



NIU ALUMNI ASSOCIATION STRATEGIC PLAN 2021–2025

Fellow NIU Alumni; Allies, and Friends:

Since 1962, the National Intelligence University’s reputation has grown, with NIU alumni benefitting from the appreciating value of our NIU educations. The NIU Alumni Association is uniquely positioned to further advance NIU’s reputation and value.

There is strength in the NIU alumni professional community and the NIU Alumni Association. This strategic plan endeavors to reinforce those strengths and provide focus that will allow the NIUAA to deliver experience and connection to NIU’s talented and influential alumni, as well as play a significant role in activating NIU alumni around NIU’s vision “[to advance] the intelligence profession through a holistic, integrative, and contextual approach to education [...]”

As NIU transitions into the Office of the Director of National Intelligence, the NIU Alumni Association is ushering in a new era as well, creating a strategic plan that honors NIU’s 60-year history while fostering new ways of engaging NIU alumni, and connecting NIU alumni to our *alma mater* and fellow NIU alumni.

The strategic vision, goals and objectives provide a programmatic framework which aims to enhance the connection of NIU alumni to the life of NIU in order to foster NIU alumni good will. It intentionally leaves room for allies and friends, and embraces all like-minded professionals.

NIU alumni won’t have to look hard to see themselves reflected in this document. No matter what era one attended, taught or worked at NIU, all NIU alumni are woven into the very essence of this singular academic institution and this strategic plan.

This strategic plan has been developed in concert with the broader goals of NIU, and includes input from the NIUF Alumni Liaison Committee; the NIUAA Executive Board; NIUAA Network Leads, as well as NIUAA membership. NIU leadership also contributed in an advisory capacity. The NIUAA Executive Board and the NIU Foundation approved this document on 8 and 30 October 2020, respectively.

This strategic plan will serve as a guiding document for the NIUAA over the next 3 to 5 years. To keep the NIUAA responsive to changing circumstances, the NIUAA anticipates revisiting this plan on an annual basis to update and reprioritize, as necessary.

A handwritten signature in black ink, appearing to read "Christal Dawn Archibald".

Christal Dawn Archibald, '14
President (201902–202010)



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ORGANIZATIONAL HISTORY & PROFILE

The NIU Foundation (NIUF) founded the NIUAA on 29 September 2015. As codified within the NIUF Bylaws, the NIUAA is a program of its parent organization, the NIUF. The NIUF is the qualified charitable organization under IRC §501(c)(3), and NIUAA operations are included in the NIUF Form 990 filed annually. While the NIUF promotes philanthropy for NIU educational, scientific, literary, and charitable purposes, the NIUAA also performs a critical outreach function.

NIUAA MISSION

To enrich lifelong relationships among NIU alumni, as well as to cultivate involvement and investment in the National Intelligence University.

NIUAA VISION

To serve as an auxiliary UNCLASSIFIED gateway to inspire and engage the global NIU alumni professional community, advancing U.S. National Security objectives within the NIU ecosystem.

NIUAA CORE VALUES

Integrity

The NIUAA recognizes the importance and value of demonstrating honesty to earn trust and preserve confidence and credibility and adhere to the highest ethical standards. We mean what we say; we keep our word, deliver on our promises and acknowledge our mistakes.

Accountability

The NIUAA complies with all applicable laws and regulations and ensures transparent reporting.

Intergenerational Insights

The NIUAA values the experiences and perspectives of different generations as equal partners.

Vigorous Dialogue

The free and respectful exchange of ideas is essential to enhanced performance and outcomes.

Responsiveness

The NIUAA responds to inquiries, feedback and suggestions in an effective and timely manner.

Innovation

The NIUAA is open to ideas that challenge conventional views and drive organizational evolution.

Continuous Improvement

The NIUAA is committed to enhancing processes and activities, internally and externally, resulting in improved performance and more efficient use of resources.

Diversity & Inclusion

Since inception, the NIUAA has been a free, inclusive organization. The NIUAA values diversity, promotes inclusion, and strives for equity. The NIUAA acknowledges value in diversity of race, gender identity and expression, sexual orientation, religion, ethnicity, culture, national origin, physical and mental ability, and the other fascinating characteristics that make us unique. This commitment to diversity and inclusion enables the NIUAA professional community to thrive.

