



Alumni GAPS Guide

Inviting Alumni to Give, Advocate, Pray and Serve

The Vision of GAPS

As a movement we have struggled to engage alumni well in continuing to be involved in the mission to campus after they graduate. Therefore, alumni remain one of our most important opportunities to see the mission of InterVarsity advance. For example:

An estimated 1 million alumni have come through our ministry in the last 76 years

Only 150,000 are in our databases identified as alumni

Only 16,000 of them give financially each year

That's 11% of our databased alumni and 1.6% of our overall alumni

However, those 16,000 give over \$24,000,000/year which is over 30% of our annual MPD income.

Our alumni are incredibly generous and care deeply about our mission, but we have rarely systematically engaged them to continue to be a part of the mission after they graduate.

This is what the GAPS program seeks to do. To help InterVarsity systematically prepare, invite and engage our alumni to Give, Advocate, Pray and Serve to see the mission of InterVarsity and the Gospel go forward on Every Corner of Every Campus.

As we press into the 2030 calling we are going to need our alumni to help us get there! The GAPS program intends to be a pipeline to help InterVarsity cultivate and engage alumni who are passionate about our mission and mission field (the campus) for their entire lives.

Our Goals for every Chapter/Campus going through the GAPS Program:

1. That 40% of graduating students will give financially
2. Have at least one alum serving on campus
3. Increase Alumni praying
4. Have at least one alum advocating for the ministry
5. Establish consistent local communication with our alumni
6. Over the course of the next 4 years plant 50 new campuses with alumni

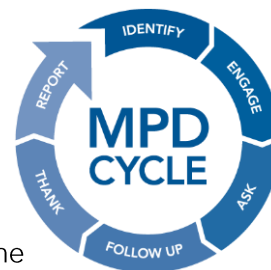
The Paradigms of GAPS

MPD Cycle

The MPD Cycle will guide us as we do the Ministry Partnership Development portions of the GAPS program. The GAPS program is already heavily influenced by the MPD Cycle and follows it as a key structure.

We will Identify prospects, engage them for an Ask, ask them, Follow Up the Ask to close, Thank them and Report.

It would be great for you to familiarize yourself with the MPD Cycle on the MPD website [HERE!](#)



Discipleship Cycle

GAPS also depends heavily on the Discipleship Cycle. As much as possible we will use the Discipleship Cycle to structure and inform our engagement with students around money, stewardship and partnership. It is important that we apply the same principles to GAPS that we do to the rest of our campus work and the Discipleship Cycle fits that perfectly.

We will be very intentional to help students (and staff) Hear the Word, Actively Respond and Debrief and Interpret.

You can learn more about the Discipleship Cycle [HERE!](#)



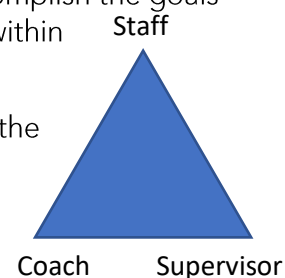
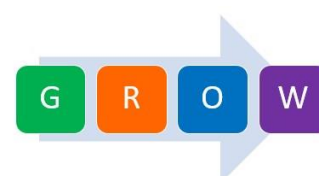
Coaching

We believe that coaching is vital to the success of the GAPS program! Coaching will help staff stay accountable to do the tasks needed and to reach the goals set as we seek to create this pipeline.

Our coaches will act as both coaches and as consultants as they all bring experience with them around alumni development. However, the coaches are here to help you accomplish the goals laid out for you in the GAPS program and to help you accomplish your goals within that.

We want our coaches to partner well with you and with your supervisor to see the GAPS program successfully implemented on your campus(es).

