



# COLLEGE OF THE SEQUOIAS FOUNDATION

# THREE-YEAR STRATEGIC ALUMNI ENGAGEMENT PLAN



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# The COS Foundation

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We are an independent nonprofit organization led by volunteer community members within the COS District that are supportive of COS and its positive impact on students and their communities. Foundation volunteers and staff cultivate and direct community resources to COS in the areas that matter most to the communities for which COS serves.

Primarily through direct gifts, special events, and planned giving, these raised resources are invested or immediately spent for the direct benefit of COS students and programs. Some recent uses include student scholarships, educational equipment purchases, and capital improvements.

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## We GET. We GIVE. We GROW.

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We GET resources from the community and elsewhere to help the district and students succeed.

We GIVE foundation resources to support needs articulated by the district and supported by the community.

We GROW the foundation's capacity through increased resources and sustainable support to the district and students.

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# Building a GIANT Engagement Strategy

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The purpose of this engagement plan is to advance the interests of College of the Sequoias through the creation of an active and engaged alumni base. But as we all know, alumni engagement is not something that can be expected—rather, it must be earned. Utilizing insights taken from our recent College of the Sequoias Foundation logo and tagline survey, this plan seeks to provide guidance for how COSF can earn the engagement of its alumni through targeted services and communications and in so doing, lay the foundation for an active alumni community with a strong culture of giving.

The tactics and strategies presented here are based on industry best practices and also on the exceptional alumni response to COSF's recent tagline development survey. Wherever possible, created collateral has been repurposed across as many mediums as makes sense to generate as much ROI as possible. Figures supporting claims made in this document can be found in the Appendix.

To begin, of the 737 people who started the survey, 447 of them were alumni. Of those alumni, 187 had completed their time at COS within the last 10 years. More significantly, 260 respondents marked that it has been more than 10 years since they left COS (Figure 1). The willingness of alumni to respond after so many years of silence, and especially this

many older alumni, suggests COS's alumni base is ready and even eager to engage—it will be our job to give them the opportunity to do so.

The good news is, the overwhelming number of respondents had positive impressions of COS—453 out of 528 marked “somewhat positive or positive” in response to a question about COS's image. At the same time, the vast majority of respondents, 392 out of 479, marked that they are also interested in staying up-to-date about COS. This is great news because it not only tells us that the vast majority of alumni have positive memories about COS but that they are also eager to be engaged. But in what ways?

When asked about what programs might drive their engagement, COS alumni overwhelmingly selected career-related services—this is consistent with what industry research tells us about what alumni typically want from their college’s alumni programs. Based on our survey, COS alumni are interested in the following opportunities (in order of preference):

1. Social and professional networking opportunities (281)
2. Job board (280)
3. Mentorship program (280)
4. Personal and professional growth opportunities (278)

(See Figure 3 for all.)

Similarly, these needs are reflected in what COS alumni think should be the new alumni network’s main priorities. Their top seven priorities are:

1. Professional referral network (292)
2. Opportunities to stay involved (289)
3. Build membership and networks (283)
4. Dialog & relationships with regional businesses (283)
5. Encourage dialog & relationships with students (274)
6. Alumni directory (259)
7. Promote giving to COS (257)

(See Figure 4 for all.)

Taken as a whole, these preferences are not hard-and-fast requirements but provide ample guidance for how COSF should prioritize its efforts in order to develop offerings that will appeal to, and therefore be more likely to engage, alumni. Please note that while alumni-focused events play a significant role in any alumni engagement strategy, planning events is outside the purview of this plan. Still, the development of marketing collateral to support such events has been taken into account.

While research reveals that respondents are eager to engage, it also tells us that COS students and alumni generally know very little about College of Sequoias Foundation and what it does. 272 out of 353 respondents marked having had no contact or experience with COSF; 237 out of 343 said they were not familiar with COSF; and 321 out of 388 said they don’t know what COSF does. To top it off, despite overwhelmingly positive impressions about COS’s image, impressions about COSF’s image are mostly neutral. In response to a question about COSF’s image, most respondents selected neutral. (See Figure 5 for all.)

This is obviously less than ideal but it is important to note that the data suggests that this “neutrality” is the result of a lack of awareness, not apathy. The fact that the vast majority of respondents have overwhelmingly positive feelings about the college itself suggests this lack of recognition surrounding COSF is simply a matter of improving visibility through targeted communications. For this reason, a selection of tactics aimed at raising awareness about COSF both on and off campus have been included to further bolster alumni engagement efforts.

Fortunately, our survey also provides insight into the kinds of targeted communications COS alumni would like to see. In order of priority, the top 4 communications tactics according to COS alumni are:

1. website (287 out of 306),
2. e-newsletter (284 out of 304),
3. social media channels (278 out of 302),
4. print magazine (246 out of 304).

(See Figure 6 for all.)

With the exception of the alumni print magazine, these tactics will form the core of COS’s alumni communications infrastructure and if done correctly, lay the foundation for effective alumni communications well into the future.

While alumni magazines serve many great purposes, are well-received by alumni, and can be distributed digitally, the high cost and time investment required to

produce and distribute a high-quality magazine can be prohibitive. For this reason, this tactic has been included as a way to expand COSF’s communications footprint in Year 3 but not as a core communications tactic in Year 1. At the earlier stages of development, the other tactics will provide a much higher ROI for less time and effort though the argument could be made that due to the high interest that surrounds these magazines, introducing it in Year 2 might be warranted. Preference will depend largely on the resources and people power available to produce the magazine.

Worth noting is the fact that 442 out of 546 respondents marked that they were residents of Tulare or Kings County, with 425 marking they had lived there for over 5 years. This suggests that tactics focused on building awareness throughout the region (like billboards and

regional print publications) offer significant potential because of the high-concentration of COS alumni who remain close-to-home after attending. (Figure 7.)

In addition to building awareness about COSF as a whole, this plan lays the foundation for a new era of connection with COS's alumni through the deployment of targeted

communication tactics and the development of resources that will earn your alumni's engagement. COSF's new "Forever Giant" tagline and logo will provide a perfect foundation for messaging that reminds alumni of their roots, while providing them the inspiration they need to reach for the sky.



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# Three-Year Engagement Plan Summary

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During Year 1, our goals revolve around laying a solid foundation for future alumni engagement efforts and cultivating the alumni identity of COS graduates. Priorities focus on building awareness of COSF, its new alumni brand, its new alumni network, and establishing the infrastructure necessary to offer the kind of benefits alumni need to stay engaged. These efforts include a strategic communications plan aimed at building awareness among current students and alumni, developing alumni network benefits, and formalizing the process by which these benefits are passed on to alumni. During this first year, “giving” solicitations will be very limited with messaging focused on developing a culture of giving rather than direct fundraising efforts.

If the focus of Year 1 is building awareness, the focus of year two is driving engagement. Leveraging Year 1’s new infrastructure, communications continue to focus on creating top-of-mind awareness of the COSF alumni network and building a culture of

giving but will expand to include more focused giving messages targeted at alumni, as well as user-generated content campaigns to create fun and informal ways for alumni to engage via COSF’s new social media channels. Another key emphasis of Year 2 will be developing COSF’s ability to target specific parts of COS’s alumni population to further engage affinity groups and alumni of different ages.

Year 3 will continue many of the tactics that have already been deployed but will also begin a new process of review and revision. After two years of development, COSF will be in an

excellent position to assess its efforts and improve upon its successes.

In-depth research into the success of current efforts and the evolving needs of new and older alumni will provide key insights into the direction COSF should take as it continues to earn the engagement of its alumni and build a culture of giving that advances COS’s mission and enhances its ability to reach more students.



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# COSF Three-Year Alumni Engagement Plan

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Each tactic is followed by a parenthetical that clarifies whether it is a COSF task or one that can be supported by Interact's team of content creators and designers. For COSF tasks, Interact's experts can also be available as consultants on an as needed basis to help guide COSF's own development process.

## YEAR 1 GOALS

### Goal 1: Build a communications infrastructure that will allow COSF to effectively start engaging its current and future alumni.

**Tactic 1:** Formalize the process by which current student contact information is transferred to COSF's alumni database upon completion or graduation. *(COSF)*

**Tactic 2:** Rebrand and rewrite all existing communication collateral to reflect the new COSF logo and tagline. This includes revising all event announcements, form letters, fundraising collateral, and related materials. *(Interact)*

**Tactic 3:** Rebrand and produce new alumni "shwag" with new logo. In addition to typical offerings like T-shirts, hats, bumper stickers, pins, Interact can provide guidance on more unique items like cell phone wallets,

USB drives, Zoom backgrounds, and more. *(Interact/COSF)*

**Tactic 4:** Develop an alumni webpage/mini-site that effectively engages alumni by providing relevant news, events, and features (such as quick links to a job board or career resources) while also providing data collection functionality that connects directly to COSF's current alumni database platform. Website should be able to provide certain general resources publicly, while restricting access to others through a "Registration" process that requires alumni to update their contact information. Formalize the process by which the alumni website gets updated with current events and information. *(Interact)*

**Tactic 5:** Develop a general interest alumni e-newsletter that is published either monthly or every two months that features COS news, upcoming events, as well as profiles of a diverse mix of recent and older alumni and scholarship-receiving students. Material will be reposted on the alumni website and reshared through social media channels. Create an editorial calendar/schedule for the year to plan stories and features. Initial articles should establish an “editorial voice” for the newsletter. Two new articles per monthly or bi-monthly newsletter is a good benchmark. Determine the best platform for COSF’s needs. *(Interact)*

