

Duke Alumni Association Board of Directors Winter Meeting Minutes

February 20-21, 2009

ATTENDING: Billy Andrews '76, M.D. '80, Nelson Bellido '89, Michael Bennett '77, Matt Bostock '91, Emily Busse Bragg '78, Sarah Hardesty Bray '72, Tom Clark '69, Kendall Dabaghi '09, Wyman Fraser Davis '87, M.Div. '95, Holly Eggert Duchene D.P.T. '03, Alethea Duncan G'12, Ann Wooster Elliott '88, Julie Borger Ferguson '81, Artyn Haig Gardner '73, Andy Gerschutz L'09, Jordan Giordano '09, Allison Haltom '72, Roseann Viscomi Hassey '83, Jeff Howard '76, Ted Humphrey II B.S.M.E. '62, Bill King '61, A.M. '63, Ph.D. '70, Anne DeVoe Lawler '75, Lisa Parker M.B.A. '85, Ann Pelham '74, Garrett Raczek '10, Carmichael Roberts '90, Ph.D. '95, Lee H. Roberts '90, Marty Cohn Romney B.S.N. '77, Suzanne Rose '94, John Ross '92, Mike Schwartz M.H.A. '71, J.D. '82, Jim Siedow, 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: 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, Aaron Kirschenfeld '07, Cam Lawler '02, M.B.A. '08, Carole LeVine '86, DeDe Olson, Chris O'Neill '95, Beth Ray-Schroeder '83, Nicole Silvanic, Charlotte Timberlake, Jennifer Torres, Jennifer Valentyn, Rachael Wheatley, and Mitch Yelverton '05.

Campus and Special Guests: Todd Adams, Zoila Airall, Betsy Alden-Rutledge '64, Dylan Arnould '10, Chris Boroski, Jen Cameron, Judge Carr B.S.E. '71, Paul Davis, Mary Elizabeth Davis, Donna Dyer, Colleen Fitzpatrick, Meg Foran '10, Erin Gasch '95, M.B.A. '03, Dan Gerschutz, Kathy Gerschutz, Patty Gerschutz, Michael Gillespie, Ann Gleason, Ed Gomes, Ada Gregory '92, Chandra Guinn, Tom Hadzor, Taylor Hausburg '11, Ashley Holmes '10, Carson Dowd Howard '76, Amelia Howle, Anne Humphrey, Pamela Jackson, Mathavi Jothimurugesan E'10, Stephanie Kershaw '12, Donna Lisker, Trisha Lowe E'11, David Malone, Susan McLean, Sam Miglarese, Catherine Miller '12, Larry Moneta, Margaret Morrison '10, Katie Noto '09, Steve Nowicki, Carol O'Brien, Lola Owolabi '09, Baldeep Pabla E'09, Inga Peterson, Rebecca Porter '09, Cornelius Redfearn, Ben Reese, Deb Reisinger, Kirk Rose, Ellie Rose, Mark Rutledge, Phyllis Schwartz, Mary Siedow, Carr Smith, Lee Strasburger '10, John Tran '09, Sarah Trent, Laura Tuson '09, Peter Vaughn, Chris Wachholz M.B.A. '88, M.S. '93, Kathy Wagoner, Patrick Walsh '09, Stephanie Williams, Connie Winstead, Jack Winters, Hank Woods, Kristin Wright, Bill Wright-Swadel, and Phail Wynn.

Friday, February 20, 2009

Opening Lunch for Board Members, Staff, and Guests

The winter meeting of the DAA board of directors began at 11:45 a.m. with an opening lunch at the Washington Duke Inn. Ann Pelham, president of the DAA, and Sterly Wilder, Executive Director, welcomed the group and had guests introduce themselves. Ms. Wilder then encouraged each table to discuss ways to engage alumni. Each table reported to the group following discussion and produced the following list:

- Engage alumni to be role models for our students
- Connect with alumni of color who can provide examples of success in their fields
- Connect our youngest alumni with students
- Engage alumni on the MLK weekend committee and events
- Engage alumni as part of the Samuel D. Cook Society – attending and part of the planning
- Collaborate with alumni on civic engagement projects
- Connecting alumni and students – better understanding of different careers
- Build connections with Duke and Duke people – it is a lifetime association
- How do we engage alumni who come back for non-program weekends – those that come back for games, just to visit campus, etc? Build a "live" alumni concierge service in the Bryan Center that could provide maps, small gifts, and could be staffed by students -- a chance for student/alumni interaction.
- Think about a virtual concierge
- Continue to work on ways to engage more alumni with DukeConnect
- Connect local leaders with students as soon as they graduate to begin their alumni involvement as soon as they leave campus
- During the current economic time, alums want to come back to campus – touch point. Similar to after 9/11. Think about Duke as a place that is home and safe and market it.
- Use technology to reach alumni and connect with students
- Utilize alumni to network with other alums and students in a down economy – a great benefit of being a Duke alum is the network, use it!
- Showcase alumni who are doing “cool” things
- Connect alumni with focus programs. One talk per year by an alumnus in the general area would be great.
- Intramural basketball, dodgeball, etc. for alums on homecoming weekend, with or without participation by current students.
- Create a virtual or live program on how to use electronic social networking -- this could be taught by young alumni or students and the target audience would be older alumni who have not had a chance to use these tools or are reticent to use them.

State of the University Update with President Brodhead

Ms. Pelham called the session to order and introduced President Brodhead, noting his many accomplishments. President Brodhead then gave an update on the state of the university. He first introduced the C.A. Dukes Award and presented it to board member Anne Lawler. He

acknowledged her involvement with DukeEngage, Duke Club of Seattle, AAAC, and many other alumni activities. He then gave a special thanks to those alumni who connect with current students by giving career advice. He also thanked the board for various examples of community involvement and service, especially noting the work done for the reading room in Washington by Hardy Vieux, Jimmy Walsh, and Paul Amos.

President Brodhead continued by giving an update of The Duke Idea events. By interviewing speakers in front of an alumni base, the events showcase Duke staff in an interesting and relevant way. This format allows important questions to be raised and answered with wisdom. Many great things have happened on campus since the fall board meeting. The El Greco to Ve lazquez exhibit drew many people to the Nasher Museum, Duke football began living up to their potential, Duke reached its Financial Aid Initiative goal, Thomas Friedman spoke on campus and met with students, the new wing of the Law School was completed, and Rev. Joseph Lowery was a guest speaker to help the Duke community celebrate Martin Luther King Jr.

President Brodhead then addressed the economic downturn. Throughout cycles of prosperity and downturn, universities are perhaps the most enduring institutions. The endowment value does decrease. The Annual Fund is actually increasing, but long-term giving has gone down. People do understand the importance of education in these times, however, and admissions applications have increased as a result. Duke used the prosperous times wisely, not frittering away funds, and invested in the future. Of course, these are challenging economic times, but Duke has used its intelligence in good times and will continue to remain diligent, strategic, and embrace its core values.

A brief time of questions and answers followed. Because of the uncertainty of the future, building projects, such as Central Campus development have been placed on hold. The construction of a new Alumni Center has also been paused until further notice. As students graduate in the difficult economic times, Bill Wright-Swadel and others at the Career Center have generated great ideas for career placements. It remains important to facilitate a strong education throughout these times.

Ms. Wilder thanked President Brodhead and dismissed the group to committee meetings.

President's Report, Executive Director's Update, and Committee Meetings

Ms. Pelham visited each committee and gave the president's report. She began by saying a survey will be sent to the board to collect feedback about the weekend. Next, she mentioned that the group is more of a family and community than in years past. The board can help alumni feel more connected to the university and to each other. This is both an opportunity and challenge to redefine the ways alumni connect. One example of the way this has happened successfully is the women's neighborhood coffee that is an event with no fee and no program, simply designed to engage and connect alumni.

Ms. Pelham then encouraged board members to take next steps in involvement. Members can put a picture and profile on DukeConnect and Facebook, attend local events, stay

involved virtually, and listen to The Duke Idea events on iTunesU. They can also participate in DukeReads, the Annual Fund, Reunions in April, and Civic Engagement week in November. She noted that Ms. Wilder and the DAA team are doing a great deal, and board members can help do their part, especially by participating locally. As a final update, there will be two young-alumni places added to the board, and board members are encouraged to nominate young alumni for those positions. Ms. Pelham concluded her session and introduced Ms. Wilder, who gave the executive director's update.