THE NIUAA ECOSYSTEM

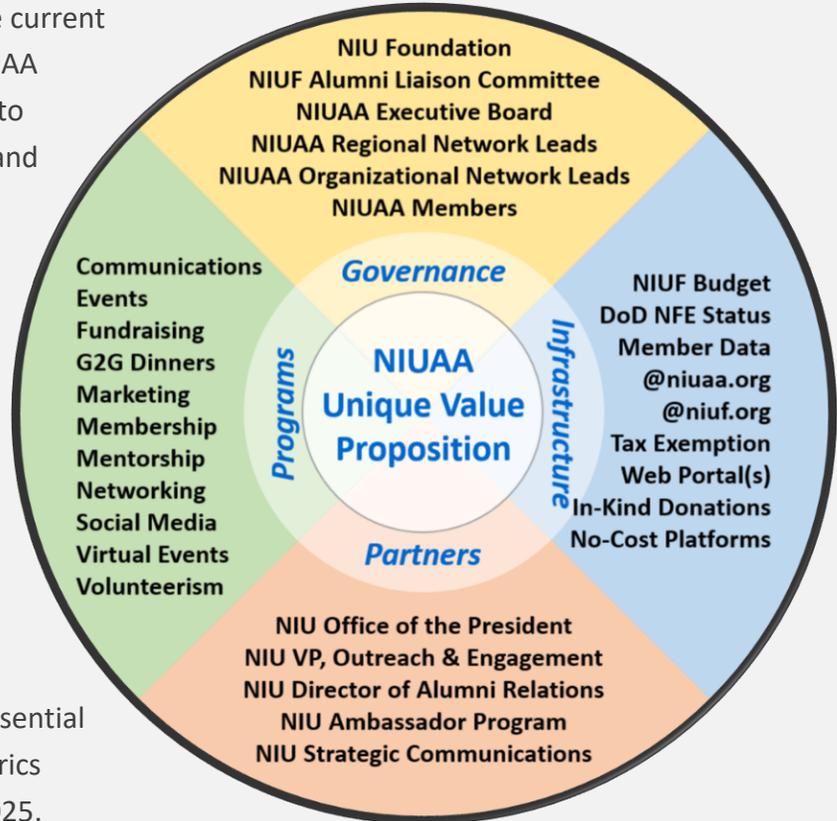
The National Intelligence University is a federally-chartered degree-granting institution. The NIUF is a 502(c)(3) non-profit organization incorporated in 2011 with a mission to foster, encourage, and promote the educational and charitable purposes of the NIU. The NIUF and NIUAA respectively strive to enhance NIU mission success through the twin goals of:

- 1) the NIUF augmenting NIU appropriated funding with NIUF-supported initiatives and
- 2) the NIUAA strengthening alumni engagement (including alumni from NIU predecessor schools).

The graphic on the right outlines the current NIUAA “ecosystem” of what the NIUAA does, who the NIUAA partners with to do it, what resources are available, and who holds the NIUAA accountable.

NIUAA STRATEGIC GOALS

The NIUAA strategic plan provides five strategic goals; engage NIU alumni; develop organizational capabilities; invest in NIU students and fellows; strengthen NIU, and bridge for industry. Each strategic goal lists objectives which represent specific and measurable activities essential to that strategic goal, as well as metrics to assess success annually and by 2025.



1. Engage NIU Alumni (and Allies)



Do what NIU alumni value, and do it well.

Evaluate the attributes, experiences and needs of an increasingly diverse alumni base and segment in a manner that inspires the highest level of NIU alumni engagement.