**Tactic 6:** Develop active social media profiles on LinkedIn and Facebook that expand COSF’s “alumni network” and provide a fun and easy way for alumni to stay connected with other alumni and COS. Profiles will curate content sourced from the alumni e-newsletter and website, COS’s other social media channels, and other relevant sources (announcements about local job fairs and career-related events should be a priority). Establish protocols for posting by alumni if this is to be allowed. Two social media posts per week is a good benchmark. Formalize how these channels will be monitored

and by whom. Begin deploying the hashtag #ForeverGiant. *(Interact)*

**Tactic 7:** Develop a brand messaging bible that provides guidance to COSF staff for how to deploy and leverage the new COSF tagline on their own. Bible would include general brand language, giving messaging based on donor personas, event messaging, etc. *(Interact)*

**Tactic 8:** Develop an editorial calendar that identifies alumni to be featured and plans for the creation of content, e-newsletter distribution, blog posts, publication dates, and social media posts through the end of 2021. Plan should integrate “soft” giving messaging towards the end of 2021. *(Interact)*

**Tactic 9:** Create branded, marketing toolkits for COSF’s planned alumni events that include all the collateral necessary (email copy, images, social media posts, flyers, etc.) to effectively market these events to alumni on new and existing channels. For future events, templates could be created that could be easily updated by COSF staff. *(Interact)*

**Goal 2: Deploy COSF's new logo and tagline to current alumni in order to build awareness about COSF's new alumni network offerings, cultivate an "alumni identity" among former COS students, and rebrand COSF as the "alumni gateway" for current and past COS alumni looking to stay engaged with COS.**

**Tactic 1:** Develop a high-energy, 2-3 minute promotional video that introduces COS's new alumni brand and explains why this is a great time to be a COS alumnus, what the new alumni network will be. Video will be posted to the new alumni website and shared on current COS social media channels. *(Interact)*

**Tactic 2:** Develop an email nurture campaign that uses COSF's current email list and invites alumni to update their information, sign-up for the newsletter, and be a part of COSF's new alumni network. *(Interact – 3 emails)*

**Tactic 3:** Develop an email nurture campaign that directly targets online survey respondents, updates them about the results of their contributions, and invites them to engage further by updating their information, finding

COSF's new social media profiles, and opting into the new alumni newsletter. *(Interact – 3 emails)*

**Tactic 4:** Develop of series social media ads that invite alumni to re-connect on social media and to sign up for the new newsletter. Use current CRM email list and various targeting methodologies to target COS alumni. *(Interact – 3-5 ads)*

**Tactic 5:** Geofence the COS service area with targeted ads that invite alumni to join the new alumni network and take advantage of offerings and re-engage. *(Interact – 2-3 ads)*

**Tactic 6:** Create "giveaway" campaigns of branded "shwag" (aka free advertising) to create buzz and drive engagement on these new platforms. *(Interact/COSF)*

**Goal 3: Expand COSF’s brand recognition among current COS students through a comprehensive communications strategy that builds awareness and helps current students see the benefit of staying connected to the COSF alumni network.**

**Tactic 1:** Promote the new alumni video (from G2/T1) on current COS social media channels through a series of social media posts. *(Interact – 3-5 posts)*

**Tactic 2:** Develop a student video series in which current scholarship recipients explain the impact these awards have had on their lives and education. These videos not only serve as “social proof” to current students about the mission of COSF but also have the benefit of communicating the impact of giving to alumni. Share in the newsletter and across COSF’s social media platforms. After series

is created, a sizzle/highlight reel compiling parts of all would be created to further extend and repurpose the content. *(Interact 3-5 videos).*

**Tactic 3:** Promote the new COSF “alumni network” to current students on campus with branded COSF alumni print collateral placed where students will see it most. Collateral to include such pieces as table tents, posters, and flyers. COSF would advise Interact as to placements and collateral special to the COS campus such as digital monitors, light pole banners, newspaper stands, etc. *(Interact – 10-20 pieces depending)*





**Tactic 4:** Promote COSF’s scholarship opportunities while increasing the presence of COSF branded print collateral on campus where students will see it most. Collateral to include such pieces as table tents, posters, and flyers. COSF would advise Interact as to placements and collateral special to the COS campus such as digital monitors, light pole banners, newspaper stands, etc. *(Interact – 10-20 pieces depending)*

**Tactic 5:** Develop an email campaign that promotes COSF’s scholarship offerings to current students and encourages them to apply during key application periods. Formalize process by which these emails are disseminated by campus staff and departments. *(Interact – 3 emails)*

**Tactic 6:** Develop an “end-of-college” email nurture campaign that targets students that are nearing graduation, encourages them to stay connected, and shows them how to join the alumni network. Once developed, these materials should remain relatively evergreen and not need to be rewritten every year. Campaign could start as early as the beginning of Year 2 and provide “bonuses” for students who join early. *(Interact – 3 emails)*

**Tactic 7:** Develop an “end-of-college” social media campaign that targets students as they near graduation via COS’s own social media pages and encourages them to stay connected. *(Interact – 3-5 ads)*

**Tactic 8:** Develop a series of posts that can be handed off to COS’s marketing department and posted to existing social media channels that build awareness and encourage students to join the new alumni social media channels. Once developed, these materials should remain relatively evergreen and not need to be rewritten every year. *(Interact – 3-5 posts)*

**Tactic 9:** Geofence the campus at the end of each semester with targeted ads that inform students about the benefits of joining COS’s alumni network. *(Interact – 2 ads)*

**Tactic 10:** If COSF already manages an “alumni booth” presence at COS events, formalize the data collection process and adopt technology that facilitates collection. If this practice is not in place or live events are still being postponed due to the COVID pandemic, delay this effort until Year 2 or a time when it is more appropriate. *(COSF)*

**Goal 4: Deploy COSF's new logo and tagline across the region in order to build awareness around COSF's programs and offerings, with specific focus on COSF's new "alumni network."**

**Tactic 1:** Deploy a handful of high-traffic billboard and bus stop advertisements near COS's main campus that build awareness of the new COS alumni network and invite alumni to re-connect and engage. COSF could advise Interact on placement locations. *(Interact – 1-2 billboards)*

**Tactic 2:** Deploy one or two radio advertisements to be run during prime

commuting hours that build awareness of the new COS alumni network and invite alumni to re-connect and engage. *(Interact – 1-2 radio spots)*

**Tactic 3:** Develop a series of advertisements for placement in traditional print media such as regional newspapers and magazines to build awareness of the new COSF brand and alumni network. *(Interact – 3-5 ads)*



## Goal 5: Earn the engagement of COS alumni by expanding COSF's "alumni network" offerings and developing a slate of free or low-cost alumni benefits and programs that provide resources to alumni based on their reported needs.

**Tactic 1:** Create a list of existing benefits that can be highlighted in current communications that add value and provide incentive for alumni to engage. This needs to be completed as quickly as possible so it can be highlighted in new collateral. *(COSF)*

**Tactic 2:** Formalize the process by which alumni qualify for and gain access to "benefits." For example, while anyone can browse the website, gaining access to career center programs or a job board should include a "registration" process that requires alumni to update their contact information. *(COSF)*

**Tactic 3:** Expand relationship with COS's career center to offer ongoing career and professional development opportunities to COS alumni. Explore future opportunities for alumni to provide expertise through the career center to current students and other alumni in the form of mentorships, industry discussions, career guidance, etc. *(COSF)*

**Tactic 4:** Continue to the development of free benefits that alumni receive upon completion of their education. Priority benefits include ongoing career services and networking-related opportunities. Other benefits might include discounts at community establishments, alumni coupon books, access to LinkedIn Learning, free or discounted tickets to sporting events, etc. *(COSF)*

**Tactic 5:** Similarly, increase opportunities for alumni to engage actively with the COS, whether that means participating in activities on campus, attending sponsored programs in their own communities, or interacting live or virtually through communications that reach them wherever they may live. Develop messaging that supports and promotes these opportunities as they are developed. *(COSF)*

**Goal 6: Build awareness of COSF itself as a key supporter of COS's mission (and therefore regional prosperity) in order to increase top-of-mind awareness in preparation for fundraising efforts. (This isn't necessarily alumni engagement but increasing the profile of COSF will have a direct on your ability to reach alumni and fundraise.)**

**Tactic 1:** Develop a highly-polished Annual Report that shows readers the impact COSF has on regional prosperity that can be distributed in print and digital forms to internal and external stakeholders. *(Interact)*

**Tactic 2:** Promote general awareness of COSF itself to regional stakeholders through a general messaging campaign that includes a mix of digital and print collateral for a variety of mediums and publications. *(Interact – 5-10 ads)*

**FOREVER  
STRONG.  
FOREVER  
PROUD.**





# YEAR 2 GOALS

## Goal 1: Continue to foster COSF alumni brand awareness among current students.

**Tactic 1:** Develop a NEW high-energy, 2-3 minute promotional video that highlights new alumni network offerings and opportunities, and that can be posted to the new alumni website and shared on social media. *(Interact)*

**Tactic 2:** Refresh created collateral with new images and language. *(Interact)*

**Tactic 3:** Refine and refresh ALL messaging around scholarships to make sure it is current and accurate. *(Interact)*

**Tactic 4:** If this practice has not been adopted and live events have

returned, develop an “alumni booth” presence at appropriate COS events to promote the alumni network, collect contact information from alumni, and promote awareness of the network to current students. Adopt appropriate technologies to make this process as easy as possible for alumni. *(COSF)*

**Tactic 5:** Develop an “alumni-generated” content campaign in which alumni are invited to take a short selfie videos giving new students one piece of advice. Tag with #ForeverGiant. Share these on student social media pages. *(Interact/COSF)*

## Goal 2: Leverage COSF’s new communication infrastructure to continue to provide content to alumni that is engaging and relevant on a consistent basis. Integrate this infrastructure to support key giving and fundraising goals.

