

Duke Alumni Association Board of Directors Fall Meeting Minutes

November 13-14, 2009

ATTENDING: Betsy Alden '64, Billy Andrews '76, M.D. '80, Christina Azimi T '10, Nelson Bellido '89, Matt Bostock '91, Sarah Bray '72, Rosie Canizares '04, D.P.T. '07, Wyman Davis '87, M.Div. '95, Alethea Duncan G '12, Porter Durham '83, J.D. '85, Holly Eggert D.P.T. '03, Julie Ferguson '81, Charlie Finley Jr. M.F. '67, Yvonne Ford M.S.N. '00, M.H.S.-CL '04, Susan Foster T '11, Artyn Gardner '73, Cece Gassner B.S.E. '94, Jason Goode '97, J.D. '00, Bill Graham '56, Stacey Gray '95, Peter Griffith '78, Allison Haltom '72, Roseann Hassey '83, Amy Hepburn '97, M.P.P. '00, Jeff Howard '76, Ed Howard '63, Kwame Johnson M.D. '06, Bill King '61, A.M. '63, Ph.D. '70, Betsy Klein T '12, Paul Lagunes '03, Anne Lawler '75, Jeremiah Norton '00, Awa Nur '10, Ward Nye '84, Lisa Parker M.B.A. '85, Ann Pelham '74, Lee Roberts '90, Carmichael Roberts '90, Ph.D. '95, Tom Robisheaux '74, Marty Romney B.S.N. '77, Sue Rose '94, John Ross Jr. '92, Mike Schwartz M.H.A. '71, J.D. '82, Jim Siedow, Ershela Sims B.S.E. '93, Pam Stone '73, Lee Strasburger Jr. '10, Dawn Taylor '89, Stephen Temple '11, Hardy Vieux '93, Melvia Wallace '85, Jim 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: Barbara Blackburn M.B.A. '88, Bridget Booher '82, A.M. '92, Leiska Boyce, Melanie Burkett '01, George Dorfman '82, A.M. '01, Kim Hanauer '02, Catherine Honeycutt, Sam Hull, Zoë Ingalls, Angela Karl, Carole LeVine '86, DeDe Olson, Chris O'Neill '95, Beth Ray-Schroeder '83, Sarah Schoofs, Nicole Silvanic, Jennifer Torres, Rachael Wheatley, and Mitch Yelverton '05.

Friday, November 13, 2009

Breakfast and Orientation for New Members

Orientation for new members of the board of directors was convened at 8:45 a.m. at Forlines House with a welcome from Duke Alumni Association Board President Ann Pelham. She outlined what new members could expect from DAA board meetings and she led the introductions of new members. She then introduced Sterly L. Wilder, associate vice president of Alumni Affairs, to give a year in the life of Alumni Affairs.

After convening from a break, there were introductions of different programs within the DAA. George Dorfman presented information on Regional Programs, Carole LeVine presented information about Alumni Admissions, Chris O'Neill on Clubs, Kim Hanauer on Young Alumni & Student programs and Career Services, Beth Ray-Schroeder on Education & Travel, Robert Bliwise on *Duke Magazine*, Lisa Dilts on Reunions & Special Events, Sam Hull on Communications, and Mitch Yelverton on Affinity & Volunteer Programs.

Opening Lunch for Board Members, Staff, and Guests

The fall meeting of the DAA board of directors began at 11:30 a.m. with an opening lunch at the Washington Duke Inn. The board of directors was joined by the Annual Fund Executive Committee and the Trinity Board of Visitors for lunch. Bob Shepard, vice president for Alumni Affairs and Development welcomed the group and introduced Peter Lange, provost, to speak about the economic downturn and how it has affected Duke's financial future.

Session I

Ms. Wilder welcomed everyone and called the meeting to order. She then gave a brief update about the DAA since the last meeting.

Ms. Wilder introduced Ms. Pelham and Hardy Vieux to give an update and celebrate the success of the Duke Alums Engage project. Ms. Pelham explained the next steps that will be continuing throughout the year with new task forces to decide how to proceed with Duke Alums Engage in the future. She also gave a brief background of how Duke Alums Engage came about from the board's Civic Engagement board Committee of 2008-09. Ongoing tasks will be assigned to the new task forces, which are: Logistics, Communications and Marketing, Community Partners and Reflection, Alumni Relations, and Next Steps. Individual reports at the February board meeting and a final report at the May board meeting will be expected from the groups. Mr. Vieux explained that there were several different projects from around the U.S. He also showed a slideshow of alumni in the regions doing their projects. Then the whole group celebrated with a sparkling cider toast to the project.

