizational activities will contribute. Under each strategic goal, there are specific objectives and key result areas.

3.1 Key Strategic Goals and Specific Objectives

- 3.1.1 To embrace current and future alumni by promoting for members to internalize the Convocation motto: “You are always a member of the SUA Family”
Under this Objective SUA Convocation will;
- Foster a spirit of “Alma Mater” and maintain a good image of the University as a whole, and to promote community and business interests and respect for the University.
 - Encourage and promote a spirit of collegiality and unity among members of Convocation within and outside the Regional Chapters.
 - Represent the interests, and promote, protect, exercise and maintain the rights and responsibility, of its alma mater.
- 3.1.2 To enhance reciprocity by providing value to alumni and creating opportunities for alumni to give back to their alma mater
Under this specific Objective SUA Convocation will be to:
- Encourage and elicit financial contributions from Alumni and well-wishers to the University
 - Establish an endowment fund.
- 3.1.3 To provide opportunities for Co-Creation for alumni and SUA to work together and contribute towards the development and growth of the Sokoine University of Agriculture
Under this specific Objective SUA Convocation will:
- Liaise and consult with all other University constituencies on matters of common interest to foster unity.
 - Contribute to the welfare, prestige and excellence of the Sokoine University of Agriculture
- 3.1.4 To contribute towards sustaining academic excellence of the Sokoine University of Agriculture
Under this specific Objective SUA Convocation will:
- Take interest in matters pertaining to the governance, administration and academic functions of the University and to make recommendations thereon.
 - Award prizes to the distinguished Alumni who have made significant achievements and/or contributions to their profession, community or University.
 - Award scholarships to potential beneficiaries.
- 3.1.5 To maintain good relations between the Convocation and the public through outreach of the Convocation to its members and the public at large
Under this specific Objective SUA Convocation will:

- Create among the alumni, a sense of responsibility, obligation and accountability towards the community and especially towards the University

4.0 Key Result Areas

In order to achieve the strategic and specific objectives, SUA Convocation has identified four key result areas, which contribute to one or more of the strategic objectives. These will be pursued during the timeframe of this Strategic Plan; 2015 – 2020. The key result areas of the Convocation can be placed into four categories: Fundraising, Data compilation and management, Communication, and Engagement. The activities in relation to each result area are presented below.

4.1 Fundraising

Encourage financial donations to assist in:

- i. Developing competitive University programs (Faculty, Directorate, Institute, Center and Department levels)
- ii. Identify reliable sources of revenue
- iii. Create innovative research programs

4.2 Alumni Database

- Create and maintain an alumni database and an online portal for communication

4.3 Communications

- i. Create a communication strategy and communicate regularly to alumni regarding SUA activities
- ii. Present and utilize input from alumni to facilitate University transformation
- iii. Provide suggestions on how SUA can contribute knowledge to the public for improving governance and the performance of poverty reduction initiatives through research

4.4 Engagement

- i. Strengthen and maintain the Convocation Resource Center to enable alumni to network
- ii. Engage a full-time employee dedicated to running the Convocation office, who will also engage with alumni

5. Important Assumptions

Successful implementation of this strategy depends on a number of assumptions, which include;

- i. SUA management remains positive and supportive of Convocation programmes and plans
- ii. Good governance of SUA Convocation prevails
- iii. Indicators for performance of higher institutions of learning remain accessible and understood by Convocation members
- iv. Good economic performance nationally, regionally and globally ensures employment for SUA Alumni
- v. SUA's activities become more visible in various media sources
- vi. More SUA alumni perform well in their various engagements and become recognized nationally, regionally and internationally

6.0 The Strategy

For SUA Convocation to remain dynamic and focused on institutional goals, implementation of the strategy will pursue short and long term goals. The short term perspective identifies interventions to be implemented within five years. The longer term perspective aims at maintaining dynamism and organizational growth. In the short run (2015 – 2019) Convocation activities will be aligned to contribute towards realizing the specific objectives and hence the overall goal as outlined below.