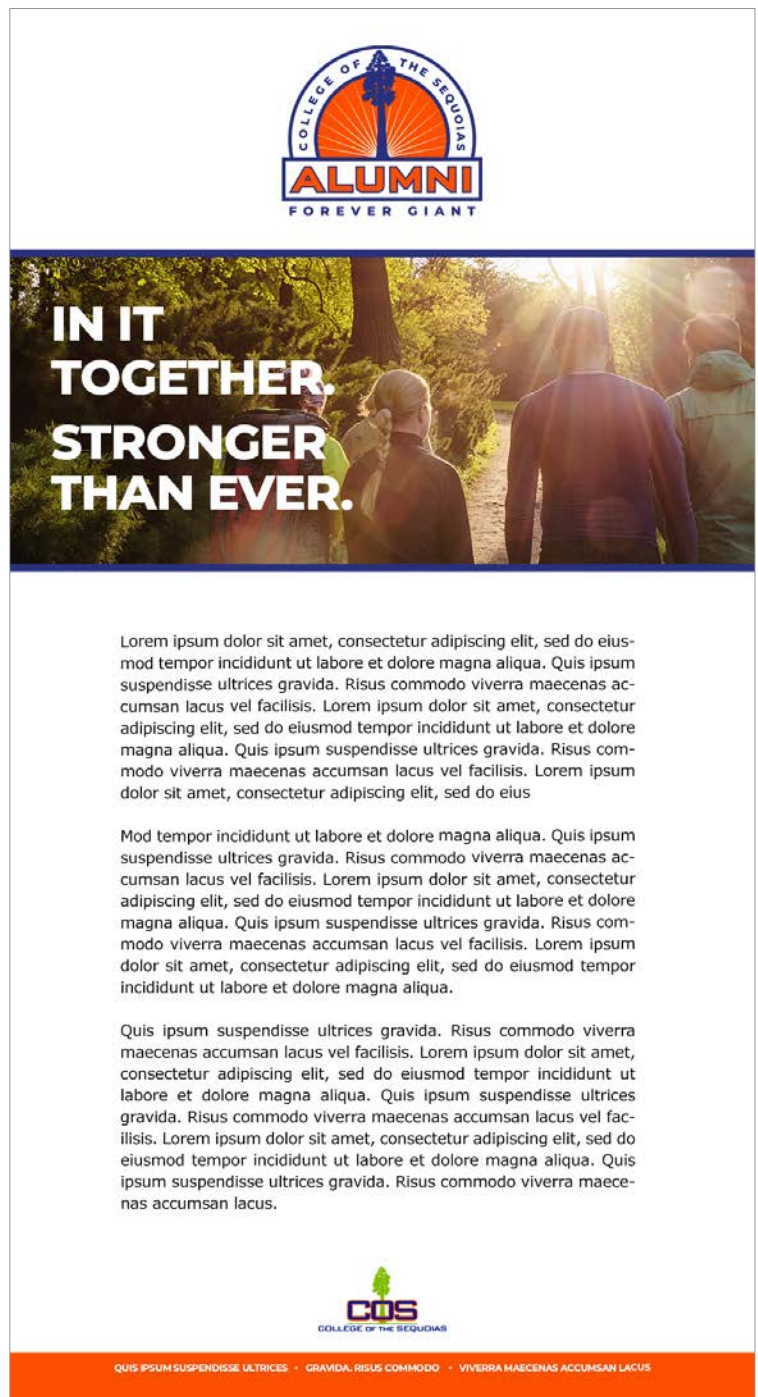
**Tactic 1:** Assess the success of COSF’s e-newsletter and social media channels to see what adjustments might improve outcomes and engagement.

Invite input or conduct an informal survey of newsletter recipients to assess the relevance of content and adjust as necessary. *(Interact)*

**Tactic 2:** Continue monthly distribution of e-newsletter and regular social media posting and plan for the development of collateral accordingly. 2 new articles per monthly or bi-monthly newsletter, and 2-3 social media posts per week are good benchmarks. *(Interact)*

**Tactic 3:** Develop an editorial calendar that provides a full year of guidance for e-newsletter distribution, feature article topics, event-related publicity, and blog and social media posts, etc. Make a list of alumni who will be featured and schedule content creation well in advance of when it is due. *(Interact)*

**Tactic 4:** Foster a COS “alumni identity” by developing a “user-generated” content campaign that invites alumni to take selfie videos of themselves and share COS memories like the one thing they loved most about their time at COS. Use the hashtag #ForeverGiant and share on social media and in the newsletter. *(Interact/COSF)*



The graphic features the College of the Sequoias Alumni logo at the top, which includes a tree icon and the text 'COLLEGE OF THE SEQUOIAS ALUMNI FOREVER GIANT'. Below the logo is a photograph of a group of people walking away from the camera on a path through a forest, with the text 'IN IT TOGETHER. STRONGER THAN EVER.' overlaid in white. The bottom section of the graphic contains three paragraphs of placeholder text (Lorem Ipsum) and the COS logo at the bottom center. A footer bar at the very bottom contains the text 'QUIS IPSUM SUSPENDISSE ULTRICES GRAVIDA. RISUS COMMODO VIVERRA MAECENAS ACCUMSAN LACUS'.

**Goal 3: Focus on nurturing a “culture of giving” by making a more directed effort to include messaging that introduces alumni to the impact giving makes.**

**Tactic 1:** Develop an alumni video series built around the idea of “why and how we give” that can be shared in the newsletter and on social media. Share these in the newsletter and across COSF’s social media platforms. *(Interact – 3-5 videos)*

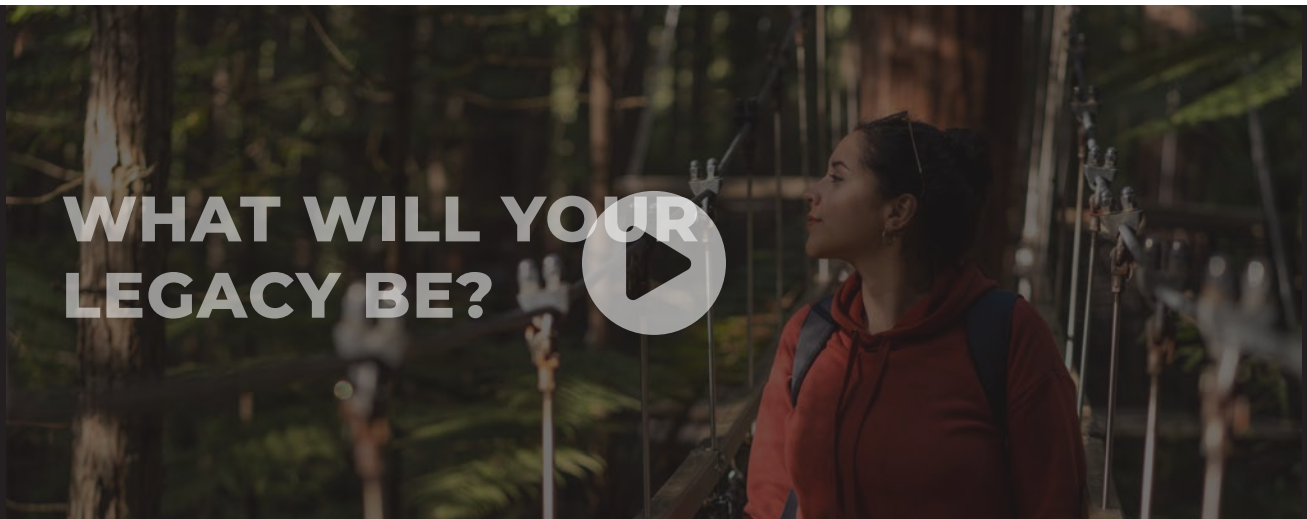
**Tactic 2:** If this was not done previously, develop a student video series in which current scholarship recipients explain the impact these awards have on their lives and education. Share these in the newsletter and across COSF’s social media platforms. *(Interact – 3-5 videos)*

**Tactic 3:** Develop an alumni video series in which former scholarship recipients who are now alumni reflect on their current successes and the

impact their scholarship made on their ability to succeed. Share these in the newsletter and across COSF’s social media platforms. *(Interact – 3-5 videos)*

**Tactic 4:** Develop an “alumni-generated” content campaign in which alumni donors are invited to take a short selfie video explaining why they give. Tag with #ForeverGiant. Share these on social media and in the newsletter. *(Interact/COSF)*

**Tactic 5:** Where video is not possible, develop profile articles that feature the same kinds of profiles. Share these in the newsletter and across COSF’s social media platforms. *(Interact – 10-15 articles)*



**WHAT WILL YOUR  
LEGACY BE?**

## Goal 4: Begin identifying specific alumni group populations (such as affinity groups, brand new alumni, etc.) in order to be more purposeful about targeting them and meeting their needs.

**Tactic 1:** Identify key affinity groups and formalize the process by which these groups are supported by COSF's alumni network. Identify existing programs or develop new programs that might provide value to these groups. (COSF)

**Tactic 2:** Develop "college-to-career" program offerings that offer value to new alumni who are transitioning into the workforce. (COSF)

## Goal 5: Build opportunities for alumni to "give of their time" by developing programs that foster relationships between older alumni and brand new alumni, and alumni and students.

**Tactic 1:** Develop programs that give current alumni a chance to engage with current alumni and students. Some ideas include: a career or industry-focused mentorship program between established and new alumni; career or industry-focused mentorship program between alumni and current students; live or virtual, alumni-led career and industry-specific discussions for other alumni and current students. (COSF)

**Tactic 2:** Build engagement with high-potential, young alumni "stars" by developing a way to recognize their achievements through

"Young Alumni"-type awards or something similar. (COSF)

**Tactic 3:** Develop a speaker's bureau of alumni who would be willing to speak on campus about their various areas of expertise. Bureau list would become a resource for the COS career center, departments, and whoever else could benefit. List could also be made available to community groups like Rotary, Elk's, news outlets, and other organizations who are in need to speaking and expert talent. (COSF)



# YEAR 3 GOALS

**Goal 1: Re-assess alumni needs through a formal, online survey that seeks to understand their needs in order to better earn their engagement. Questions should include questions about what benefits they feel are most valuable, how often they want to be contacted, and in what format they want to interact.**

**Tactic 1:** Research the needs/preferences/wants of COSF's alumni through an online survey, focus groups, and individual interviews. *(Interact)*

**Tactic 2:** Assess the success of alumni events that are offered to

determine if their return exceeds the investment required to hold them. If an objective POV is needed, Interact can act as a consultant to provide guidance regarding the data required and help COSF analyze the ROI of their various events.