Ms. Wilder thanked Ms. Pelham and Mr. Vieux for their inspiring presentation about Duke Alums Engage and for all of their efforts and hard work toward the project along with those in the group who participated in their regions. She then introduced Mike Schoenfeld, vice president for Public Affairs and Government Relations and Denise Haviland, director of Communications for Public Affairs and Government Relations to discuss marketing the DAA.

Mr. Schoenfeld thanked Ms. Wilder and began by discussing how Duke talks about itself to its different constituencies. Alumni are the foundation and core of the university, in essence, the family. If the DAA and Duke cannot tell its story to family, then there will be a problem in communicating with the rest of its constituencies and the rest of the world. Mr. Schoenfeld commented about the large array of services and opportunities that are available from the DAA. All of these services and opportunities are meant to keep alumni engaged and involved in the life of the university and the alumni association. Unfortunately, the DAA is over-messaging and under-informing its population. With that in mind, Mr. Schoenfeld would like to see a transformation of the message the DAA is sending, similar to the university's overhaul of its website. The DAA needs to convey what it is and change how it presents itself to the public. He then introduced Ms. Haviland to explain involvement in changing the DAA perception to its alumni.

Ms. Haviland thanked Mr. Schoenfeld for his brief description of the challenges that the DAA and the university faces in marketing. She then briefed the group about her conversations with administrators on campus and alumni about the DAA. According to Ms. Haviland, most of those interviewed said that the DAA has great programming but it's sending too many messages to its alumni. The alumni don't know how to prioritize messages according to how much time they can devote. Next, within these communications, there needs to be a more global message that breaks down the different levels of engagement for alumni. Messages need to give more general Duke information, since many alumni have not been back to Duke. Lastly, why should alumni care about the messages that are sent from the DAA? Ms. Haviland discussed needing a clearer call to action in the messages.

Ms. Haviland received questions from the audience. John Ross asked how she would provide feedback. Ms. Haviland answered that she would provide an assessment of her discussions with administrators and alumni and also her study of the messages that the DAA is sending. She will help to focus the communication to shape the message. Sarah Bray asked how Ms. Haviland will change the clubs' communications. Ms. Haviland answered that she would provide guidance in creating a template for all clubs to use so as to have a uniform message and look. Mike Schwartz wanted to know how the people were selected who represented the alumni and administration throughout the Duke community. Ms. Wilder answered that they were senior leaders and staff of the DAA. Stacey Gray commented that she would like to know about events taking place in other regions since she travels frequently. Ms. Haviland answered that Ms. Gray was not the only alum requesting that same information. Jason Goode asked if Ms. Haviland was helping to overhaul the DAA message, and she responded that her first goal is to get out DAA information. Mr. Schoenfeld answered that their group was looking at marketing the alumni association. He commented that the alumni association has goods and services to sell to the alumni body. Now alumni need to buy into the DAA. Bill Graham asked how many hits were received per day to the duke.edu website. Mr. Schoenfeld answered that the number is unknown. However, it is known that the website receives 1.4 million hits per month. There being no other questions, Mr. Schoenfeld and Ms. Haviland thanked the group for their time. Mr. Schoenfeld asked the group that if they had feedback to send it to him or Ms. Haviland.

Ms. Wilder thanked Mr. Schoenfeld and Ms. Haviland and then explained the next exercise. Each board member was to get into a pre-assigned group to discuss conveying the DAA message. Ms. Wilder assigned the groups and had the group breakout into different corners of the room. Twenty minutes later, she reconvened the group in order to continue the agenda.

Kim Hanauer and Sarah Schoofs presented "It's not your mother's Career Center anymore." Ms. Hanauer introduced events and programming that take place. She emphasized her desire to increase programs with small interactions like the Duke Alumni Dinners that serve 10 students.

Ms. Schoofs outlined the events on campus and in the regions that connect students and alumni. The first event most students attend is either an alumni interview or a send-off party in their region. Once students get to campus, they are invited to the Forever Duke block party sponsored by the DAA. Students have other opportunities to engage with alumni throughout the year. For example, they may attend the Fannie Mitchell Career Conference or Duke Alumni Dinners or join DukeConnect. Ms. Schoofs went on to explain that DukeConnect is a database that connects students to alumni and alumni to alumni to give career, life-stage, and other general advice. The Fannie Mitchell Career Conference is a joint event with the Career Center that brings alumni back to campus to discuss their careers with current students. The Duke Alumni Dinners are organized by the Student Alumni Advisory Board to bring back alumni for an intimate conversation about their careers with 10 students.