Objectives

Objective	Description
Objective 1.1	Strengthen and grow NIUAA regional networks within high-density or mission-critical markets; identify ways to assist and reinforce each network.
Objective 1.2	Improve mechanisms for sharing best practices across regional networks.
Objective 1.3	Support and enable regional networks with centralized services encompassing communications, event registration and NIUAA governance documentation.
Objective 1.4	Empower and support alumni involvement and member-driven initiatives.
Objective 1.5	Continue outreach to eligible alumni, raising awareness of NIUAA existence.
Objective 1.6	Respect those U.S. intelligence professionals who are eligible for NIUAA membership, but may forego participation on account of anonymity concerns.
Objective 1.7	Engage with existing informal NIU alumni networks to bring them into the fold.
Objective 1.8	Communicate and build community across generations.
Objective 1.9	Homogenize graduates of the various NIU programs into an integrated whole.
Objective 1.10	Ensure the NIUAA communications strategy is timely, relevant and consistent, at the level of the market in which NIU alumni exist.
Objective 1.11	Participate in digital strategies to better leverage alumni engagement and manage ongoing relationships; augment NIU's role in communicating with its alumni as a conduit for content that connects NIU alumni to our <i>alma mater</i> .
Objective 1.12	Design a NIUAA intuitive and user-friendly platform that enables NIU alumni to curate their online experience.
Objective 1.13	Improve the integrity of the NIUAA membership database while ensuring data capture and protecting personally identifiable information (PII).
Objective 1.14	Define alumni involvement metrics that can be tracked, measured and continuously communicated to stakeholders (see Appendix A).
Objective 1.15	Offer affinity programs to NIUAA membership, including discounted career and professional services, reduced costs on books / training, memberships, etc.
Objective 1.16	Measure and assess the impact and effectiveness of all alumni engagement initiatives in order to determine future strategies and tactics to achieve goals.

Success in 2025

- Propagate the NIUAA as a recognized non-federal Entity (NFE) in accordance with [DoDI 1000.15 \(October 24, 2008\)](#), from DIA; NSA/CSS and USCYBERCOM, to other DoD installations (e.g.: USSPACECOM, USSOCOM, USTRANSCOM, USINDOPACOM).
- Develop NIUAA networks internationally, focusing on high-density U.S. citizen expatriate communities working as integreees within government facilities in Great Britain, Canada, Australia, and New Zealand, as well as at U.S. government facilities in other countries.
- Develop NIUAA networks at locations within the U.S. which are considered to be centers of science, technology and innovation, such as Silicone Valley; the [Tennessee Valley Corridor](#); North Carolina's [Research Triangle Region](#), Detroit's [Defense & Homeland Security Industry](#), and Colorado's [\(aero\)space industry](#).
- Cultivate NIUAA professional networks at IC elements offering [NIU MSSI 2-year part-time programs](#).
- Connect NIU alumni with the NIU president through annual "State of NIU" addresses.
- Identify appropriate constituent groups (e.g.: faculty/staff alumni; NIUAA Networks, MSTI alumni and Graduates of the Last Decade (GOLD) and Legacy Societies); prepare targeted strategies for each to facilitate active participation within the NIUAA ecosystem.
- Contribute to NIU's efforts in promoting [Phi Kappa Phi, NIU Chapter \(D.C.\)](#), membership by retransmitting NIU messages to NIU alumni who may be eligible.
- Equip alumni volunteers and alumni themselves with the ability to create customized engagement opportunities by life stage, geography, special interests, profession and/or volunteer activity with ease and transparency as frequently and purposely as desired.
- Increase the NIUAA membership base 150%, from 2,000 to 5,000 members.
- Conduct at least one survey annually in order to gather and analyze information for the purpose of understanding the interests, trends, wants and needs of NIU alumni. Prioritize NIU alumni issues and interests in order to ensure NIU alumni ownership.
- Create regionally-based [listservs](#), eventually transitioning the NIUAA membership database and online platform to [an appropriate alumni engagement, management tool](#).
- Present first-rate events engaging NIU alumni, such as Homecoming, Reunions, NIU tours at ICC-Bethesda and NIU president events locally, nationally, and internationally.
- Conduct NIUAA events under [Chatham House Rule](#) (a.k.a. non-attribution policy).
- Cultivate relevant and timely content to NIUAA social media platforms regularly.
- Baseline the number of NIU alumni connecting with NIUAA social media platforms, then set an annual growth targets while increasing the quantity of user post engagements and interactions within and through NIUAA social media platforms.

2. Develop Organizational Capabilities

 **Create a purpose-driven organization.** The NIUAA will be successful by attracting and retaining talented volunteers, combined with strategic organizational development.

Objectives

Objective	Description
Objective 2.1	Strengthen the NIUAA volunteer pipeline, including leadership positions, succession planning, seeking dynamic leadership and alumni diversity.
Objective 2.2	Establish a vibrant, diverse team and organizational structure to execute the strategic plan; reflect required skill sets, and display best practice delivery.
Objective 2.3	Recognize NIUAA volunteers through awards programs and social media.
Objective 2.4	Recognize the lifecycle of every volunteer is unique and should be valued and celebrated.
Objective 2.5	Ensure that the NIUAA organization, business processes, and tools are strong, flexible, and support these NIUAA strategic objectives and goals.
Objective 2.6	Improve NIUAA knowledge management, with a focus on the technological and information infrastructures designed to ensure NIUAA continuity of operations and reconstitution.