**Goal 2: Continue promoting COSF alumni brand awareness to current students through the tactics and channels that have been developed over the last two years.**

**Tactic 1:** Refresh created collateral with new images and language. Determine if new placements or types or quantity would improve outreach. *(Interact)*

**Tactic 2:** Refine and refresh ALL messaging around scholarships to make sure it is current and accurate. *(Interact)*

**Tactic 3:** Develop a NEW high-energy, 2-3 minute promotional video that highlights the fully developed alumni

network and that can be posted to the new alumni website and shared on social media. *(Interact)*

**Tactic 4:** Expand the “alumni booth” tactic by developing a team of “alumni ambassadors” who are recent graduates and who can run the alumni booth and promote the alumni network, collect contact information from alumni, and promote awareness of the network to current students. *(COSF)*

**Goal 3: Continue providing relevant content through COSF's various communications channels that is engaging and relevant on a consistent basis and that also supports key giving initiatives. Expand communication footprint with addition of a print/digital magazine.**

**Tactic 1:** Assess the success of COSF's e-newsletter and social media channels to see what adjustments might improve outcomes and engagement. Invite input or conduct an informal survey of newsletter recipients to assess the relevance of content and adjust as necessary. *(Interact)*

**Tactic 2:** Continue monthly distribution of e-newsletter and regular social media posting and plan for the development of collateral accordingly. Two new articles per monthly or bi-monthly newsletter,

and 2-3 social media posts per week are good benchmarks. *(Interact)*

**Tactic 3:** Develop an editorial calendar that provides a full year of guidance for e-newsletter distribution, feature article topics, event-related publicity, and blog and social media posts, etc. *(Interact)*

**Tactic 4:** Expand COSF's alumni communications footprint by developing a print/digital alumni magazine to be distributed 2-4 times a year. *(Interact)*



## Goal 4: Continue fostering a “culture of giving” by deploying collateral that communicate the impact giving makes.

**Tactic 1:** Assess the success of whatever video series were developed in Year 2 in order to repeat their success and expand their impact. (*Interact - # TBD*)

**Tactic 2:** Where video is not possible, develop feature articles that profile alumni and why they give; alumni who received scholarships while they were students and the impact it made on their lives; and/or current students and the impact scholarships are making on their lives. Share these in the newsletter and across COSF’s social media platforms. (*Interact – 10-20 articles*)

**Tactic 3:** Develop a COS Hall of Fame video series that captures the stories of COS and alumni Hall of Famers. Share these in the newsletter and across COSF’s social media platforms. This could also be a Year 2 tactic if COS’s Hall of Fame event has returned to campus. (*Interact*)

**Tactic 4:** Begin research into the use of a CRM tool to create highly customizable, behavior-triggered giving funnels using the latest “artificial intelligence” technology. Interact’s CRM system Sharpspring is one such example and can be licensed by COS to perform this function. (*Interact/COSF*)

## Goal 5: Develop affinity group offerings and messaging that nurtures engagement among these groups by providing services that address their specific needs/wants/preferences.

**Tactic 1:** Continue developing new and existing programs that were identified during Year 2. (*COSF*)

**Tactic 2:** Include a section in the online alumni needs survey that specifically targets “affinity groups.” (*Interact*)

**Tactic 3:** Develop programs that seek to engage “affinity groups” based on their survey responses. (*COSF*)

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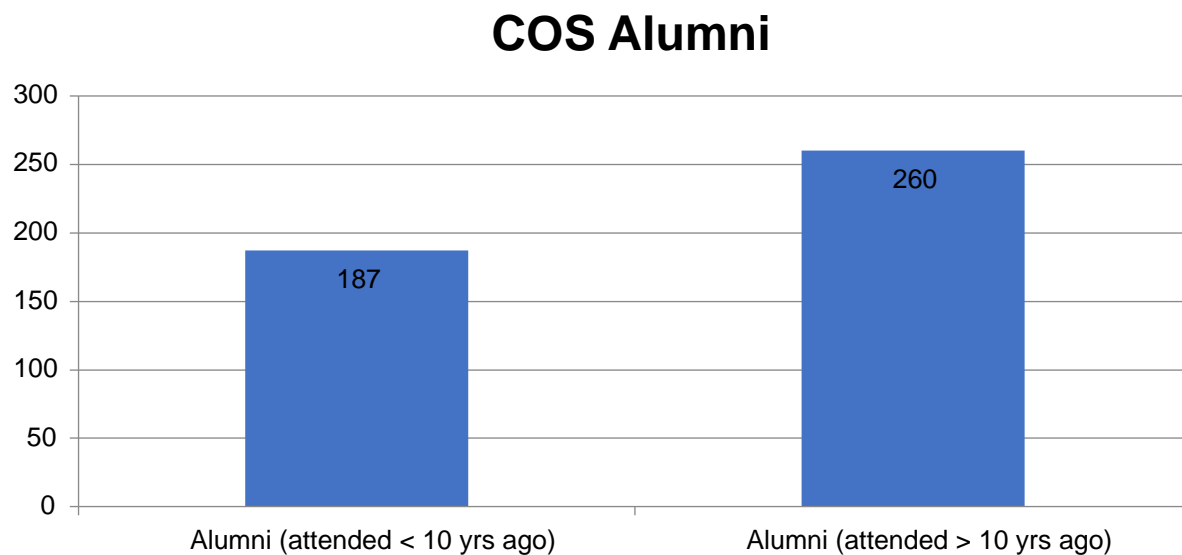
# Appendix

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All data is pulled directly from the quantitative results of the COSF logo and tagline development survey which was completed in November 2020. For more detailed responses, please see the comprehensive survey results that were provided to COSF.

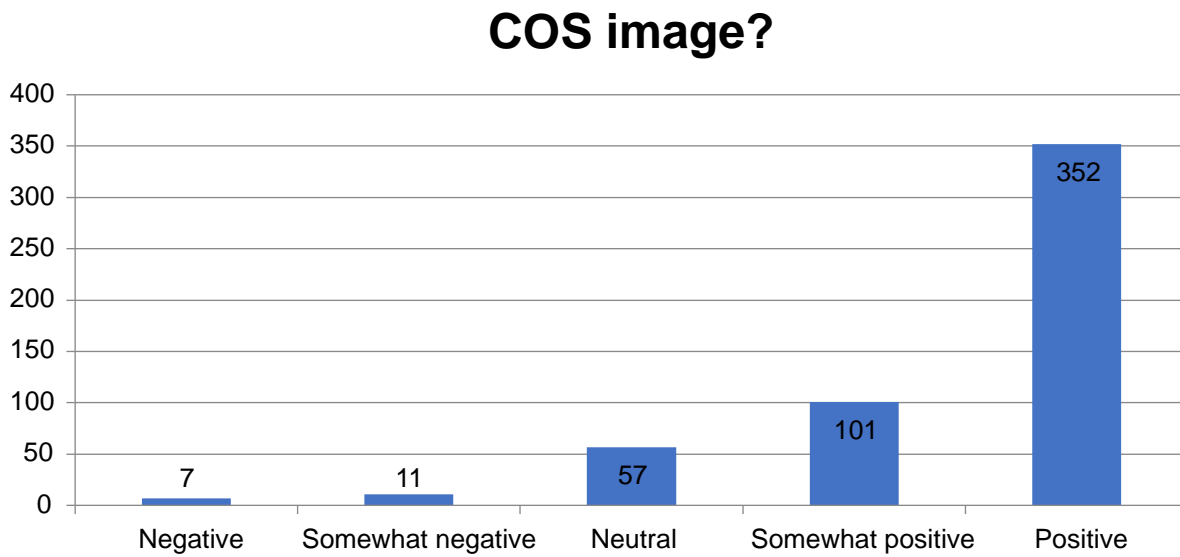
## Figure 1 – Alumni response

What is your current relationship with COS?

