

Duke Alumni Association Board of Directors Spring Meeting Minutes May 1-2, 2009

ATTENDING: Billy Andrews, Jr. '76, M.D. '80, Nelson Bellido '89, Matt Bostock '91, Emily Bragg '78, Sarah Bray '72, Tom Clark '69, Tim Davis '92, Alethea Duncan G'10, Ann Elliott '88, Julie Ferguson '81, Andy Gerschutz L '09, Bill Graham '56, Peter Griffith '78, Allison Haltom '72, Roseann Hassey '83, Jeff Howard '76, Amy Kenney '96, M.E.M. '98, Anne Lawler '75, Ann Pelham '74, Carmichael Roberts '90, Ph.D. '95, Tom Robisheaux '74, Marty Romney B.S.N. '77, John Ross, Jr. '92, Mike Schwartz M.H.A. '71, J.D. '82, Stephen Temple T'11, Hardy Vieux '93, Melvia Wallace '85, James Walsh '74, Sam Wang '86, Sue Wasiolek '76, M.H.A. '78, LL. M. '93, Sterly Wilder '83, Torraine Williams '93, and Gerald Wilson B.D. '61, A.M. '68.

Staff: Claudia Attarian, Kate Bailey, Barbara Blackburn M.B.A. '88, Bob Bliwise A.M. 88, Bridget Booher '82, A.M. '92, Leiska Boyce, Melanie Burkett '01, Janan Crocker '09, Rachel Davies '72, A.M. '89, Lisa Dilts '83, Sharon Donnell, George Dorfman '85, A.M. '01, Kim Hanauer '02, Beth Higgins '07, Catherine Honeycutt, Sam Hull, Zoë Ingalls, Betty Jones, Angela Karl, Aaron Kirschenfeld '07, Cam Lawler '02, M.B.A. '08, Carole LeVine '86, Chris O'Neill '95, Beth Ray-Schroeder '83, Nicole Silvanic, Charlotte Timberlake, Jennifer Torres, Jennifer Valentyn, Rachael Wheatley, and Mitch Yelverton '05.

University and Special Guests: Lucas Bellido, Paola Bellido, Bill Bray, Eliza Bray, Jen Cameron, Ann Gleason, Tom Hadzor, Carson Howard, Amelia Howle, David Jarmul, Cam Kelly, David Lapinski, Susan McLean, Ellen Medearis, Teri Mills, Susan Ross, Bob Shepard, Peter Vaughn, Hank Woods, and Bill Wright-Swadel.

Friday, May 1, 2009

The spring meeting of the DAA board of directors began at noon with an opening lunch in Faculty Hall at the Fuqua School of Business. Ann Pelham, president of the DAA, and Sterly Wilder, Associate Vice President, welcomed the group and had guests introduce themselves.

After lunch, Ms. Pelham introduced Kevin M. White, vice president and director of athletics. Dr. White addressed the group about athletics at Duke, beginning with a discussion about Health, Physical Education, and Recreation (HPER). HPER is a main component of the Strategic Plan and something the athletics department is working to consistently improve. More than 3,000 faculty, students, and staff swipe their Duke cards at Wilson gym every day to use the facility. That number is more than 1,000 at Brodie gym on East Campus. Approximately 6,000 students participate in the various intramural sports offered at Duke. There are 150 activities and programs for the students to participate. At the intercollegiate level, there are 26 sports with 620 athletes participating.

Dr. White sees 3 challenges and 5 opportunities in the athletics department.

Challenges: maintaining a balance between athletics and academics; over-regulation of compliance; and the economic downturn.

Opportunities: monitoring the student-athlete experience to make sure it's what has been promised; personnel; politics of athletics (managing the message); resource acquisition; and facilities.

Dr. White then took questions from the group. Ms. Wilder thanked Dr. White and gave an update on the DAA since the February board meeting.