- i. Implement a financial resource mobilization and investment plan that is geared towards raising funds to facilitate programs under the Convocation and contribute to capital and human development of SUA so that the University realizes her Vision and Mission.
- ii. Establish formal lineages with the membership through information sharing, reactivating zonal chapters and inviting Convocation members from outside the University to lead on some of the planned activities. This will be a fundamental way of taking the Convocation and SUA to the people, ensuring that the Convocation activities remain attractive to SUA graduates in and the public at large.
- iii. Adopt a robust information and public relations strategy for promoting the Convocation and SUA. The Convocation will undertake programs that promote interest of SUA while also promoting the image of the University and the Convocation.
- iv. Building strategic partnerships with stakeholders within and outside SUA. The stakeholders will be involved in the planning and implementation of a range of programs for the development of the Convocation and SUA.
- v. Undertake commitment towards social responsibility for the development of SUA, and contribute towards national development. The Convocation will mobilize members to remain engaged with the University and make a meaningful contribution to national development.

6.1 Priority Program Areas

The priority program areas in the four years will be:

- i. Extensive financial resource mobilization program
- ii. Creating linkages and opening of chapters
- iii. Infrastructural development to establish the resource center
- iv. Disseminating Information and building Public relations
- v. Promotion of social responsibility

6.1.1 Fund raising and resources mobilization

Various options will be used to raise funds for projects that are identified for implementation during the life of this strategy. Some of these options are:

- i. Mobilizing financial contributions from the alumni
- ii. Soliciting financial support from development agencies and from the private sector
- iii. Production and sale of souvenirs
- iv. Charging membership fees
- v. Organizing fund raising social events

The ECC will encourage financial donations to assist in developing competitive University programs (at Faculty, Department, Institute & Center levels). The ECC will also help in identifying reliable sources of revenue and in creating innovative research programs

6.1.2 Alumni Database

The ECC will maintain and strengthen an alumni database and online portal for communication to facilitate networking and establishing linkages among members

6.1.3 Creating linkages and Networking

The ECC will strengthen and maintain a Convocation Resource Center to facilitate networking among alumni. The ECC will also engage a full-time employee dedicated to running the Convocation office and who will engage with alumni.

6.1.4 Communication

The Convocation will maintain a database for all the University alumni and gather key information about the Convocation and SUA to share with stakeholders. Public relations will be enhanced to increase awareness and interest in the activities of the Convocation and SUA by:

- i. Providing regular communications to alumni on SUA activities
- ii. Provide alumni input on University reformation
- iii. Provide suggestions on how SUA can contribute more knowledge to the public through research for better governance and poverty reduction

6.1.5 Promote social Responsibility

- i. SUA Convocation will identify and pursue avenues for engaging with the public as a way of promoting social responsibility
- ii. Convocation will seek to remain visible by participating and engaging in various University and public activities

6.2 Audiences for Convocation Activities

The Convocation has a number of audiences based on its Mission, Vision, aims, objectives and goals. The first and foremost audience is the 14,000 plus current SUA alumni, and its future alumni. During the SWOT analysis in August 2014, the ECC also identified an audience of prospective future alumni, that is, secondary school students who could become SUA students. In addition, the SWOT analysis identified additional audiences beyond current and future alumni. The Convocation must also be aware of stakeholders' audiences that include, but not limited to: government, business, the Tanzanian University community, development organizations and the local community within Morogoro.

7.0 Organization and Financial management

7.1 Organization

The organizational set up of SUA Convocation comprises of members and the Convocation Executive Committee. Members are responsible for approving plans and budgets at the AGM. The ECC members are responsible for coordinating implementation of planned activities, resources mobilized, projects and activities implemented. The ECC will be reorganized so that it comprises of sub-committees, each leading in coordinating activities that fall under a specific set of result areas. These include: Resource mobilization, Communication and networking. The Organogram of the Convocation is as presented in Figure 1.