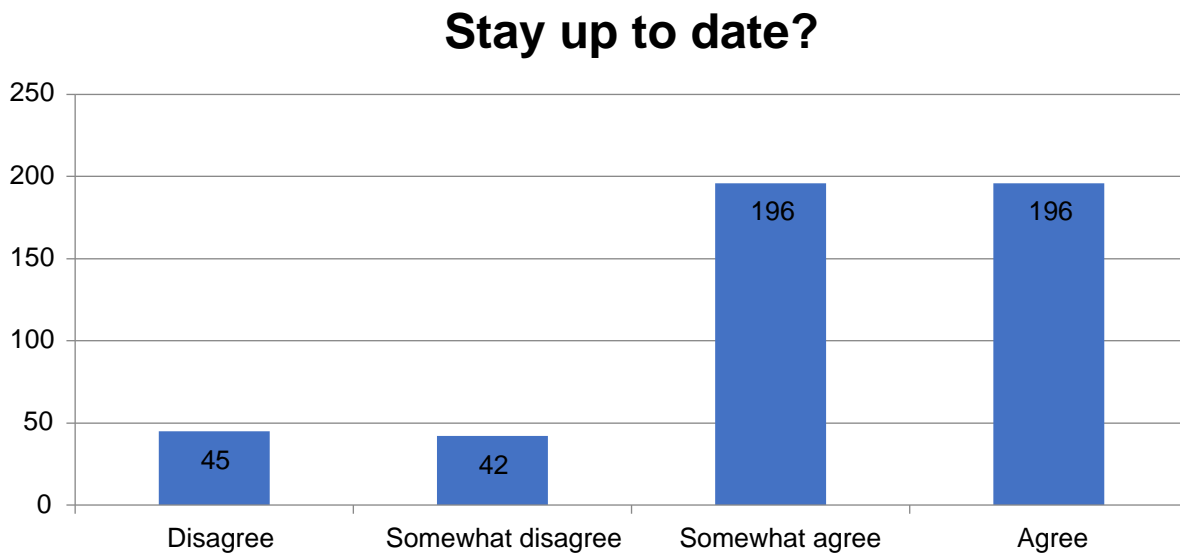


## Figure 2 – COS image

Overall, from what you understand about COS, please rate the college's image in the local community:



I enjoy staying up-to-date about current COS developments and news:

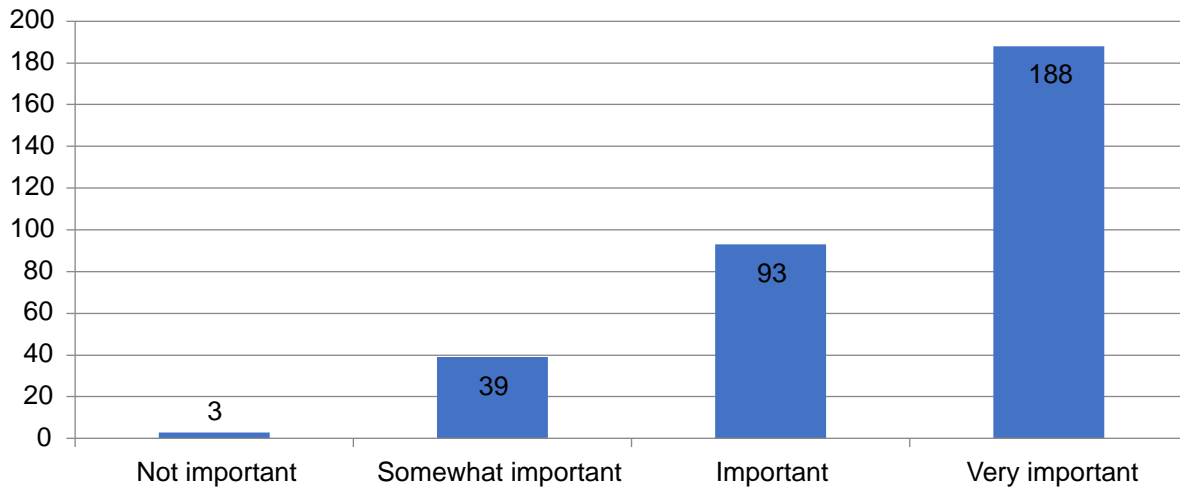




### Figure 3 – Preferred services

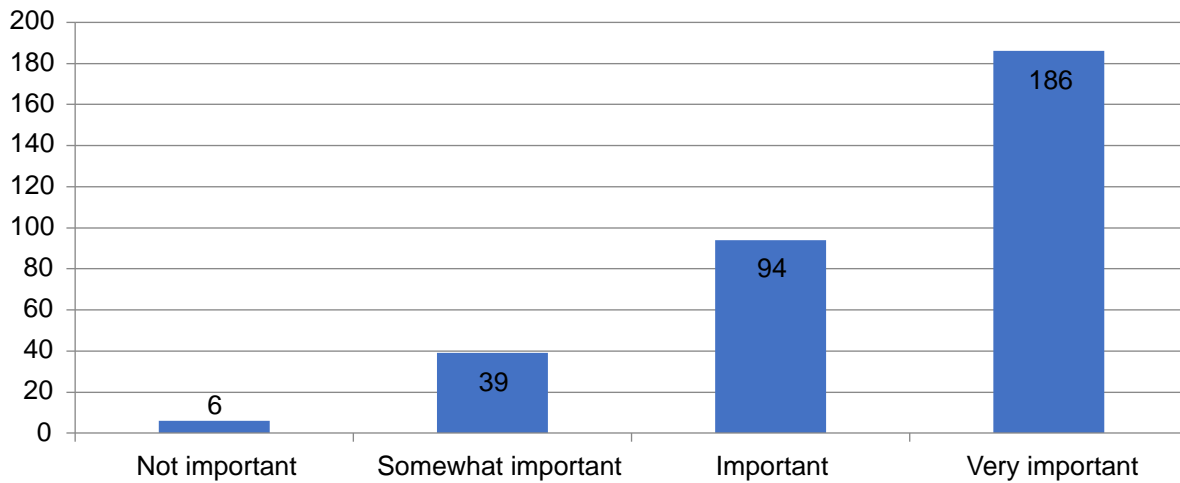
Provide social & professional networking opportunities for COS alumni

#### Social & professional networking opportunities...



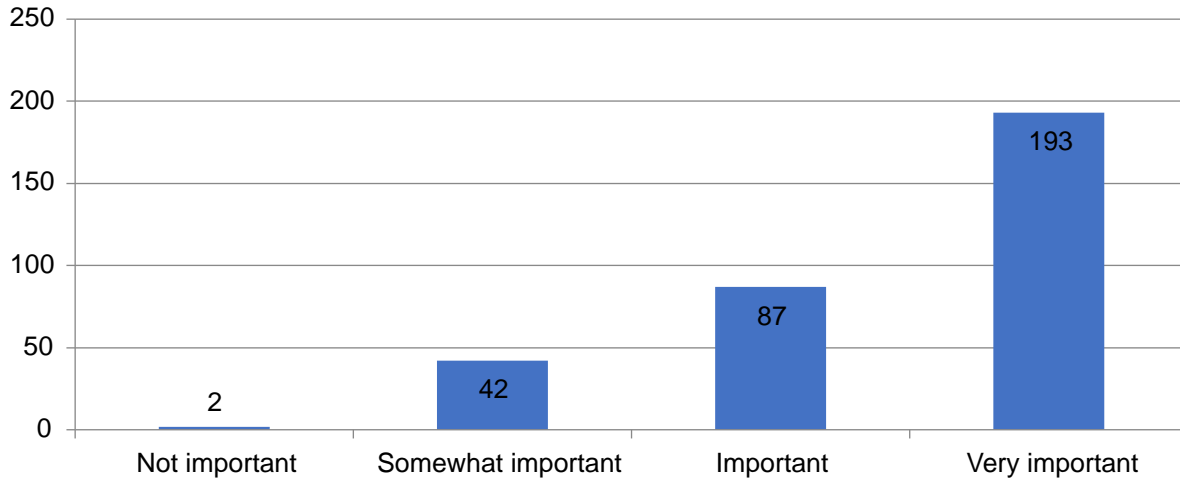
Provide job postings & job boards for COS alumni

#### Job postings/job board...



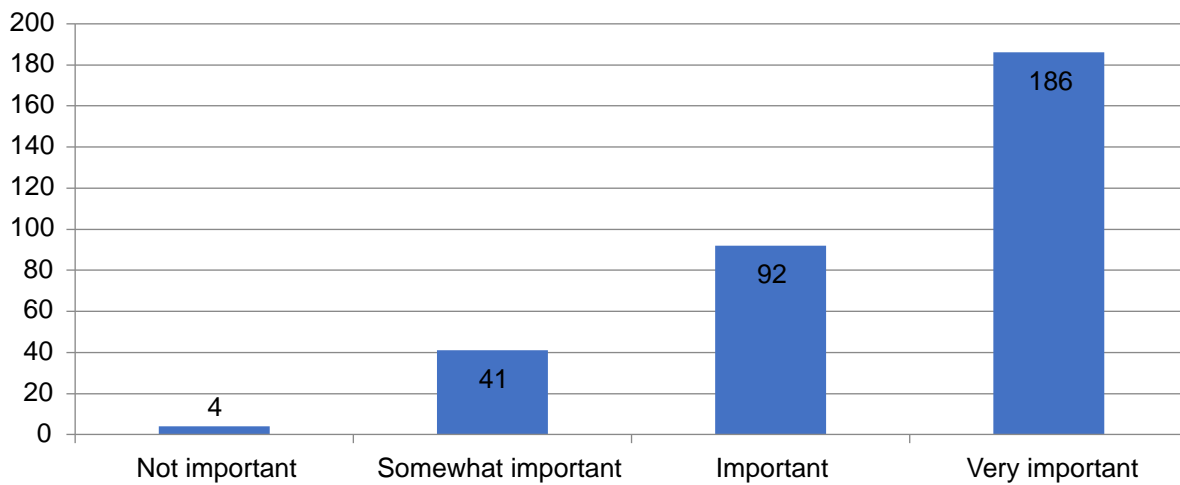
Provide job postings & job boards for COS alumni

### Mentorship program...



Provide personal & professional growth opportunities for COS alumni

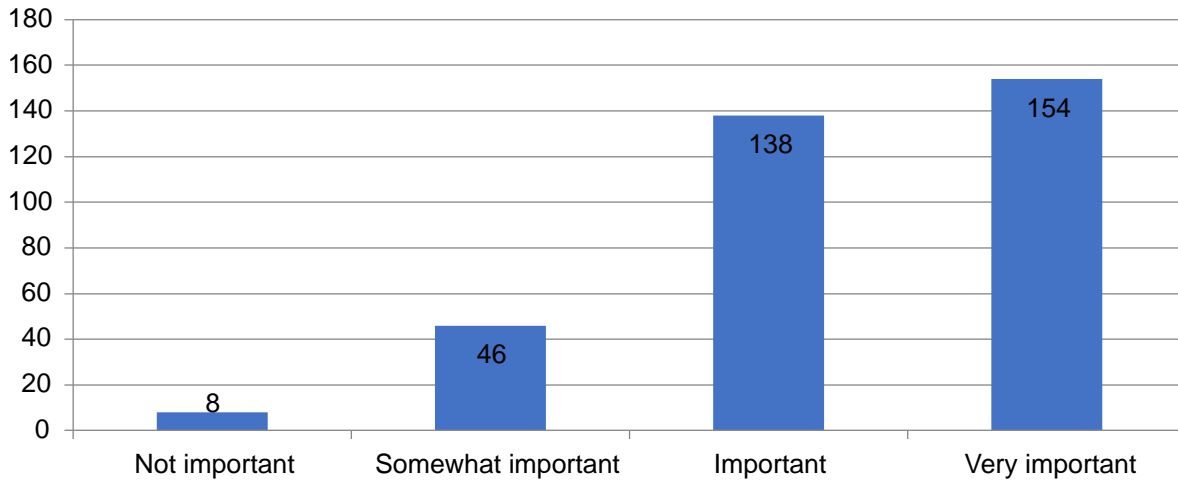
### Personal & professional growth opportunities..