Ms. Wilder began the update by reminding the group of DAA's goals for 2008-09 to promote DAA with "plus one," tell the DAA story, further develop university-wide partnerships and engagement, have concrete "to do's" and plans, action-oriented results, and to complete the strategic plan for 2011-15. She then noted updates from each program.

Alumni Admissions

- Carole Levine will be taking over the Trinity Scholars
- Record applicant year
- One new alumni scholar will be awarded for Class of 2013

Education & Travel

- International travel numbers are doing best in destinations that are more difficult for alumni to arrange themselves
- DukeReads and Duke In Depth have had great participation

Duke Magazine

- May-June 2009 is the 25th Anniversary issue
- DAA staff received CASE District III writing awards
- A university-wide birthday celebration will take place at Homecoming

Member Benefits

- If dues rates continue throughout the year, dues collected will increase by \$32K

Technology

- Single sign-on to web tools is a huge success
- Future plans include smart sites, Facebook, library access, and mobile-marketing

Reunions & Special Events

- The Duke Idea events have been very successful and continue into June
- Reunions will take place April 17-19

Clubs & Regional Programming

- Hoops watches are both domestic and international and can be found here: www.hoops.dukeclubs.com.
- There are plans for various events in Europe in conjunction with The Duke Idea: London

Young Alumni, Students, and Networking

- Fannie Mitchell Career Conference was very successful and drew a diverse group. How do we use the huge response from alumni to connect them to students? Beginning dinner conversations to connect students and alumni.

- The revised DukeConnect was launched
- There will be online career conversations held for alumni throughout the spring
- DAA will hold many graduation events, including a new commencement kickoff

Other Initiatives and Programs

- Strategic planning
- DEMAN: Duke Entertainment, Media, and the Arts Network launch event April 14 in LA
- Duke In Depth Alumnae Weekend 2010
- Forlines House dedication
- DAA Former Presidents – engagement and next steps

Communications

- CASE District III Grand Award winner for DAA Annual Report 2008

Committees

- 2008-09 DAA Committees:
 - Civic Engagement Committee (CEC)
 - To determine new and effective strategies for targeting communication of existing alumni programs with the aim of producing a measurable increase in participation by diverse alumni
 - Chairs: Amy Kenney, Anne Lawler, Hardy Vieux
 - Commitment Committee (ComCom)
 - To develop a strategy or set of strategies that can be implemented to increase engagement. Because we'll have measurable groups to start with, we can keep track of those who move from unengaged to engaged. We will also need to lay out a strategy for those who are currently engaged, both to increase awareness in other programs, and to provide incentive for helping move others into the engaged category.
 - Matt Bostock, Ann Elliott, Carmichael Roberts
- Ongoing committees:
 - Awards and Recognition: Brett Bennett M.H.A. '86
 - Executive: Ann Pelham '74
 - Nominating: Tom Clark '69

Following the program updates, Ms. Wilder dismissed the groups to begin committee meetings.

DAA Board of Directors Dinner with Guests from DukeEngage

Ms. Pelham and Ms. Wilder welcomed all. Ann Elliott introduced Lee Roberts as a new member of the board and Matt Bostock introduced new member Sarah Bray as well. Next, Hardy Vieux introduced Inga Peterson and Sarah Trent, assistant directors for DukeEngage Programs.

Inga Peterson thanked DAA and expressed her excitement in seeing all of the connections in the room and across campus. She outlined existing programs and new program highlights. DukeEngage is instilling the idea of domestic service as well as international, which is a way for students to engage with local alumni in work projects. Ms. Peterson then introduced student participants who shared their various DukeEngage experiences with the group and continued to speak with board members throughout the evening.

Saturday, February 21, 2009

Breakfast and Perkins Link Tour

All board members reconvened in the Westbrook Building for breakfast. Ms. Pelham and Ms. Wilder made opening remarks then dismissed board members to Perkins Library for a tour of the Link. Ed Gomes, associate dean for Arts & Sciences and Deb Reisinger, acting director of the French Language Program and lecturer in French, led tours and information sessions about new learning facility. The group then reconvened in Westbrook for committee reports, strategic planning, and breakout sessions.