Success in 2025

- Create and implement an operational plan which advances this strategic plan.
- Define roles, expectations and terms of service for alumni leaders and board members.
- Maintain current listings of the NIUAA officer and NIUAA network leads webpages.
- Periodically launch volunteer drive initiatives (Calls for Volunteers) to recruit volunteers.
- Develop a range of commitment levels, from “done-in-a-day” virtual micro-volunteerism (“The Mentor is In” or resume reviews), to networking events and speaking engagements.
- Establish systems to identify, train, retain, acknowledge, thank and plan for succession of alumni volunteers and share best practices on alumni engagement.
- Collect and share testimonials and examples of this strategic goal in action.
- Vet and seek out future volunteer leaders in order to “build the bench” for the NIUAA, mapping out where those leaders can engage now and best prepare for future positions.
- Cultivate a standing cadre and/or strong slate of adaptive, agile and dedicated NIUAA alumni volunteers within the NIUAA Board structure to implement this strategic plan.

3. Invest in NIU Students and Fellows

 **Develop early engagement strategies to strengthen the bond between NIU students, fellows and the NIUAA.** Demonstrate to prospective and current NIU attendees, during key milestones in their lifecycle, that the NIUAA and NIU alumni professional community are important catalysts and partners in their success.

Objectives

Objective	Description
Objective 3.1	Support NIU admission and recruiting programs to encourage prospective students and fellows within NIU alumni home organizations.
Objective 3.2	In coordination with NIU, support NIU strategic enrollment management.
Objective 3.3	Prioritize efforts to diversify relating to prospective attendee recruitment.
Objective 3.4	Encourage NIU alumni actively working U.S. National Security missions to identify and submit mission-related thesis topics via the NIUAA ecosystem.
Objective 3.5	Inspire NIU alumni actively working U.S. National Security missions to serve on thesis committees, as either thesis chair or qualified thesis reader.
Objective 3.6	Ensure appropriate non-PII data transfers of NIU-issued student email addresses between NIU and NIUAA data systems.

Success in 2025

- Enhance NIU efforts to foster greater engagement between current students and NIU alumni at NIU academic centers, by propagating the one-on-one mentoring model at RIJTEF Training Center to other elements offering [NIU 2-year part-time programs](#).
- In coordination with NIU, assist NIU efforts to communicate the annual call for thesis topics to NIU alumni who further may possibly serve on topic-related thesis committees.
- Encourage qualified NIU alumni at locations offering the NIU MSSJ part-time program to consider serving as NIU adjunct faculty.
- Establish a formal process in order to identify graduating NIU attendees to seed NIUAA future leadership; any process should account for and leverage the NIU Student Senate.
- Further develop alumni graduation messaging in order to incorporate alumni presence.
- In alignment NIU strategic enrollment, advocate for career pathway opportunities which reassimilate NIU civilian alumni back into positions which leverage newfound learnings.
- Promote the NIUAA GOLD Society to facilitate NIUAA membership upon graduation.

4. Strengthen NIU

 Encourage NIU alumni to serve as advocates and ambassadors within home organizations and personal networks, in order to promote and inspire continued investment in NIU.

Objectives

Objective	Description
Objective 4.1	Inspire NIU alumni investments of time, talent, treasure and testimony.
Objective 4.2	Coordinate and deconflict communications and engagement of NIU alumni with NIU leadership, particularly the NIU VP for Outreach & Engagement; NIU Director of Alumni Relations, and the NIU Office of the President.
Objective 4.3	Serve as a critical component in NIUF's philanthropic efforts, raising awareness and encouraging investment across the NIUAA membership base.
Objective 4.4	Share NIUAA's understanding of alumni—including market research and segmentation—with NIU entities to inform NIU engagement strategies.
Objective 4.5	Add significant value to the advancement of NIU and to its brand. Collaborate with NIU partners to consistently elevate the NIUAA and NIU brands.
Objective 4.6	Augment NIU efforts, by leveraging online crowdsourced resources and social media to: 1) raise NIU's visibility; 2) more prominently showcase NIUAA's history and evolution, and 3) generally chronicle NIU alumni accomplishments.

