

DUKE UNIVERSITY ALUMNI CLUBS LEADERSHIP MANUAL 2006 - 2007

CLUBS PROGRAM STAFF

George J. Dorfman '85, A.M. '01
Assoc. Director of Alumni Affairs, and
Director of Regional Programs
(919) 684-3388

Chris O'Neill '95
Assistant Director of Regional Programs
(919) 684-2787

Kellie Lewis JD'00
Coordinator of Regional Programs
(919) 684-0216

Betty Jones
Staff Assistant
(919) 684-3246

Nicole Silvanic
Staff Specialist
(919) 684-2490

Alumni Clubs Office
Duke University
614 Chapel Drive
Box 90572
Durham, NC 27708-0572
(800) FOR-DUKE
(919) 684-5114
FAX: (919) 684-6022

TABLE OF CONTENTS

Letter from the Director of Alumni Affairs	i
I. Program Overview	4
• Mission Statement	
II. Volunteer Roles	5
• Volunteer Roles and Descriptions	
III. Club Programming & Event Planning	8
• Components of Duke Club Programming	
• Programming ideas	
• Tips for Successful Club Events	
• Speaker Events	
• Event Planning	
• Reporting Sheets: Attendance, event reports, etc.	
IV. Club Finances	17
• Event Costs	
• Dues	
• Bank Accounts	
V. Publicity and Communication	20
• Publicity and Communication Methods	
• Newsletter content and production	
• Mailing Timetables	
• Electronic Communication: Websites & list servs	
VI. Community Service	24
VII. Staff and University Services	25
• Club Services	
• University Services	
• List of University Administrators	
VIII. Appendix	28
• Alumni Office Staff	
• Important Duke Phone Numbers	
• Confidentiality Policy	

DEAR ALUMNI CLUB LEADER:

This manual is designed to help you as you go about the very important task of keeping Duke's alumni concerned about and involved in the affairs of the University. As one in a leadership role, you serve as the strong link between the university and its 120,000 active alumni. The successful completion of the charge given to you as an alumni leader is vital to the continued well-being of Duke University.

This manual seeks to address many of the issues that are common to alumni Clubs, and to provide clear, pragmatic guidelines. While it may not provide answers to every question or every need, we hope it will address most of them. One should also remember that not all guidelines are applicable to every Club or every situation; flexibility is an important tool for a successful alumni Club. As you put this manual into use, we welcome your comments and ideas. Your suggestions and experiences will be valuable to us for future revisions and may provide other Club presidents with new ideas. The role of the Alumni Affairs Office is to assist you with the important work you have undertaken, and we are always ready to answer any special questions or concerns.

Duke University is one of the most respected educational institutions in the world. To maintain this position on the leading edge of private higher education, it is absolutely imperative that we continue to receive the support and direction provided by our alumni. Please know how much we appreciate all you do to strengthen Duke's bonds with its alumni.

Sincerely,

A handwritten signature in cursive script that reads "Sterly".

Sterly L. Wilder '83
Executive Director, Alumni Affairs

I. PROGRAM OVERVIEW

CLUBS MISSION

The purpose of the Duke Clubs Program is to promote communication and interaction between Duke University and the University family of alumni, students, parents, and friends through a variety of off-campus social, fraternal, educational, athletic, charitable, and community service activities. Through an increased awareness and understanding of the needs and goals of these groups, bonds of cooperative support are fostered, the ability of each member to reach for excellence is enhanced, and the educational and humanitarian goals of Duke University are advanced.

Regardless of Club size, level of activity, and complexity, it is recommended that all Clubs develop a leadership team, or board of officers, to ensure the following:

- Responsibility for Club planning and implementation is distributed in manageable portions.
- All activities and programs sponsored by Duke within a given community or area are represented on the board, thereby facilitating communication and coordination of all local Duke-related activity.
- Diversified program planning that is responsive to the variety of interests and needs of local alumni is developed.

II. VOLUNTEER ROLES

Listed below are the positions for a Club’s board of officers.

TERMS OF OFFICE: The president’s term shall be two years with the option to serve additional terms upon board re-election. All other officers’ terms shall consist of three years with the option to serve additional terms upon re-election.

President

1. Represents the Alumni Club as the official spokesperson.
2. Serves as an ex-officio member of all Club committees.
3. Presides at all local board meetings.
4. Assumes responsibility for the scheduling success (and follow-up) of each activity or project the Club undertakes.
5. Approves the agenda for each meeting.
6. Should be visible at Club functions or appoint an officer to attend.
7. Works to increase participation and dues, if applicable. Works to recruit and identify new officers for the board.
8. Serves as the Club contact for the DAA staff.
9. Writes an annual report (following a template provided by the DAA) detailing the Club’s activities, meetings, event attendees and future plans to be submitted to the DAA staff by July 1 of every year.
10. Provides the DAA staff with a list of officers by July 1st of each year.
11. Attends the annual Volunteer Leadership Conference on Duke’s campus.
12. Participates in DAA regularly scheduled conference calls.

Vice-President

1. Performs the duties of the president in his/her absence.
2. Handles arrangements for programs and meetings.
3. Co-leads meetings with president.
4. Assists all officers at Club functions in order to become familiar with and promote Club operations.
5. Will assume presidential duties if agreed upon by a majority vote of the board.

Secretary

1. Responsible for gathering minutes and recording pertinent information from board meetings.
2. Collects samples of all Club mailings.
3. Forwards complete minutes of all meetings to the DAA staff contact.
4. Works with the rest of the board to get the yearly events calendar scheduled to ensure the appropriate promotion and DAA support.

Community Service Coordinator

1. Coordinates activities involving volunteerism and community service.
2. Seeks out community-based projects in the area and presents ideas to the board.

