



STRATEGIC PLAN

The Salem State University Alumni Association and Foundation, Inc. (AAF) advances the university's educational priorities by fostering strong connections with our inclusive community and building bridges between students and alumni and friends. Through partnerships, we promote pride in the university and inspire philanthropy to invest in all student success. The AAF invests and manages these contributions, which support the funding priorities of the Salem State University community not met through public funding.

The AAF has identified increased pressures on the university and its diverse student body. As a result, we have outlined this strategic plan (FY20-28) to set us on a path of inclusive philanthropic impact. Salem State University and the AAF launched the *Meet the Moment™* campaign in 2023, the largest comprehensive campaign in the university's history, seeking to raise \$75 million for student financial assistance, student success, SSU BOLD, and unrestricted support.

MISSION STATEMENT

The Salem State University Alumni Association and Foundation, Inc. advances the university's mission by fostering strong connections with our community and network of alumni and friends. Through partnerships, we promote pride in the university and inspire philanthropy to invest in student success.

VISION STATEMENT

Unlocking doors of opportunity for Salem State University students to access a transformational education.

PRIORITY #1: COMMUNITY ENGAGEMENT AND PHILANTHROPIC IMPACT

Strengthen the awareness of the impact of philanthropy among alumni, faculty, friends, staff, students, and throughout the North Shore and beyond

- Advocate for the AAF's impact, reputation and positive momentum on the university
- Provide resources for inclusive programming to increase awareness, engagement and pride
- Lead the culture of inclusive philanthropy for the university

PRIORITY #2: FINANCIAL VITALITY AND SUSTAINABILITY

Increase revenue transferred to the university to support financial vitality and sustainability

- Raise at least \$75 million by FY28
- Increase the endowment's donated principal to \$50 million by FY28
- Grow cash transferred to the university to \$5 million by FY28
- Deliver market returns at or above benchmark policy set for our investment portfolios

PRIORITY #3: ROBUST GOVERNANCE

Apply an equity lens to ensure ethical and responsible operations and governance

- Align the entire work of the AAF to justice, equity, diversity, and inclusion principles
- Secure resources to create efficient, effective and innovative operations
- Ensure AAF directors remain current and aligned with university, industry and inclusive governance issues and trends
- Engage a diverse group of AAF directors who can assist in fulfilling the core philanthropic mission