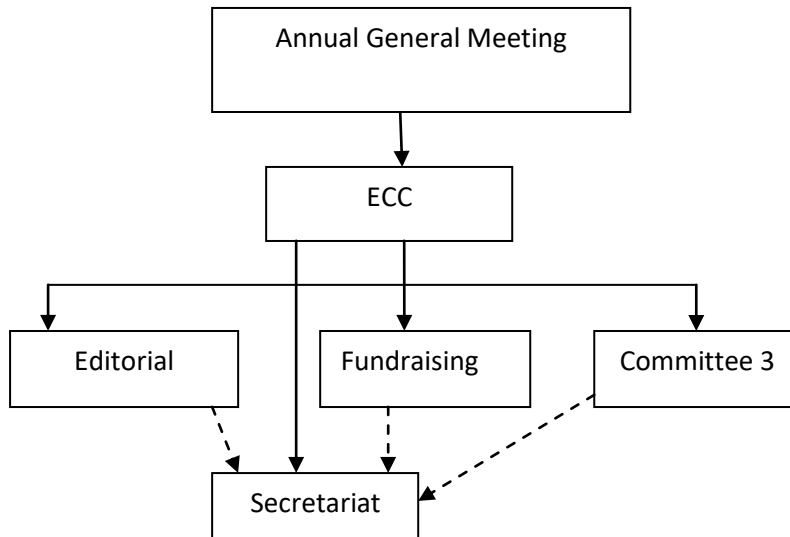


Figure 1: SUA Convocation Organogram

7.2 Financial Structures

7.2.1 The sources of Convocation funds will include:

- i. University annual budget: SUA management contributes to the Convocation in meeting the costs of running the day to day activities of the ECC including meetings, Convocation AGM and other activities.
- ii. Collections from SUA grad ands of each year
- iii. Membership fee- Currently mostly paid by SUA staff alumni by deducting directly from their salaries. A differently mechanisms need to be established to encourage more members to willingly pay the fee.
- iv. Donations and contributions from parents, Government ministries, public and private institutions, friends and well-wishers
- v. Other sources of funds, for example fund raising activities, donor funds via grants, project, advertisements, interests in stocks, shares and businesses
- vi. Registration fees for participation in organized events

7.2.2 Utilization and accountability of the Convocation funds

- i. The funds of the Convocation will be used only for activities in meeting the objectives of the Convocation
- ii. The utilization of the funds will follow the University financial regulations.
- iii. The audited financial report shall be submitted in writing by the treasurer to the ECC for discussion and finally to the AGM.
- iv. The auditors shall be the University Internal Auditors.

8.0 Implementation

Implementation of this strategy will be coordinated by the Executive Committee of the Convocation. Activities for implementation during each year will be approved by the AGM, and implementation will involve a wide range of alumni, including those working and living outside

the University campuses. The ECC will remain answerable to members, who will approve the budget and annual plans for implementation.

9.0 Monitoring and Evaluation

The ECC will be responsible for monitoring implementation of planned Convocation activities and evaluating outcomes and impacts against set targets as per logical framework. The ECC will also be responsible for reporting such progress to Convocation members at agreed intervals

10. Logical Framework

Narrative Summary	Indicator	Means of Verification	Assumption
Overall Goal SUA retains and continually improves her ranking as a center of excellence in teaching, research and outreach, within and outside Tanzania	<ul style="list-style-type: none"> Annual rating by Convocation members Web rating authorities 	<ul style="list-style-type: none"> University annual report Articles and reports in various media 	<ul style="list-style-type: none"> SUA continues to maintain its excellence in teaching, research and outreach within Tanzania and beyond
Strategic Objective <ul style="list-style-type: none"> To develop SUA Convocation to become a vibrant community that is dynamic, actively participating in developing SUA to become a center of excellence 	<ul style="list-style-type: none"> Number and value of Convocation programmes undertaken and successfully completed 	<ul style="list-style-type: none"> Minutes of Quarterly and other ECC reports Annual reports of the President at AGM Report on members feedback from electronic sites (portal) 	<ul style="list-style-type: none"> SUA management remains positive and supportive of Convocation programmes and plans Good governance of SUA Convocation prevails
Specific Objectives <ul style="list-style-type: none"> Embrace current and future alumni by promoting the Convocation motto: “You are always a member of the SUA Family” To enhance reciprocity by providing value to alumni and creating opportunities for alumni to give back to their alma mater To provide opportunities for Co-Creation for alumni and SUA to work together 	<ul style="list-style-type: none"> Increasing participation of Convocation members in Convocation activities Value of contribution by Convocation members to Convocation and SUA activities Number of activities per annum involving interaction between community and 	<ul style="list-style-type: none"> Minutes of Quarterly and other ECC reports Annual reports of the President at AGM 	<ul style="list-style-type: none"> Indicators for performance of higher institutions of learning remain accessible and understood by Convocation members SUA’s activities become more visible in various media More SUA alumni perform well in their various engagements and become recognized