You can learn more about GROW and MPD [HERE!](#)



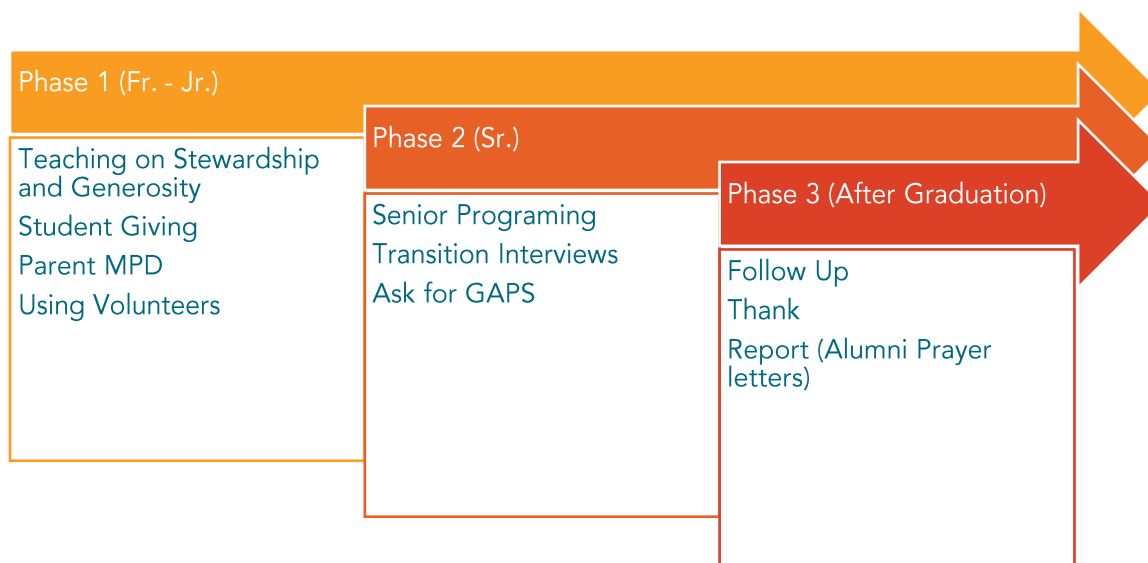
Situational Leadership

Many of you are understandably at different places in this process. Some are doing a lot of this stuff and some are doing almost none. Because of this our coaches will be using the Situational Leadership model in addition to the paradigms above. For those of us who are very new to much of this the coaching will be much more directive and for those who have been doing much of this for a while now the coaching will be less directive and focused on just improving and systemizing the great work!



The 3 Phases of GAPS

1. Freshman to Junior Year – Preparing Students to Be Lifelong Disciples (& Great Alumni) (Early Grad School Years)
2. Senior Year – Preparing Students for Life After College (#adulthood) (Last Year of Grad School)
3. After Graduation – Treating Alumni like Key Stakeholders of the Ministry



Phase 1: Freshman to Junior Year (Early Grad School Years)

Preparing Students to Be Lifelong Disciples (& Great Alumni)

Because we have enormous influence over our students during their time in InterVarsity the things we do in our chapters and the things we teach them have a massive impact on how they

will relate to us when they are alumni. If we want alumni that will Give, Advocate, Pray and Serve we must prepare students for that type of engagement before they ever leave campus.

We will attempt to accomplish this in 4 ways:

1. Teach and Train on Stewardship and Generosity

Most of us learn about money, handling money and how to think about money from our parents. That can be really good or really bad. The same is true of our students. We need to be intentional about helping them understand money, stewardship and generosity from a biblical point of view and then practice living that out. We will:

- a. Teach them what the Scriptures teach on money, stewardship and generosity.
 - i. Resources [HERE](#)
- b. Invite them to participate in being generous towards the work of God
 - i. To InterVarsity's mission through [Day's Wage](#) scholarships, regular giving to the chapter account or helping other chapters.
 - ii. Following up with them about giving
 - iii. Celebrating generosity

2. Invite them to Advocate to their parents and others for the ministry.

We want our alumni to be able to talk about and share about our ministry. Inviting them to practice that with their parents, family members and churches is great practice for it. We will:

- a. Employ the MPD cycle to invite parents of students to partner with the ministry
- b. Invite parents to partner with the ministry in partnership with their children involved in the chapter.
- c. Resources [HERE](#)

3. Help them understand our model of fundraising.

It's a major roadblock to MPD when our students graduate not knowing how the ministry is resourced through prayer and finances. We need to be very intentional about communicating with our students about how the ministry is resourced. This will help make partnering with InterVarsity and long-term commitment to the mission a rite of passage for students and an expectation they have of themselves after they graduate. We will:

- a. Talk about our funding model when appropriate with students.
- b. Have students help us thank partners for giving.

4. Model the use of alumni (and others) as volunteers to propel mission.

We will not have a steady stream of alumni wanting to serve in the ministry until they see others serving while they are students. We need to create a culture of (and others) coming to campus to serve the ministry. We will:

- a. Create a plan to utilize alumni (and other) volunteers to advance the mission on campus.
- b. Invite older alum (and other partners) to serve in areas of the ministry.

Phase 2: Senior Year (Last Year of Grad School)

Preparing Seniors for Life After College (#adulthood)

A bit part of the reason we haven't done well in developing alumni partners is because we do not see them as strategic investments for us as staff. We (and rightly so) would rather invest our time in the missional freshmen and sophomores because they will be around longer than a senior to help us build our chapters. While this is logical, it is also short sighted. Our seniors are about to become our alumni and have the potential to Give, Advocate, Pray and Serve for a lifetime. This is not to say we should completely switch our focus, but we need to see seniors as vital investments for us for the long-term health and sustainability of our ministries.

If we see our seniors as worthy of investment we will help them end with a wonderful experience with InterVarsity. If seniors are feeling burnt out and not cared for they are much less likely to desire to partner with us going forward. In addition, they are very likely to give in this season as they are making big budgeting decisions as they start new jobs, get their first pay checks and decide how to spend that money. It is an opportunity to be involved in giving decisions that could last a lifetime. We will also attempt to prepare them well for the next phase in life. The better they transition the more ready and able they will be to partner with InterVarsity going forward and the better they will be able to serve the Kingdom.

We can invest in our seniors in three ways:

1. Host a Senior Program[Link]

This is a terrific way for us to invest in our seniors. It is a program just for them. It helps them know that they are still important to InterVarsity and helps the staff carve out time to be with the seniors. A senior program can have many structures (weekend retreat, conference track, monthly group, weekly group, etc.) but it must help graduating students:

 - a. Feel cared for and appreciated.
 - b. Transition well to their next phase in life.
 - c. Move their ministry involvement as students to ministry involvement as alumni.
 - d. This can be structured a different number of ways:
 - i. 1/month meeting in a classroom or a partner's living room
 - ii. Small group style
 - iii. Seminar style
 - iv. An overnight retreat
 - v. Or another way that fits your context
2. Execute Transition Interviews with graduating students

There is nothing more meaningful than spending one on one time with a senior to talk about their time in InterVarsity. Hopefully your students are used to using the Discipleship Cycle and debriefing after actively responding to God's Word. A transition interview helps them debrief their time in InterVarsity and think about its impact on their lives and the lives of others. It also is the easiest MPD appointments you'll ever do! The debrief is your case and makes a great case for the ask you will do at the end of the time together. We will:

- a. Have a Transition Interview with every graduating student.
 - i. Resources [HERE](#)
- b. Collect Alumni forms from them
 - i. Resources [HERE](#)

3. Nail the Ask for GAPS

From an MPD standpoint the Ask is the most important part of the process. Many of us already ask our graduating students to give and pray but in GAPS we are making a much bigger ask of our graduates. It is important for us to nail the Ask. We will make an ask for graduating students to Give, Advocate, Pray and Serve in two places:

- a. An individual ask during the Transition Interview (See above)
- b. A group ask at the end of the Senior Program
 - i. Resource [HERE](#)

Phase 3: After Graduation

Treating Alumni like Key Stakeholders of the Ministry

Once we have done the first two phases we have prepared our students to be great alumni and to have a vision for lifelong partnership with InterVarsity as they invest in the mission to college students. Once we have opened that pipeline we need to be great stewards of the resources God has gifted us with. This will take regular, scheduled and concentrated effort for us to properly utilize and steward our alumni (new and old) to mobilize them for the Kingdom work on campus. These things can be easy to forget or ignore but are just as important as the phases above for long term partnership to blossom.