Ms. Hanauer then introduced Bill Wright-Swadel, Fannie Mitchell Executive Director of the Career Center. Mr. Wright-Swadel explained that this is an exciting time for the Career Center in the current economic times. He has a desire to broaden views on career paths that students may seek. The diversity of the alumni population needs to be communicated to current students. He said he would like students to start thinking about the Career Center and how it can help them in their first years in school and not just during their senior year when they are contemplating the job market. The Career Center will be moving to Smith Warehouse soon. The move to Smith will help bring younger students to the Career Center because of its proximity to East Campus. Mr. Wright-Swadel is looking past the four-year model and is supporting the two-year model in which students will complete a four-year degree, work for two years, and then continue their education in graduate school. Therefore, collaboration with the professional and graduate schools is important. Along with careers, students are asked to reflect upon their experiences and think about how they've grown during internships, study-abroad opportunities, or DukeEngage. Lastly, Mr. Wright-Swadel encouraged everyone to join DukeConnect.

He then introduced Michael Schwartz, president and CEO of Prince William Health System, and Kamilah Barnette '11, student intern at Prince William Health System during the summer of 2009, to discuss the success of partnerships between alumni mentors and students. Ms. Barnette explained how she had a conversation with Mr. Schwartz through DukeConnect that led to an interview. Her interview led to a summer internship at Prince William with Mr. Schwartz. She said she felt extremely grateful to have had the opportunity to work with him. She explained that she didn't just file papers or copy documents for him but was allowed to do things that were interesting to her. Ms. Barnette also became very involved after working hours in the community where she lived. Mr. Schwartz said he felt very lucky to have an intern like Ms. Barnette.

Everyone again divided into breakout groups to discuss networking and career goals for the DAA and the services the DAA provides. The meeting was adjourned at 5:15 p.m.

DAA Board of Directors Dinner with the Editorial Board of the *Duke Magazine*

The DAA Board of Directors and the *Duke Magazine* Editorial Board came together for a pep rally and festive meal before the Duke vs. UNC-Greensboro men's basketball game. Also joining the group were the Alumni Endowed Undergraduate Scholars.

After dinner, the group walked to Cameron Indoor Stadium for an evening of basketball and fellowship during the basketball game.

Saturday, November 14, 2009

Breakfast

Day two of the board meeting began at 7:30 a.m. with a breakfast at the Washington Duke Inn.

Session II and Introduction of New Members

Ms. Pelham welcomed everyone and then asked Ms. Wilder to present a rough draft of the strategic plan. Ms. Wilder began by informing the group that the plan is still a draft but that she hopes to have it finalized by the end of December. She also added that there will be membership, regional, and marketing components added to the plan. She then presented each of the overarching goals of the plan and asked for comments.

Lisa Parker commented on the third overarching goal about alumni-to-student interaction. She said she felt that there should be alumni-to-alumni interaction as well.

Ed Howard commented on the fifth overarching goal by saying that he thought the messages sent should be from the DAA and not Duke. Stacey Gray also commented that there needs to be a clear message sent from the DAA. Wyman Davis felt that the first bullet needed to be changed to Duke's "distinctive" priorities. Pam Stone felt that the message needs to be drilled down since the board heard from Denise Haviland that the DAA is already over-messaging. Ms. Wilder agreed that the fifth overarching goal needed to be rewritten.

Yvonne Ford commented on the sixth overarching goal in that there was no mention of graduate and professional schools reunions. Ms. Hanauer answered that graduate and professional schools tend to have their own reunions and that others attempted in the past by the DAA met with little success. Therefore, reunions just concentrate on undergraduates. Marty Romney suggested addressing graduate and professional schools alumni at the beginning of the strategic plan so that it is implied in the overarching goals. Alethea Duncan felt that there should be a separate goal to address the needs of graduate and professional school alumni. Holly Eggert suggested taking the word "undergraduate" out of bullet 2 so that it's implied that alumni are both undergraduate and

graduate and professional schools graduates. Jim Siedow suggested adding teaching to the last bullet in the sixth overarching goal.

Mr. Siedow and Ms. Pelham both suggested changing the first bullet from the last overarching goal from “reduce” to “manage.” Dawn Taylor advocated removing “continue to” from the second bullet of the last overarching goal.