Committee Reports

Ms. Wilder welcomed everyone back and introduced Wyman Davis to say a few words about the Westbrook Building expansion. Ms. Pelham then introduced members to report on their respective committees. Carmichael Roberts, Matt Bostock, and Ann Elliott reported on the Commitment Committee meeting. Hardy Vieux and Anne Lawler reported on the Civic Engagement Committee. (See separate committee minutes for full report.) Tom Clark gave a brief update on the Nominating Committee, which has met and will meet again in April. Committee members Tom Clark, Ann Pelham, Ruth Ross, Sam Wang, Sterly Wilder, and George Dorfman are meeting to nominate a president-elect, replace retiring committee members, and examine the demographics of the board. They will also be creating a spot for a representative of the Sanford School of Public Policy. Any nominations and input from the board are welcomed. Before the May meeting, the committee will send out proposed new members, president-elect, and 2009-10 Executive Committee for review. Ms. Wilder thanked Mr. Clark and introduced Carol O'Brien, leader of the Strategic Planning Session.

Strategic Planning Session

Carol O'Brien began the session by introducing herself and the strategic planning process. She offered a review of the process to date and stated that the overarching goals have been pared down to seven goals. DAA senior staff had reviewed the current strategic plan in December 2008, there was a full DAA staff retreat in January 2009 to review the plan and define measurable; the DAA Executive Committee also reviewed the material at its January 2009 meeting.

Ms. O'Brien then led a discussion of the proposed overarching goals and themes for the 2011-15 Strategic Plan.

Goals:

1. Create and develop new programs and outreach for evolving and shifting alumni constituencies. Attain a better understanding of the demographic makeup of Duke's alumni base and continually provide service, support, communications and programs to better serve these groups.

- Nurture and maintain
- "Splice and dice" demographics – segmented marketing?
- Engaged and disengaged (and other Commitment Committee findings)
- Seems long and convoluted – maybe make sub-points

Clean up this goal – too long. Move demographic piece to a separate goal that incorporates engagement and life stages, call for more sophistication in marketing

Suggestion that goal begin with last phrase: "Continually provide service.....to better serve "alumni" instead of "these groups"

2. Foster high quality, distinctive educational and service opportunities that benefit alumni and strengthen ties to the university on campus, in local communities, and virtually.
 - Possibly split to two goals (split education and service? Yes)
 - Circular relationship, not one way or bilateral relationship. Consider words like input, initiate
 - How to reflect relationships among alums
 - Affinities among alumni (not "Duke" ones), such as stage of life (young parents, retirees)
 - How engagement process works
 - Validate that personal relationships *are* a connection to Duke
 - Identify connectors, hubs within the Duke alumni base
 - Why are the "dis"engaged so unwilling to become engaged?
 - Distinguish between categories of disengaged life stage is a factor – Relationship needs to change over time as needs change
 - Offer a variety of programs and services
 - Manage the transitions more effectively
 - Be proactive in maintaining engagement
 - Framework for review of all DAA programs
 - Look at alumni "psychographically," too – what draws them?
 - Offer many entry points to DAA
 - Include meaningful, personal, local connections—personal touches work
 - Tap technology to expand connections, such as a version of the admissions forum online
 - Need mention of faculty

3. Make alumni-student connections a cornerstone of the DAA.

- Explicitly state graduate/professional students are included
 - Define what it means to be in the alumni network, to be an alumnus, illustrate it for them and give examples of touch points
 - Plant the seed in students to reach back as young alumni – set an expectation that recent grads will “reach back” to students
4. Enhance a mature and thriving volunteer program that recognizes, stewards, and rewards volunteers.
 - Growth of volunteer leaders – development and mentoring. Help them grow and get better in their roles (“steward” them).
 - Make sure “volunteer” is broadly defined and includes service
 - Identify and communicate career paths for alumni volunteers within DAA and across the university
 5. Communicate a clear, consistent, and distinctive Duke message that is aligned with the university goals and values.
 - Be in sync with broad university themes and goals, with all university departments, and entire Duke community
 6. Create and maintain alumni connections through new uses of technology
 - Make more aggressive
 - Effectively utilize new technology, demonstrate it, and lead by example
 - Be careful not to be blinded by the allure of new technology – low-tech phone calls and notes can mean a lot. Pick up the phone. Signal to people they are known.
 7. Develop resources and funding sources to meet strategic goals.