We will treat Alumni like key stakeholders in five ways:

1. Create space for alumni to serve

This is an expansion of the use of alumni (and others) to serve on campus from Phase 1. It will be important to systemize the use of alumni so that every year they can be invited to serve in the ministry.
2. Do great follow up (to close)

If asking is the most important thing we can do in MPD then Follow Up is a very close 2nd. We can do great asking but if there is no follow up then most of our asking is in

vain. We have found the regular follow up with alumni on their commitments to partner through GAPS produces great results. We will:

- a. Define follow up as following up till we close – that is till we get a no or they deliver on what they committed to (Gift, service, advocacy, etc.)
- b. Follow up at least monthly till close
- c. Continue to follow up till close
- d. Create specific scheduled space to follow up on alumni GAPS asks.

3. Resource Alumni

Another place GAPS can fall apart after getting it off the ground is when we don't actually resource our alumni who have said "yes" and been followed up with. If they are going to come through than we need to come through on our part to empower and resource them well. We will:

- a. Provide all giving resources needed for alumni to Give.
- b. Provide materials for alumni to Advocate for the ministry
- c. Provide opportunities to pray for the ministry in person and privately through communication (see also below).
- d. Provide opportunities and support for alumni who are serving the ministry.
- e. Provide potential opportunities for further discipleship
 - a. [IVP Discount](#)
 - b. Alumni Events

4. Thank Well

We also need to thank our alumni partners well. This is a big part in helping them have a long-term commitment and relationship with the ministry. We will:

- a. Thank our chapter account and alumni donors at least once, preferably 2 times each year.
- b. Actively and enthusiastically thank our alumni who are serving on campus.
- c. Thank our Advocates who follow through on advocating for the ministry.
- d. Have a culture of thanking all those who partner with the ministry

5. Communicate well

Communication is key to continuing a long-term relationship and partnership with our alumni. The key to effective communication for long term partnership is having a system that outlasts a single staff. Alumni will want to consistently hear about the work being done on campus and ways to partner. The problem we have is when the voice changes significantly or goes silent altogether. We need to regularly communicate well with vision and invitation to partner. We will:

- a. Develop a long term, sustainable system for alumni communication
- b. Develop and maintain an alumni contact database
- c. Write 3 alumni specific prayer letters each year.
 - a. September (NSO), December (Year End), and June (End of Year Report)

b. Templates [HERE](#)

GAPS and the 2030 Calling

1. Chapter Planting

Planting Chapters is going to be one of our biggest investments to reach the 2030 calling. We believe that alumni will be key players in this calling if we are to reach all 2500 campuses. That is one of the reasons GAPS has a huge role to play in fulfilling that calling. We want to see GAPS become a program that regularly calls alumni to help us plant chapters at campuses all over the country.

A current reality is that not every place in the country is ready to receive alumni volunteers to plant chapters at unreached campuses. Because of this we cannot promise more than we can deliver. We may not be able to send alumni all over the country to plant. We hope that someday soon we will have the vision and infrastructure around the country to do this, but currently we do not.

What we do know that we can do is be the ones who can invite, empower and partner with alumni to plant ministries at unreached campuses. We would love for this to be one of the opportunities to serve for the alumni we are creating.

We are happy to see many of you just do this on your own but there are other parts of the Strategic Plan that will help us help our alumni plant ministries.

We are excited to partner with the [Adopt-a-Campus](#) campaign to help alumni get a vision for ministry at a new campus.