**Figure 4 - Alumni network priorities**

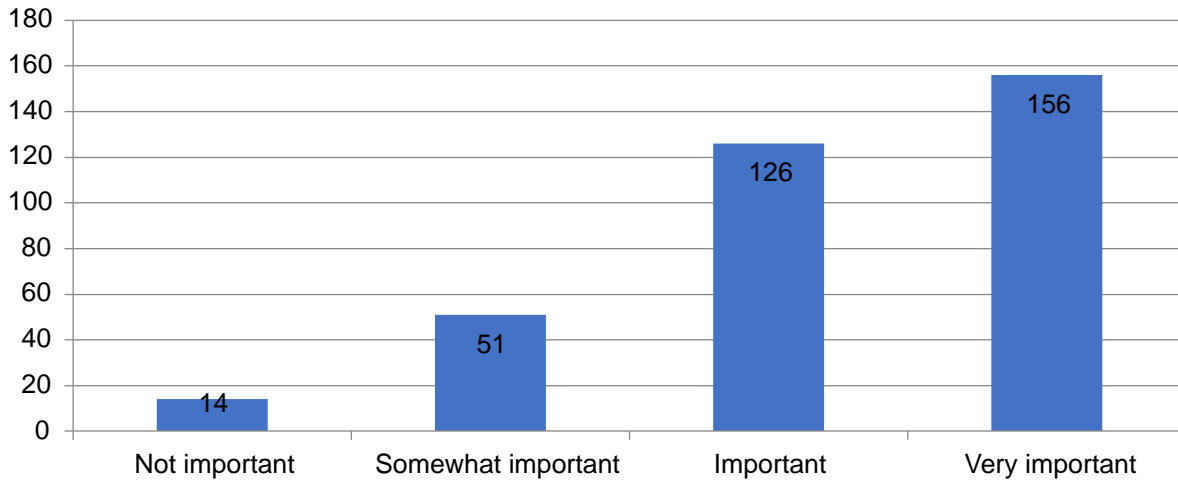
Develop & maintain a professional referral network of COS alumni

**Professional referral network...**



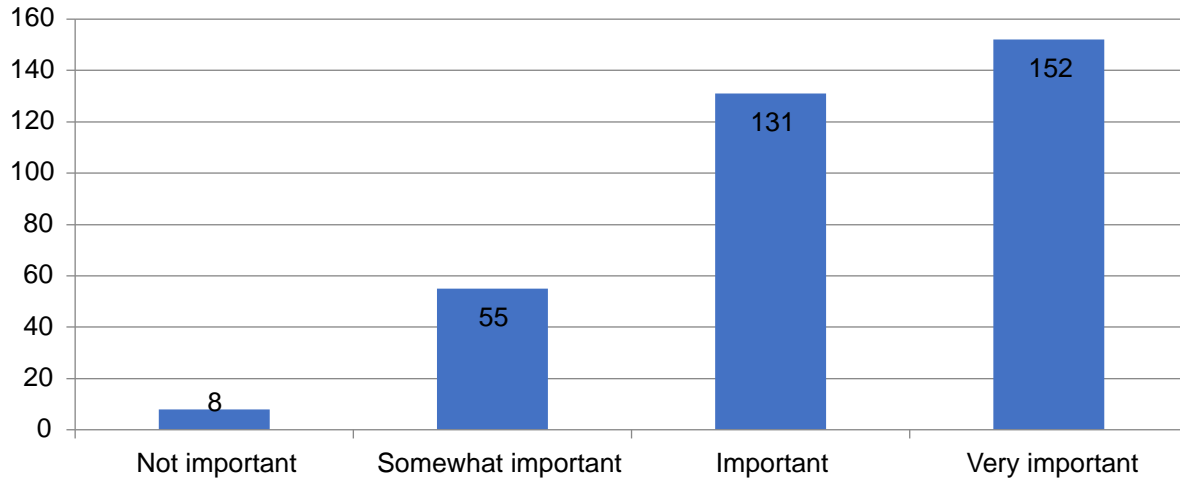
Provide opportunities for COS alumni to stay involved with COS

**Opportunities to stay involved...**



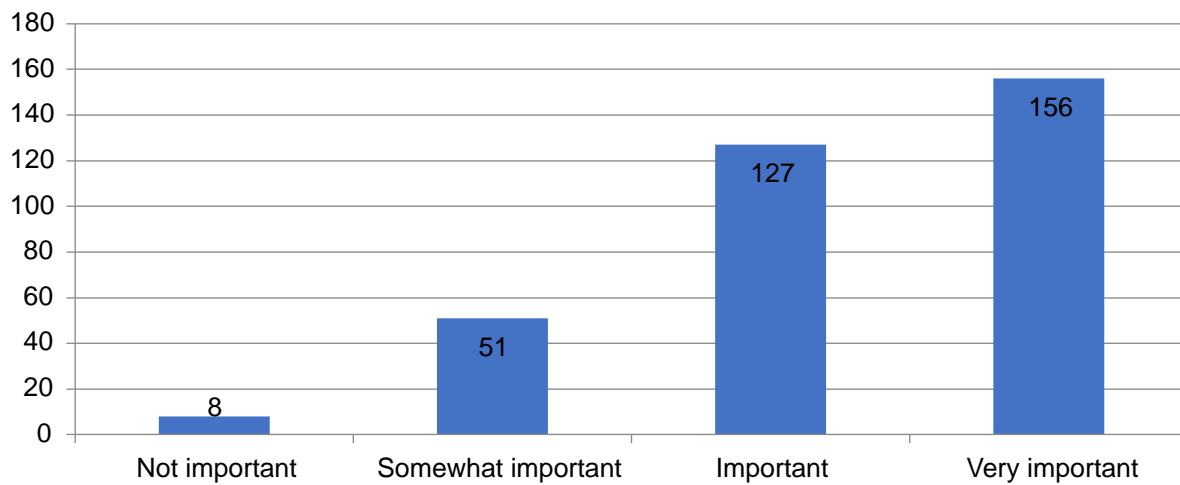
Recruit & build COS alumni association membership & networks

### Build membership & networks...



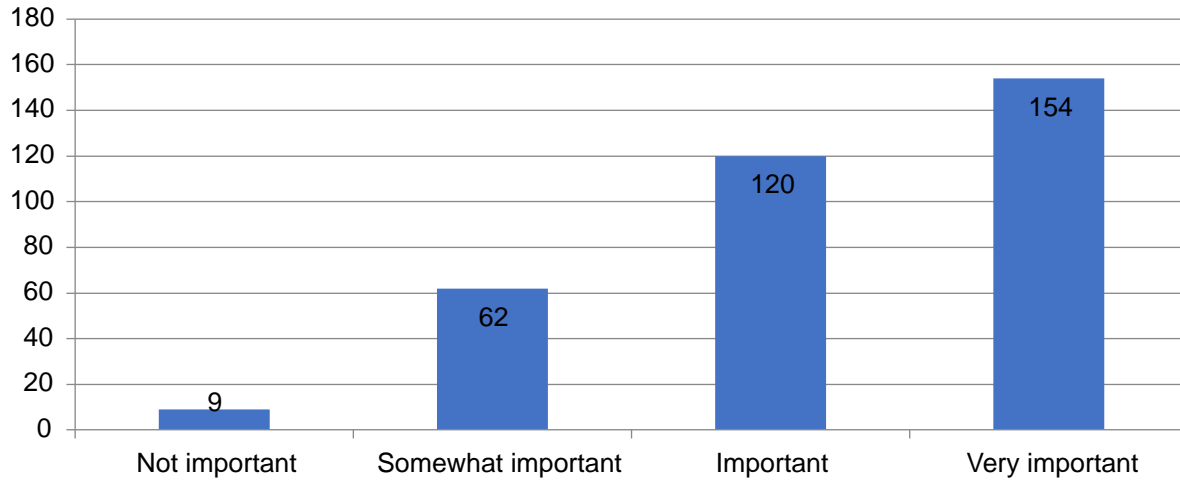
Promote dialog & relationships between COS alumni & local businesses