Following the discussion of the overarching goals, the conversation moved to exploring themes.

Membership

- Another place to include graduate/professional students. Get ideas from other alumni groups about what the benefits of membership are

Clubs

- Enhance understanding of importance of clubs beyond the Hoops Watch
- Clubs have high importance for Duke and DAA but are often perceived as low value by those in the regions. Need leaders there and quality programs of a wide variety
- Create a strong sense of community and leadership
- Have club presidents come to meetings with the Board once a year, sort of a summit

University Relationships

- Foster a more strategic relationship between the alumni body and university administration

Faculty

- Should it be a separate point?
- Maybe split goal number two and add it to the educational goal
- Relationship is bilateral, keep the word “partnerships”
- How to partner with academics in new ways. Alums can assist faculty by offering expertise to a class. Alum could signal in DukeConnect that you will come to a class, mentor, etc. Faculty member could return the favor—such as by speaking at a local club when in town

Ms. O’Brien concluded the session by discussing a timeline and next steps. Subcommittees and focus groups will meet first. The DAA board of directors will see a draft of the plan at the fall meeting. The plan will then be presented to alumni in the winter of 2010, most likely as a standalone document.

Ms. O’Brien thanked everyone for participation in the discussion and dismissed the group to various breakout sessions. The strategic planning discussion continued in a smaller group and produced some additional thoughts and comments.

Shifting Constituencies

- More career advising on the club/local level
- People will decide for themselves how they’ll affiliate
 - It’s important to be supportive of and sensitive to that
 - Give them the tools
- Make the demographic theme a goal itself

Student/Alumni Connection

- Have students speak at Reunions Weekend and give a student update
- DukeReads, Homecoming, Duke Conversations, SAAB are all ways the connection has existed
- Need to have more promotion of Duke Reader Project
- Follow up with students from send-off parties when they return home on breaks
 - Clubs could offer dinners, brunches, gatherings to reconnect
 - Email makes contacting students less of an issue

Student/Faculty Connection

- Burden is on DAA – faculty almost always agree to partner
- How can the DAA use faculty more? What is the end goal in these connections?
- Faculty can set an example for other faculty to be involved, which is probably more effective than the top-down approach

Lunch and Update on Lakewood School – DAA Board’s Adopted School

Ms. Pelham introduced Phail Wynn, vice president for Durham and regional affairs. Dr. Wynn gave an update on the Duke-Durham Neighborhood Partnership (DDNP). He summarized the first decade of results and accomplishments, and then looked forward to the next decade. The three new focus areas include academic achievement and youth development, neighborhood growth and development, and Latino outreach and engagement. He identified the major challenges facing Durham and discussed Duke's planned partnerships and initiatives. For a detailed presentation or more information, Dr. Wynn can be contacted at phail.wynn@duke.edu.

Ms. Pelham thanked Dr. Wynn and introduced Cornelius Redfearn, principal of Lakewood School. Mr. Redfearn gave an update on Lakewood School, the DAA Board's adopted school and community service partner. He thanked the board for Duke's support and expressed his excitement about the continued partnership.

Lastly, Ms. Pelham introduced Connie Winstead, chairperson for DURO (Duke University Retirees Outreach). Ms. Winstead described DURO and its connection to Lakewood School. She showed photos of last year's work project, outlined current programs and initiatives, and discussed proposed ideas for the May 2009 work day. She welcomed ideas and feedback and can be contacted at cwinstead@nc.rr.com.

Ms. Wilder thanked everyone in attendance and adjourned the meeting. Members reconvened at the Nasher Museum of Art for an optional tour of the Bloomsbury Exhibit led by Beth Ray-Schroeder, assistant director, DAA Education & Travel. Others attended a tour of the newly renovated Few Dorm. This concluded the weekend events.