There are also other great resources from the 4-hour plant and Area Accelerator that will help alumni volunteers have the resources and information they need to plant, as well as for you to partner well with them.

We want to see 50 new campuses planted by alumni in the next 4 years through GAPS. We are hoping that GAPS and other programs can create a great synergy that helps us accomplish this.

2. Students Continuing in the Mission Field

Another way the GAPS and the 2030 Calling go hand in hand is that every year we send students back into the mission field we are trying to reach.

- a. Transfer students – each year (especially at our commuter and community college fellowships students transfer away from our campuses and into other campuses to finish their undergraduate schooling. This is a great opportunity for them to either

join other current fellowships or help us start new ministries at campuses we aren't at yet. It will be important to cast this vision to our transferring students.

- b. Students going to Graduate School – Every year we send thousands of our graduating students back into the mission field of the college campus, this time as graduate students. We have a great ministry to grad students and faculty and it is a tragedy not to connect these graduating students with our GFM work on the campus they are going to. This can really serve our graduating students well as we help them have a good supportive and missional community in Grad School and it can help grow our GFM fellowships. It can also help us start new GFM fellowships at schools we don't yet have work at.
- c. Grad Students moving into Faculty roles (and others taking on staff roles at universities) – We can also connect our students and grad students moving into staff and faculty roles at colleges and universities around the country. GFM is a great place for these alumni to grow and serve. This can also lead to the starting of ministry at new campuses as faculty and staff can help start GFM work and can be vital in helping us start work with undergraduate students as well.
- d. Nursing Students have a difficult job when they graduate. Nurses Christian Fellowship is a great part of our organization that helps them in the process and in their new career. In addition, NCF is always looking for mentors and volunteers to help nursing students. This is another way we connect graduates with more InterVarsity ministry after they graduate.

GAPS Expectations

During the GAPS Program Pilot, you will be expected to perform certain activities in order to stay a part of the program and receive the incentive money provided. We do this for two reasons, first, we believe these things work in creating a pipeline of alumni of will Give, Advocate, Pray and Serve. Second, **we need consistency in how we track the outcomes to know what's working and what's not.**

One note on the above: We do understand that there is a need for contextualization for many programs and ideas in GAPS. Your coach will help you do that. However, these "programs" and ideas all need to be done, even if just contextualized.

GAPS participants will be expected to:

- Read through, understand and use this Guide (congrats.... almost done with this one)
- Attend a 6-hour virtual Orientation on the GAPS Program (an in-person option may be available)
- Participate in one 60-minute coaching call each month with your GAPS coach for 1 year

- Run all GAPS related programs and initiatives on campus including:
 - Teaching on stewardship and generosity with opportunity for students to give (Goal- 75% taught and 33% asked)
 - MPD with parents (Goal – All followed up with to close)
 - Senior Programming with ask for GAPS (Goal- 90% attendance)
 - Transition Interviews with ask for GAPS (Goal- 90%)
 - Sending Alumni prayer letters (Goal- 3/year)
 - Regular follow up with alumni (Goal- Follow up to close, 40% of graduate giving and 75% of alumni who can serve, serving)
 - Helping alumni advocate, pray and serve after graduation (Goal – Set goals with your coach)
 - Utilize Alumni as volunteers on campus
- Collect all relevant data
- Report on all relevant data on the GAPS Tool (data document)
- Fill out a short monthly report for your coach (prior to coaching call)
- Keep your supervisor informed of all GAPS programming and progress
- Fill out a longer report 2x per year
- Fill out an annual data report after the pilot for ongoing learning and tracking

GAPS Resources

We will try to provide you with as many of the resources you need to successfully apply the GAPS program as we can. However, this is a pilot program and many of these resources will either be in draft form or will be in a state of being tested. That being said, we believe we have some great resources to help you easily have a great GAPS program.