Narrative Summary	Indicator	Means of Verification	Assumption
and contribute towards the development and growth of Sokoine University of Agriculture	<ul style="list-style-type: none"> • Convocation Report of records for SUA's ranking from various reputable sources 		nationally, regionally and internationally
Key Results/Outputs <ul style="list-style-type: none"> • Funding levels for the University improving annually • University funds utilized effectively and efficiently • Awareness of Convocation members and interaction among them and with SUA improved • Input from alumni into University processes effectively utilized • Services to SUA Convocation members improved 	<ul style="list-style-type: none"> • Increasing real value of funding for all components of the University (training, research, outreach, infrastructure development and investment) • Number of years SUA gets a clean audited report • Increasing monthly average for number of visitors to SUA portal • Increasing number of members calling for information and services • % of members indicating satisfaction with Convocation services 	<ul style="list-style-type: none"> • Minutes of Quarterly and other ECC reports • Annual reports of the President at AGM 	<ul style="list-style-type: none"> • The economy in Tanzania, region and globally continue to grow such that employment opportunities for SUA alumni continue to grow

Narrative Summary	Indicator	Means of Verification	Assumption
<p>Activities</p> <ul style="list-style-type: none"> • Developing competitive University programs at Department levels • Identify reliable sources of revenue • Create innovative research programs • Create and maintain an alumni database and an online portal for communication • Provide regular communication to alumni • Present and utilize alumni input on University transformation • Provide suggestions on how SUA can contribute knowledge for improving governance • Create a Convocation Resource Center • Engage a full-time employee dedicated to running the Convocation office 		<ul style="list-style-type: none"> • Minutes of Quarterly and other ECC reports • Annual reports of the President at AGM 	<ul style="list-style-type: none"> • All parties assigned to facilitate and implement planned activities will play their part effectively and timely • Mechanisms to eliminate corruption and fraud in using financial and other SUA resources will be developed and used effectively as intended • Strategies to overcome past negative attitudes and perceptions regarding the University and the Convocation will successfully lead to more giving among Convocation members and public

11. Action Plan for Achieving Goals

Goal Area/Goals	Activities by Audience		Person Responsible	Timeline
	Future Alumni(Students) In Cooperation with the Dean of Students Office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
	Future Alumni (Students) In cooperation with the Dean of students office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
Data Create and maintain an alumni database and online portal for communication	Strengthen and maintain database Collect student data, especially data on individual interests	Strengthen and maintain database Strengthen and maintain students and alumni data in same database, if not, insure student data transfers to alumni database Develop processes for alumni to update their information via a web portal Collect data on alumni	ECC	

Goal Area/Goals	Activities by Audience		Person Responsible	Timeline
	Future Alumni(Students) In Cooperation with the Dean of Students Office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
Communication Provide regular communications to alumni on SUA activities Provide room for alumni to input on University reformation Provide suggestions on how SUA can contribute more knowledge to the public through research for improving governance and enhancing the impact of poverty reduction activities	Educate students regarding Alumni Office and value to them when they become alumni.	Convocation and/or Alumni Association Inform alumni regarding location and activities of Office and value is to alumni Update and simplify website Conducting Survey among alumni including eliciting their view , wants and (see Appendix) Develop regular communications via email, website, text and print	ECC	
Engagement Create a Convocation Resource Center to facilitate alumni networking Engage a full-time employee dedicated to running the	Make student and academic staff feel welcome at the Office Ask students what they would like to hear from alumni/how best interact	Insure alumni receive invitation to Convocation Annual Meeting Create programs and events based on survey results	ECC	

Goal Area/Goals	Activities by Audience		Person Responsible	Timeline
	Future Alumni(Students) In Cooperation with the Dean of Students Office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
Convocation office who will also engage with alumni	with alumni	<p>Develop metrics to measure each program and event</p> <p>Work with Kilosa chapter to increase engagement</p> <p>Develop plan for additional chapters (Dar es salaam, Kilimanjaro, Arusha, etc.)</p> <p>Develop Guest Lecture program</p> <p>Develop “Open day “program</p> <p>Develop “Get Together party”</p> <p>Program (reunion-like program)</p>		
Fundraising Encourage financial donations to assist in: Developing competitive	Not yet	Not yet Decide on membership	ECC	