### Dialog & relationships w/ businesses...



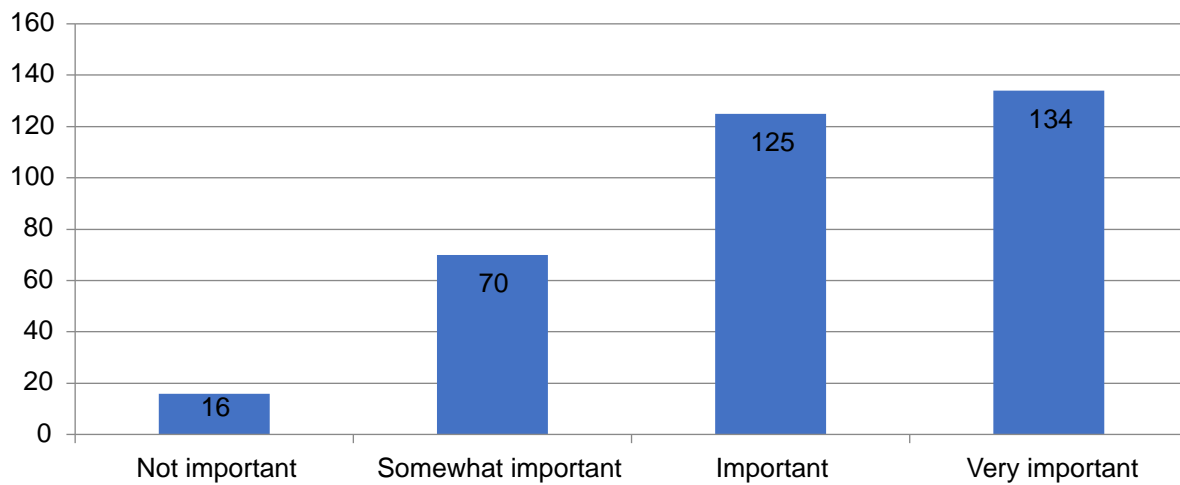
Promote dialog & relationships between COS alumni & current COS students

### Dialog & relationships w/ students...



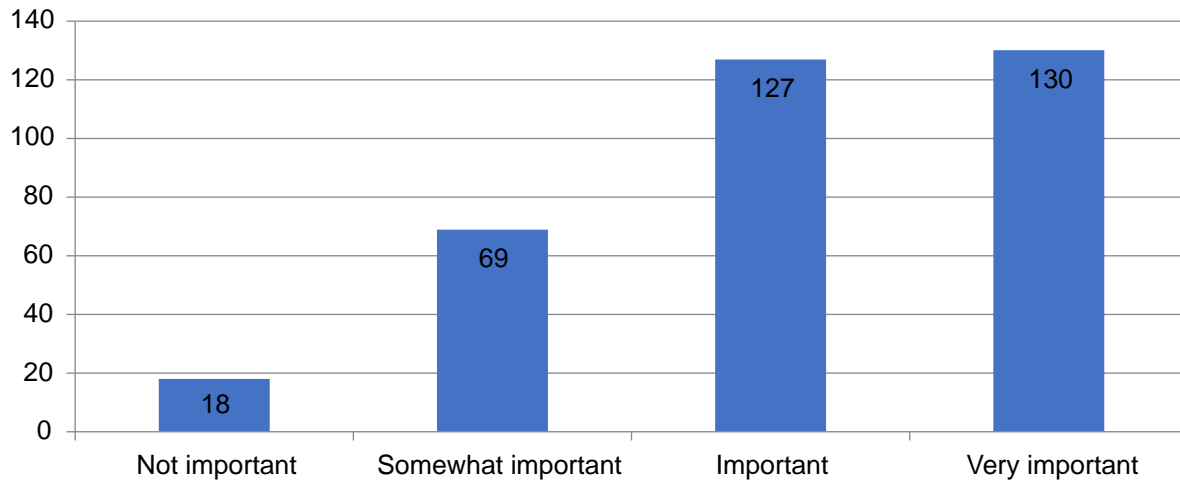
Develop & maintain a COS alumni directory

### Alumni directory...





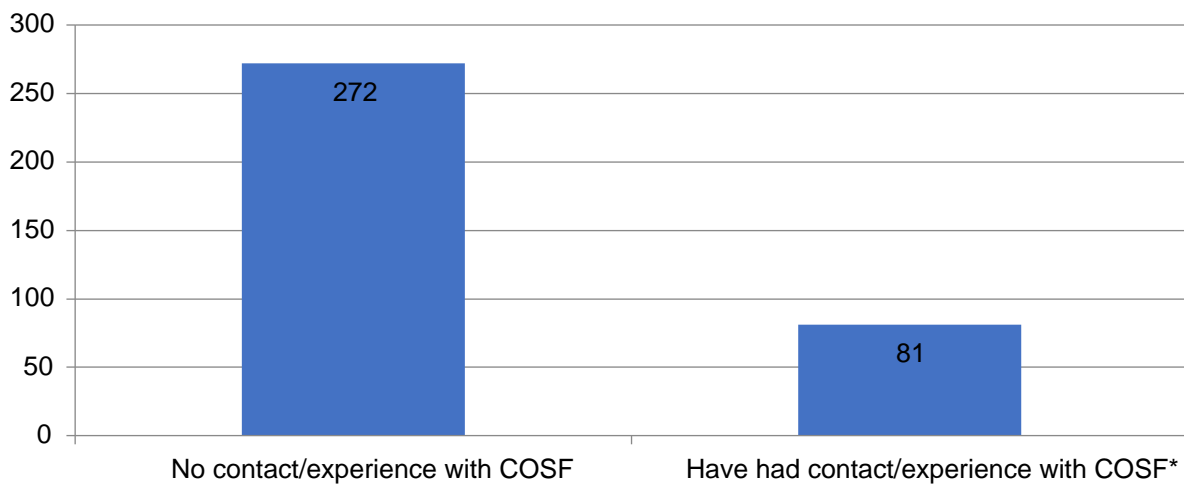
## Promote giving to COS...



**Figure 5 – COSF awareness & image**

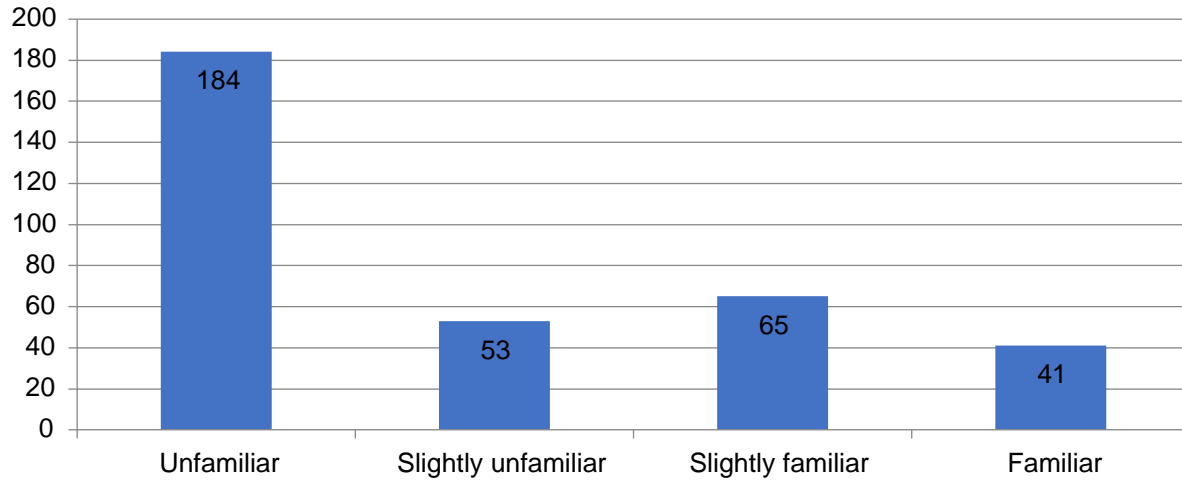
If you or someone you know has had any contact and/or experience with the COSF, can you describe that contact and/or that experience?

## Contact with COSF?



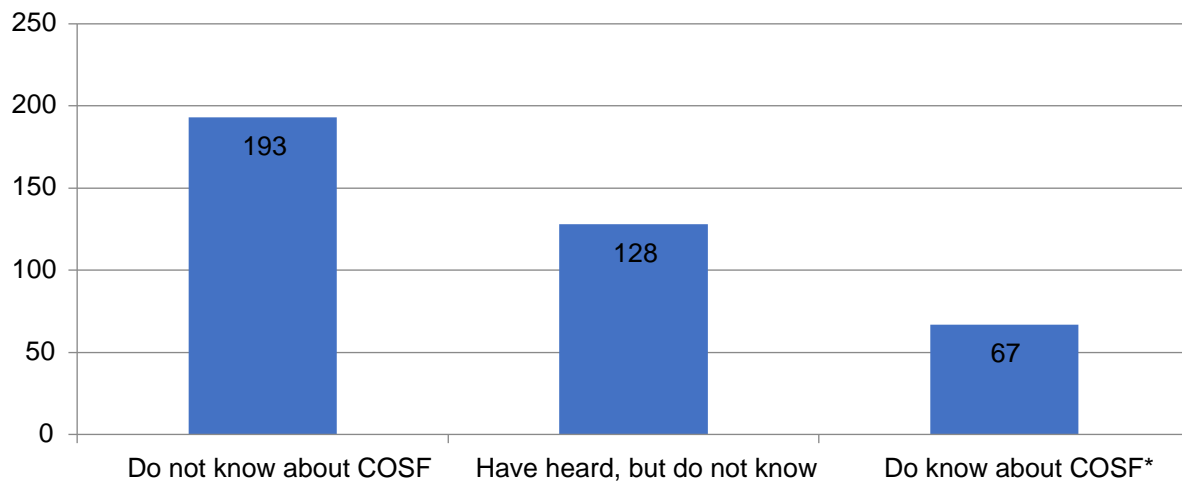
To what extent are you familiar with COSF?