Success in 2025

- Strive for 100% participation of NIU alumni to update their respective *bona fides* to replace predecessor schools with “National Intelligence University,” in order to raise NIU visibility.
- Encourage NIU alumni to engage their passion by serving as NIU brand ambassadors.
- Recognize and celebrate the personal and professional successes of NIU alumni, faculty and staff through awards programs for different honors or accomplishments and various media.
- Cultivate the NIUF [Featured Alumni](#) web page, and the National Intelligence University Wikipedia web page section titled, [Notable Graduates and Faculty](#).
- Develop an NIUAA In Memoriam / Obituaries web page. Establish an annual [Roll of Honor](#).
- Legitimize NIU alumni charitable solicitations to the NIUF within home organizations by leveraging NIUF participation within the Combined Federal Campaign and United Way.
- Mature the NIUAA as a vital strategic partner in the NIUF fundraising efforts.
- Strive for 100% NIUAA Board member participation in the NIUF annual fund drives.
- Raise a minimum of \$10,000 with a mix of corporate and personal donations in 2021, raising the minimum by \$5,000 increments each year thereafter (\$15,000 in 2022; \$20,000 in 2023, etc.).

5. Bridge for Industry



Engage NIU alumni so they see opportunities to open doors for NIU (and the NIUF) into industry, and for industry into NIU (and the NIUF), leveraging industry to meet U.S. National Security objectives.

Objectives

Objective	Description
Objective 5.1	Create an environment for incubating innovative alliances and establish a process for curating and advancing them within the NIU ecosystem.

Success in 2025

- In order to enhance NIUAA’s (and NIU’s) profile(s) at private-sector companies, perform outreach to corporate Veterans Affinity and/or Employee Resource groups; these groups are the most aligned with NIU's mission and could provide the wider audience NIU seeks in NIU’s Vision for Engagement with the Private Sector.
- Engage with Human Resource groups in order to ensure corporate online job application education fields pre-populate “National Intelligence University” as an educational institution as well as recognize NIU degree programs.
- In partnership with the NIU Foundation and NIU, leverage professional networks to develop robust industry leader involvement in, and sponsorship for, NIU programs, seminars, and student engagement. This could be in the form of functional chairs, industry speaker series, non-government academician hours, and ultimately the creation of a think tank unfettered by individual organizational interests.
- Facilitate NIU’s formation of provisional “knowledge banks” incorporating industry-leading private sector experts, academics, and IC senior thought leaders that can provide counsel and strategic direction to the Intelligence Community.
- Utilize NIUAA webinars, panel discussions, and regional network events in order to establish relationships within industry, to benefit NIU and NIUF programs, partnerships, conferences, workshops, and NIU fellowships and postgraduate student placements.

APPENDIX A: ALUMNI INVOLVEMENT METRICS

The following points system will enable the NIUAA to track alumni involvement in a measurable way. While some [alumni engagement](#) management tools contain algorithms which track and report alumni online activities, the NIUAA must maintain visibility into all forms of alumni involvement. Such metrics will facilitate the NIUAA in setting goals, showing return on investment, and undertaking program assessment.

Point Allotment	Category
1 Point	<ul style="list-style-type: none"> • Social media: likes, joins, forwards, shares • Updating <i>bona fides</i> to reflect “National Intelligence University” • Logging into an NIUAA member account
2 Points	<ul style="list-style-type: none"> • Change of address update • Change of name update • Providing a viable email address • Event RSVP
3 Points	<ul style="list-style-type: none"> • Making a donation • Attending an event • Registering for NIUAA membership (free) • Checking in with an NIU alumni career or life update
4 Points	<ul style="list-style-type: none"> • Volunteering—General • Mentoring • Conducting a “done-in-a-day” professional clinic. • Serving as an NIU brand ambassador • Manning an NIU table at an educational resource fair • Submitting a mission-related thesis topic • Being featured in an NIU alumni spotlight article • Being a featured speaker at an NIUAA event • Contributing to the NIUF Annual Fund • Contributing to an NIUF Capital Campaign
5 Points	<ul style="list-style-type: none"> • Serving on the NIUAA Executive Board • Leading an NIUAA Network (Regional or NFE). • Serving on an NIU thesis committee • Serving as NIU adjunct faculty • Committing to NIUF Annual Contributions over a 5-year stint
6 Points	<ul style="list-style-type: none"> • Becoming a 1962 Legacy Society Member • Serving on the NIUF Board of Directors