Resources include:

- Senior Program Content and Guide [Coming Soon]
- [Day's Wage Resource](#)
- [Stewardship and Generosity Content](#)
- [Parent MPD Guide](#)
- [Transition Interview Guide and script](#)
- [Class Gift ask guide and script](#)
- [Alumni Prayer Letter templates](#)
- Tracking tool for the entire process and all data (See coach for link)
 - o Make a copy and rename it
 - o Share it with your coach and Ryan Lospaluto
- Advocacy resources (still in development)
- [Adopt-a-Campus resource](#)
- Other volunteer resources (Coming Soon)

GAPS Program Calendar

<u>Month</u>	<u>Activity</u>
November 2018	GAPS Orientation Execute Parent MPD (Optional) Prep for Senior Program
December 2018	Follow up with previous alumni Parent follow up (Optional) Finalize Senior Program Thank Chapter Account donors Send Alumni Prayer Letter
January 2019	Follow up with previous alumni Thank Parent Donors (Optional) Launch Senior Program
February 2019	Follow up with previous alumni Continue Senior Program Teach on Stewardship/Generosity
March 2019	Follow up with previous alumni Continue Senior Program Begin Transition Interviews
April 2019	Follow up with previous alumni Finish Senior Program Finish Transition Interviews Execute Class Gift Ask
May 2019	Follow up with previous alumni Initiate Summer Day's Wage Program Send Alumni Prayer Letter
June 2019	Follow up with alumni Follow up on Day's Wage Thank Chapter Account donors
July 2019	Follow up with alumni Prep for Stewardship/Generosity Teaching Follow up Day's Wage
August 2019	Follow up with alumni Collect Day's Wage
September 2019	Send Prayer Newsletter
October 2019	Follow up with alumni Teach on Stewardship/Generosity

	Start Parent MPD
November 2019	Follow up with Alumni Execute Parent MPD Prep for Senior Program
December 2019	Follow up with alumni Parent follow up Finalize Senior Program Thank Chapter Account Donors Send Alumni Prayer Letter

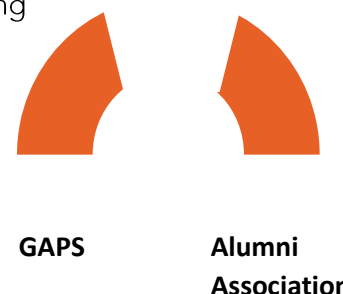
GAPS and the Big Alumni Picture

You might ask, where does GAPS fit into the big picture of what we are doing with Alumni?

We want to see our alumni continue to thrive in their journey of following Jesus with their whole lives. As a part of this journey we will strive to mobilize them into every possible aspect of our ministry as true stakeholders in the movement. We want to do this by creating an Alumni Development Pipeline that prepares students and engages alumni for a life-long involvement in the mission.

We believe we can do this by building from two ends. Much like they built the Arch in St. Louis. They built it from the ground up from both ends and met in the middle to create a great structure.

We want to build a great nationally support Alumni Association that serves our alumni well and cares for them well throughout their whole lives. We also want this Alumni Association to serve out staff well as they seek to connect with alumni and as we help our alumni connect to the mission after college.



The other side of the "arch" is GAPS. GAPS wants to create a culture for our staff and alumni to partner well together in mission and GAPS also wants to create a pipeline of alumni committed to the vision and mission and pouring into it through Giving, Advocating, Praying and Serving.

Impact

Our alumni are the biggest untapped resource we have. The fact that only 11% are giving means there is so much potential for this community to be activated by InterVarsity to see the Kingdom expand on campuses all over the country. Our alumni are going to be a key group of people for us to empower and partner with if we are to accomplish the 2030 Calling. We believe that the GAPS program is a big step towards doing this. GAPS has the opportunity to mobilize our most generous givers, our most avid advocates, our most faithful prayer warriors and our best volunteers. May we be faithful to make this change. May GAPS become a part of our ministry so that we can have the long view to see our ministries well-resourced for years to come!