### Familiar with COSF?



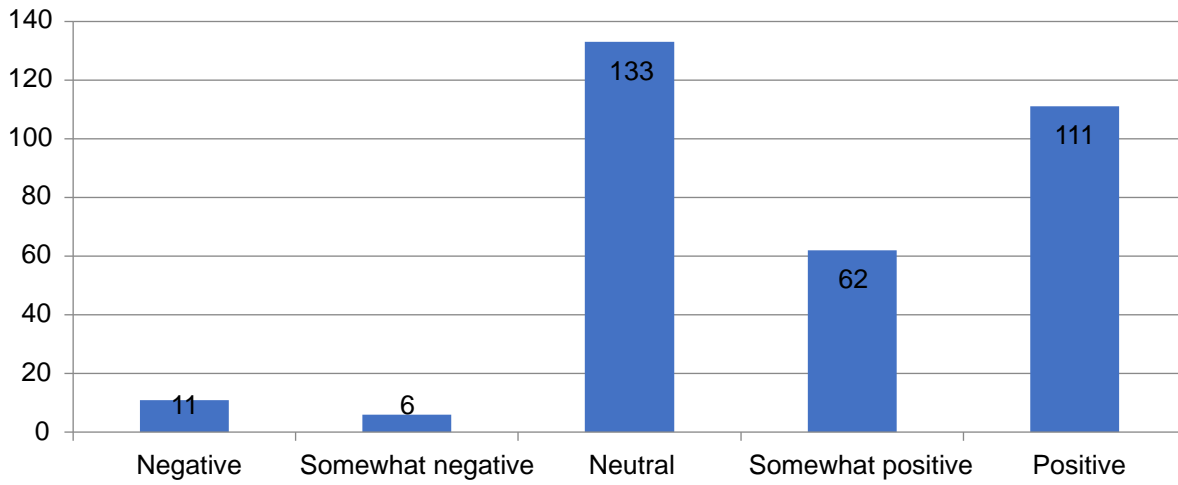
In general, can you describe what COSF does?

### What does COSF do?



Overall, based on what you know about the COSF, please rate COSF's image in the local community:

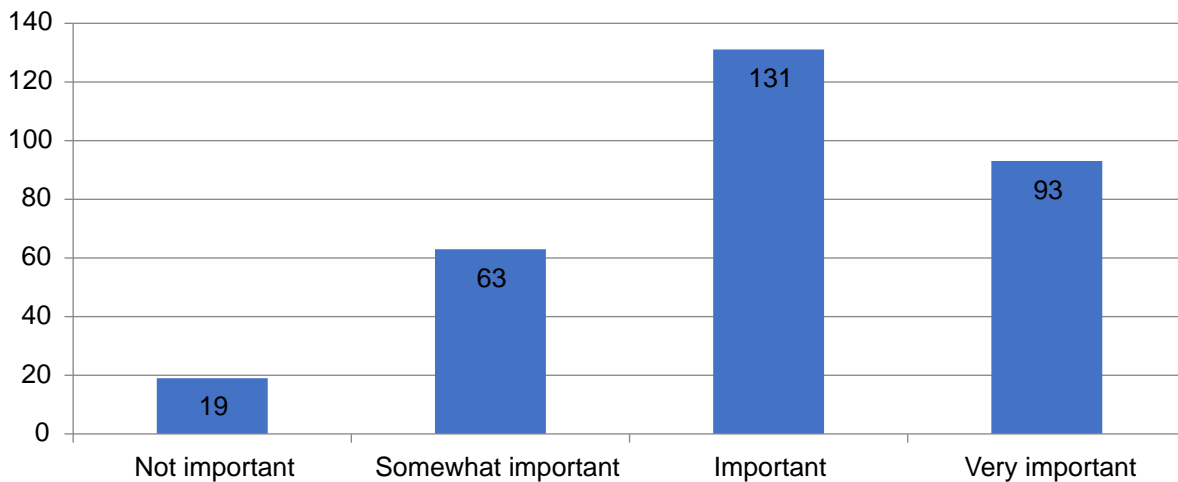
### COSF image?



**Figure 6 – What should a COSF alumni engagement program include?**

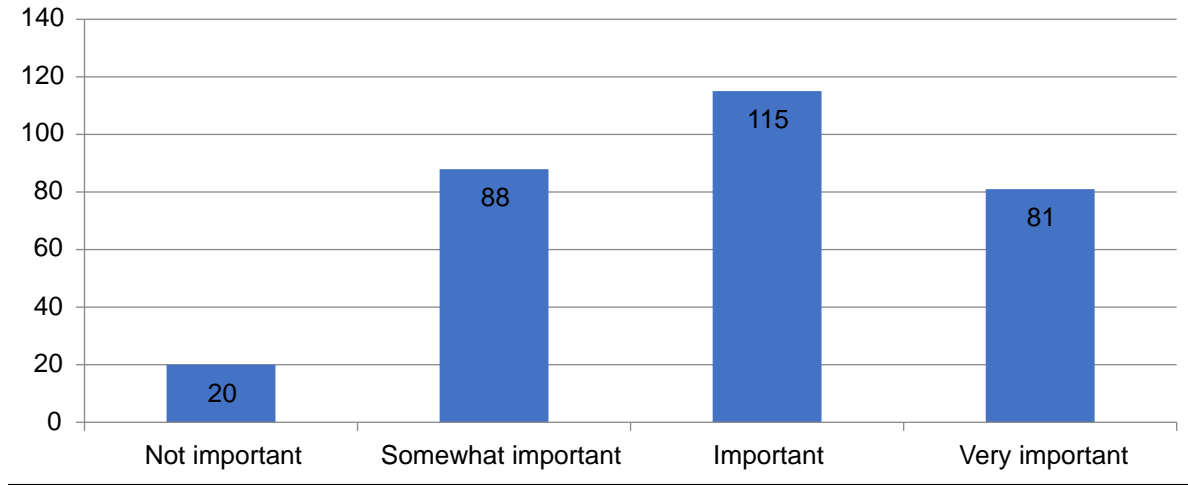
Develop a dedicated COS alumni website

### Website...



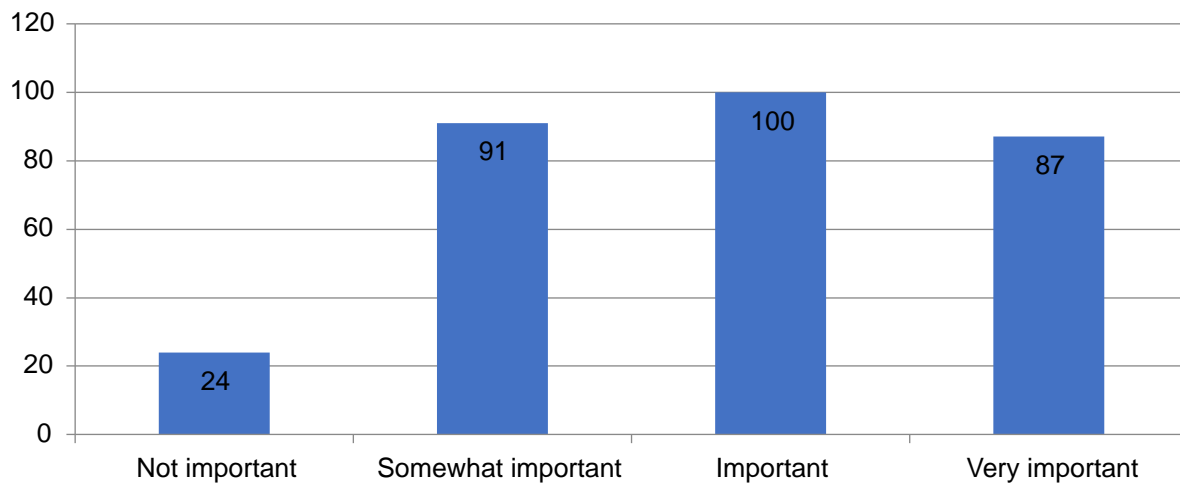
Develop & promote a regular COS alumni e-newsletter

### Alumni e-newsletter...



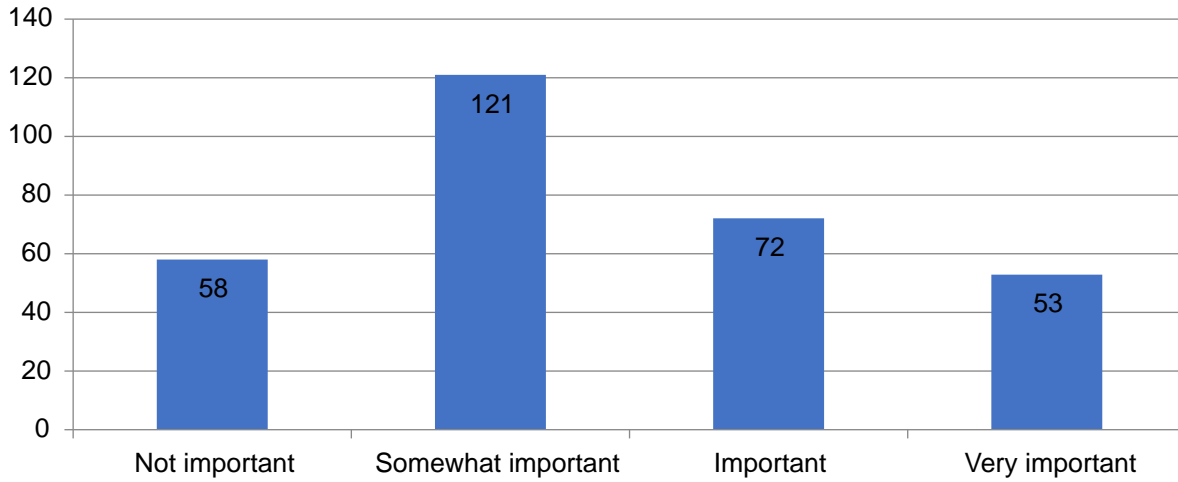
Develop dedicated COS alumni social media channels

### Social media channels...



Develop and promote a COS alumni print magazine (2-4 times a year)

### Print magazine...



**Figure 7 – Time in Tulare and Kings Counties**

How long have you lived in the Tulare and/or Kings County area?

### Time in Tulare/Kings County Area