Ms. Wilder began with the dedication of the Forlines House event in February. She highlighted Alumni Admissions by informing the group that Alumni Admissions Advisory Committees had interviewed almost 12,000 students throughout the world for regular decisions. There are 235 active AAACs with more than 3,800 active participants in those committees. She also reminded the group about the upcoming Alumni Admissions Forum on June 19 for nearly 300 alumni and family members.

Highlights from Education & Travel include 11 educational sessions during Reunions Weekend and 20 participants in the final *DukeReads* session. The economic downturn has forced the cancellation of 4 programs since February.

Member Benefits and Services are also feeling the effects of the economy. Compared to last year, dues are down almost \$169,000 and the number of dues-payers is down by about 5,000. On the positive side, there are 38,394 alumni carrying the Duke Alumni Card for access to library services, on-campus parking, recreational facilities, and a discount at Duke Stores. Reunions and Special Events continue to have great reunions attendance. This year, reunions' total attendance was 3,875 compared to last year's 3,613. The class of 1984 set a new 25th year reunion attendance record at 683.

Technology has launched two new websites: DukeAlumsEngage and Duke in Entertainment, Media, and the Arts Network (DEMAN). The DEMAN group also has a fan page on Facebook. DukeConnect has grown to include 4,910 alumni, and continues to grow. Projects currently in progress include library access for alums through JStor, university-wide lifetime net ID, and training and educational webinars for staff and volunteers.

Young Alumni, Students, and Networking events are well attended. This year, 4,911 students attended DAA programs, excluding commencement. Upcoming graduation events include: chapel climb for graduate and professional students; Forever Duke cocktail party for graduating seniors; Celebration in the Gardens for graduating graduate and professional students and their families; "Back to East" for graduating seniors; Saturday night Graduation Party for all graduating students; and the Alumni Breakfast for families with alumni ties who have graduating students.

Young alumni programs have been attended by 1,626 on campus and 1,548 off-campus. More than 4,600 young alums have volunteered for the university in FY 08-09 through YAAL, AAAC, DukeConnect, Career Conference, and Reunions.

Clubs and Regional events continue to attract alums throughout the world. The Duke Idea has traveled with President Brodhead to Seattle, San Francisco, New York, and Nashville. The next Duke Idea event will be in Chicago in May, followed by a London event in June. The DAA has partnered with DukeEngage to hold events in locales all over the world. Some include: Beijing, China; Cape Town, South Africa; and Santiago, Chile. There have also been partnerships with DukeEngage in the U.S. including St. Louis, Seattle, New Orleans, Tucson, and Portland. Also, the launch of DEMAN took place on April 14 in Los Angeles with an event to soon take place in New York. Internationally, the DAA is developing a plan by continent titled Divide and Conquer.

Ms. Wilder ended the DAA update by thanking the members of the board. She then adjourned the meeting to the committee meetings.

Members, staff, and guests reconvened at the Levine Science Research Center for cocktails and dinner. A group photo was taken of board members and then of board members and DAA staff. After dinner, the Alumni Distinguished University Teaching Award winner, Mbaye Lo, spoke to the group. Then retiring members and students were recognized for their contributions to the board. Retiring members present were Tom Clark, Tim Davis, Ann Elliott, and Amy Kenney. Ted Humphrey is also retiring but could not attend. Student members present were Alethea Duncan and Stephen Temple.

Saturday, May 2

Breakfast began at 8:00 a.m. in Von Canon B in the Bryan Center, followed by a discussion with Dan Ariely, James B Duke Professor of Behavioral Economics and author of the blog and book *Predictably Irrational*.

Ms. Wilder introduced the strategic planning discussion and introduced Carol O'Brien, president of Carol O'Brien Associates, Inc. Ms. O'Brien led a group discussion of the overarching goals of the DAA Strategic Plan.

While some goals are forever evolving and ongoing (such as technology), others are unique to this plan. The DAA now has a better sense of who its constituents are and it can place more focus on regional growth and development. Additionally, it is more aware of partnerships among alumni and university faculty, staff, and administrators.