Goal Area/Goals	Activities by Audience		Person Responsible	Timeline
	Future Alumni(Students) In Cooperation with the Dean of Students Office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
University programs (Faculty, Department, Institute & Center levels) Helping identify reliable sources of revenue Creating innovative research programs		model for alumni and cost if any		

12. Action plan for achieving goals

Goal Area/Goals	Activities by Audience		Person Responsible	Timeline
	Future Alumni(Students) In Cooperation with the Dean of Students Office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
	Future Alumni (Students) In cooperation with the Dean of students office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
Data Create and maintain an alumni database and online portal for communication	Continue short-term efforts	Continue short-term efforts		
Communication Provide regular communications to alumni on SUA activities Provide room for alumni to input on University reformation Provide suggestions on how SUA can contribute more knowledge to the public through research for improving governance and enhancing the impact of poverty reduction activities	Continue short-term efforts Start to introduce idea of philanthropy and why/how SUA depends on philanthropic support. Ask students about areas of campus they would like to see improved (Student Union idea) Capture testimonies of what SUA means to students (in writing and video)	Start to introduce idea of philanthropy and why/how SUA depends on philanthropic support Communicate alumni relations successes and use a lot of pictures Capture testimonies of what SUA means to alumni (in writing and video) Share testimonies; allow alumni to share on social m		

Goal Area/Goals	Activities by Audience		Person Responsible	Timeline
	Future Alumni(Students) In Cooperation with the Dean of Students Office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
	Share testimonies; allow student to share on social media.			
Engagement Create a Convocation Resource Center to facilitate alumni networking Engage a full-time employee dedicated to running the Convocation office who will also engage with alumni	Continue short-term efforts Thank students for participation to this point Celebrate any successes	Continue short-term efforts Thank alumni for participation to this point Celebrate any successes Find the means to invest in two full-time alumni relations positions:1. A Director-level position to lead and be....., and 2. A Program Manager/Assistant to help with the more tactical work. 1. A Director-level position to lead and be....., and 2. A Program Manager/Assistant to help with the more tactical work.		
Fundraising Encourage financial donations to assist in:	Develop a list of needs to be supported by fundraising – this must be completed	Develop a list of needs to be supported by fundraising – this must be completed		

Goal Area/Goals	Activities by Audience		Person Responsible	Timeline
	Future Alumni(Students) In Cooperation with the Dean of Students Office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
Developing competitive University programs (Faculty, Department, Institute & Center levels) Helping identify reliable sources of revenue Creating innovative research programs	with academic staff, and have students' input Develop strategy, timeline, and communication talking points for each fundraising priority Invite students to show leadership and set an example for all by giving a gift to SUA Let SUA community know percentage of students that gave and amount Consider inviting parents of current students to give a gift to support SUA Make sure all gifts are being stewarded properly: thank each donor and let them know how their gift made an impact at SUA	with academic staff Develop strategy, timeline, and communication talking points for each fundraising priority Invite academic staff to show leadership and set an example for all by giving an annual gift to SUA Let SUA community know percentage of academic staff that gave, and total amount Invite all alumni to give an annual gift Identify wealthy alumni and friends that can be met with in person to discuss SUA's needs and if interested, how they can assist Make sure all gifts are being stewarded properly: thank each donor and let them		

Goal Area/Goals	Activities by Audience		Person Responsible	Timeline
	Future Alumni(Students) In Cooperation with the Dean of Students Office	Alumni In cooperation with SUA PR Office, Computer Centre and other units as appropriate		
		know how their gift made an impact at SUA		

Appendix 1: Projected the Growth of Alumni at SUA from 1985 to 2019

YEAR	GRADUANTS	TOTAL GRADUANT ALUMNI
1985	101	
1986		101
1987	116	217
1988	127	344
1989		344
1990		344
1991		344
1992		344
1993	112	456
1994	236	692
1995		692
1996	222	914
1997		914
1998		914
1999		914
2000		914
2001	376	1290
2002	436	1726
2003	588	2314
2004	802	3116
2005	676	3792
2006	688	4480
2007	819	5299
2008	899	6198
2009	845	7043
2010	921	7964
2011	1343	9307
2012	1869	11176
2013	2541	13717
2014	3165	16882
2015	3798	20680
2016	4558	25238
2017	5469	30707
2018	6563	37270
2019	7876	45145