Ms. Wilder thanked all for their comments and promised to have the final draft of the strategic plan available soon. She then called on George Dorfman to discuss the Regional strategy update.

Mr. Dorfman began by explaining that approximately 80% of alumni live outside of the state of North Carolina. At least 60% live in approximately 20 cities. He also noted that there have been over 450 annual events around the world with over 10,000 participants in those programs. Because of the changing demographics of the alumni population, the alumni association needs to find different ways to engage with its population. The new strategic plan will include a regional engagement that consists of intentional programming, well-defined priority regions, and leadership teams that work together to plan events that appeal to all alumni.

According to Mr. Dorfman, regional engagement will identify priority regions, have core programming with designated volunteer roles/teams, flexibility to do other local events, updated web presence to include an overhaul of the DAA website, regular communication, and a main point of contact. In order to implement the plan, DAA will have to reallocate staff responsibilities, advise local clubs of the upcoming changes, and have a marketing/communication plan in place. Mr. Dorfman also explained that international clubs are completely different from regional clubs and that sector will have its own plan. Mr. Dorfman thanked the group and encouraged them to send him feedback on the regional engagement plan.

Ms. Wilder introduced Suzann Shanahan, associate director of the Kenan Institute of Ethics and an associate research professor of sociology, and Emma Rasiel, assistant professor of the practice in the economics department. Ms. Shanahan and Ms. Rasiel discussed mentorship opportunities in and out of the classroom. Ms. Shanahan explained that as a sociologist it is her job to make her students understand what people take for granted in their world. She encourages her students to be thoughtful and engaged to change the world around them. She wants them to see their world and how they can change it.

Ms. Shanahan runs two programs through the Kenan Institute of Ethics. The first program is Project Change, an eight-day program for incoming first-year students that teaches ethical leadership through a series of exercises designed to make the students think about the world around them. Twenty-one students are selected and broken into three groups to help three different organizations in Durham: el Centro, Genesis Home, and TROSA. Each group of

students works with the people in the organizations to help create a solution to the problem they are working on for the week. Ms. Shanahan stated the three goals of the project are 1) to help students develop a sense of self, 2) to help students figure out what it means to be part of a community, and 3) to help the students become familiar with Durham.

The second program for students is DukeEngage in Dublin. In Dublin, the students' objective is to help assimilate refugees into the Irish population. Students working in the Dublin project say they often heard tragic stories from the refugees they were helping.

Next, Ms. Rasiel spoke about the programs she has created for undergraduates in economics. She feels a liberal-arts approach to education teaches students to think analytically, and it teaches them to be human. She said she also feels it helps them secure internships and jobs. Alumni are very helpful in giving students opportunities, and she has sought out financial partnerships with alumni in financial institutions to create opportunities for her students. She has created a competition, with alumni from Wall Street firms as judges of the students' work. The winning students are flown to New York to meet with Duke alumni who work for that firm. Most recently, the firm was Barclays. Ms. Rasiel says she feels these connections with alumni are important for the students.

Ms. Pelham thanked Ms. Shanahan and Ms. Rasiel for their time. She then introduced the students who were present for the meeting: Stephen Temple, Lee Strasburger, Susan Foster, Alethea Duncan, Yvonne Ford, and Kwame Johnson. Next Ms. Pelham led the introduction of new board members. John Ross introduced Charlie Finley; Lee Roberts introduced Ward Nye; Carmichael Roberts introduced Paul Lagunes; Anne DeVoe introduced Cece Gassner; Artyn Gardner introduced Pam Stone; Roseann Hassey introduced Rosie Canizares; Jeff Howard introduced Ed Howard; Matt Bostock introduced Jason Goode; Ann Pelham introduced Amy Hepburn; and Marty Romney introduced Ershela Sims.

Mr. Vieux outlined the next steps for Duke Alums Engage. He named the five task forces and asked that everyone find to which task force they were assigned. He also reminded the group that there is a DAA staff liaison for each group. He then asked that the task forces complete their initial work by January 22, 2010. Preliminary reports will be delivered at the February 5-6 board meeting.

Ms. Wilder adjourned the meeting at 10:15 a.m.

Football Game: Duke v. Georgia Tech

Members reconvened at the Hart House, residence of President and Mrs. Brodhead, for a buffet lunch before the Duke-Georgia Tech football game at Wallace Wade Stadium. The game concluded the schedule of events.