Ms. O'Brien introduced the topic of membership by recapping estimated numbers of annual and lifetime dues payers over the last year. The Strategic Plan aims to address the question, *what is the nature of membership?* Ms. O'Brien put forth the general models of membership that currently exist. One form of membership is paying for services. Another model is philanthropic, but also involves participation and has a product/service component. The DAA model of membership is essentially a hybrid model. All alumni are members, but DAA also solicits dues. One comparison to this model is that of public broadcasting. Questions to ask of this model include:

What are the intangibles? How does that transition into monetary support?

What is the expectation of the member?

When members may not see that programming is at stake, what is the case for support?

How are distinctions made between areas of giving (Annual Fund, annual dues, etc.?)

George Dorfman, assistant vice president of Alumni Affairs, then gave an overview of the regional discussion topic. Since 80 percent of alumni reside out of the area, it is a priority to develop regional programming. Upon examining peer institutions, it is clear that no one has a completely developed and successful model for regional efforts. The Strategic Plan offers an opportune time for the improvement of regional programs, as it will help generate buy-in in the process. Two major questions driving discussion are:

What should alumni expect from DAA in their regions?

Should expectations change based on alumni populations in the various regions?

Ms. Wilder thanked everyone for the discussion and dismissed the group to two breakout sections for further discussion of membership and regional programming.

Ms. Wilder and Ms. Pelham reconvened the group for reports from each committee.

Kim Hanauer, director of Young Alumni and Student Programs, reported on behalf of the membership committee. The committee discussed ways to increase funds as well as number of donors. One solution is to improve marketing by repackaging all of the benefits to the member, both tangible and intangible. Additionally, the DAA can clarify levels and types of giving, by helping make distinctions between Annual Fund, Iron Dukes, club dues, professional school dues, etc. A giving timeline could be more clearly communicated and potentially moved from a fiscal year to a rolling year. Finally, it may be beneficial to consider different levels of giving and membership.

Chris O'Neill, director of Regional Programs, next reported on the regional committee. The major aspects discussed by the committee included programming, communication, and volunteer and leadership opportunities in the regions. Driving questions include whether these aspects should be based on merit, alumni population, or another factor.

Carmichael Roberts then reported on behalf of the Commitment Committee. One of the motivations behind the committee is communication. A theme of the engaged subcommittee is to distinguish between binary involvement and levels of involvement measured on a spectrum. The previously engaged subcommittee centers on the theme of life cycle. The never engaged subcommittee discussed the ways alumni may feel engaged despite being under the radar. The leading three ways to engage and target alumni are by life cycle, geography, and affinity group. Now that the committee has a matrix formed, next steps include turning it into action with analytics and testing the framework.

Anne Lawler and Amy Kenney updated the group on the Civic Engagement Committee. The DukeAlumsEngage website is now up and running with training webinars and tools for the Civic Engagement launch cities. Civic Engagement Week will be October 30 – November 9. DAA ambassadors will connect DAA to people in the launch cities. A practice webinar will take place on May 15, followed by the official webinar on May 19 to help cities establish partners. Topics include raising and collecting funds and setting clear expectations for the event.

Anne Lawler then reported on behalf of the Awards and Recognition Committee. The Distinguished Alumni Award will be given to Judy Woodruff '68, Hon. '98, senior correspondent on *NewsHour with Jim Lehrer*. She will be accepting the award on Founder's Day (October 1). The C.A. Dukes Award nominees will be approved over the summer. The Forever Duke Award criteria needs to be further refined, and the first awards will be submitted by June 1. The committee is looking at an additional level of award, like an honor roll. The committee will also begin meeting year-round.

Finally, Tom Clark reported for the Nominating Committee. Mr. Clark informed the group that new member bios were included in the meeting materials. He also announced that two new places have been created on the board for young alumni members. He then submitted the names to DAA President Ann Pelham. Ms. Pelham presented the names to the board of directors, and the board unanimously approved new members.