Events Coordinator

1. Generates new ideas to engage alumni and collect event ideas from other volunteers and alumni.

2. Brings these ideas to the board along with a plan for the event, venue information, a contact person, estimated cost, etc.
3. Sends requests to the DAA staff contact for email messages 1 week prior to targeted mail date.
4. Follows up with the DAA staff representative within 7 days of the event to report list of attendees and a brief summary of the event.
5. Plans events with an understanding of the Club's larger calendar of events in order to space events appropriately and plan a diverse array of activities.

Young Alumni Coordinator

1. Works with the DAA's Director of Young Alumni Programs to increase awareness of the DAA's efforts in this area and to provide feedback to the DAA staff from local young alumni (defined as any alum who has graduated from Duke within the last 10 years).
2. Coordinates activities that appeal specifically to young alumni.
3. Represents young alumni concerns to the board.

AAAC Contact

1. Performs AAAC Chair duties.
2. Helps coordinate communication efforts between the Club and the AAAC.
3. Serves as the liaison when planning admissions-related events.

Newcomer Coordinator

1. Responsible for sending regular messages to all alumni new to the area. The DAA office provides the list of alumni new to the area.
2. The welcome message should contain the following information:
 - Duke Club president
 - Newcomer contact person
 - AAAC Chairperson
 - Club website address
 - Duke Alumni Office contact information and Staff representative contact information
 - All upcoming events
3. Responsible for planning events to familiarize new alumni with the area.

Treasurer

1. Responsible for all Club finances.
2. Keeps Club bank account (if applicable), collects and records dues, and deposits event payments in a timely manner.
3. Will provide bank account information and statements (if applicable) upon request of the DAA staff.

Publicity Chair/Newsletter Coordinator

1. Works with event coordinators to collect information for each Club event and passes this information on to the DAA staff representative.
2. Proofreads publications to ensure accuracy.
3. Submits newsletter content to the DAA staff representative and proofreads the newsletter to ensure accuracy.

Website Coordinator

1. Responsible for regularly updating the Club website.

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2. Works with the Publicity Chair and event coordinators to advertise and promote Club activities on the Club website.

Parent Representative

1. Represents non-alumni parents of current Duke students.

Graduate/Professional School Representative

1. Represent the schools of law, business, divinity, and medicine and other graduate and professional school programs.
2. Help the Club's board work with the independent external relations offices for these programs and schools at Duke and their local alumni groups to create combined and successful programming.

Career Services Representative

1. Serve as a liaison between those alumni in search of employment or looking to change jobs and those searching for new employees.
2. Work with the Assistant Director of Alumni Career Services to plan local career services related events and to gather information to assist alumni.

The DAA encourages the use of ad-hoc members on the board. Ad-hoc board members can be added at the discretion of the board and can have voting privileges, if the board so chooses.

III. CLUB PROGRAMMING AND EVENT PLANNING

A successful Duke Club is the result of successful programming, and the following important areas of consideration are essential for that success:

- **The Annual Calendar:** The board of officers should meet prior to the first of August and plan a calendar of events for the coming year that will not overtax the leadership or the membership.
- **Variety:** Plan a diversified calendar of events that will be appealing to a variety of interests, ages, and budgets.
- **Annual or Traditional Event:** Consider establishing a local traditional event such as New York's boat ride around Manhattan, the Estival Place community project in Memphis, or Charlotte's Annual Family Picnic.
- **Check Dates:** Check local calendars as well as religious calendars to avoid obvious conflicts. For example, those of the Jewish faith refrain from social activity during Rosh Hashana, Yom Kippur, and Passover.

It is of **utmost importance** that you send the Club calendar and speaker request to the Alumni Clubs staff as soon as possible. **Advance planning is the secret of success**, and here's why:

- Mailings can be planned for maximum impact, effectiveness, and economy.
- The Clubs staff has a better chance of obtaining the speaker of your choice for your event.
- University faculty and travel dollars can be used more efficiently.

IDEAS FOR CLUB EVENTS

- **Speaker events:** Depending on the situation, speaker events can be held at any time of day. Breakfast, luncheon, dinner, and evening reception speaker events have all been successful. We will cover the transportation, lodging, and meal costs. If a Club chooses to have more than one speaker per year, the Club is responsible for subsidizing the aforementioned items.
- **"Sendoff" parties:** Scheduled in the summer, the events are collaborative efforts with the Alumni Admissions Program. Duke Alumni Affairs will cover the cost of new and current students.
- **Family Events:** Barbecues, Picnics, and Softball Games. These family-oriented events are popular among alumni of all ages, and offer a great way to start a local Duke tradition. In addition, the per-person cost of such activities can generally be held to an affordable level.
- **Young Alumni Activities:** In areas with a high concentration of young alumni, happy hours and other social events (beach party night, boat rides) can be tremendously popular—offering young newcomers the opportunity to meet new and old friends, find apartment mates, jobs, rides, etc!
- **Student Groups on Tour:** Check with Clubs staff to see if any student groups are planning trips to your area. The Duke Chorale, The Pitchforks, the Wind Symphony, and the Chapel Choir frequently plan tours during the school year, especially during spring break. There sometimes is a charge involved to help defray the cost of the group's travel expenses, plus a request to provide housing in private homes. We can assist you in contacting the tour managers of these groups for further discussion of the possibility of co-sponsoring a concert in your community.
- **Athletic Events:** Our office often plans pre-game receptions for Duke team appearances in your area. Notices will be sent by email to all alumni, parents, and friends in the area.
- **Televised Sports:** Many of Duke's sporting events, including men's and women's basketball games, are scheduled to be televised in the coming year. Television watch parties in private homes or local sports bars are a popular way for Duke fans to enjoy a very special camaraderie! Area alumni from the opposing school can be included—which makes for a very lively party. These are advertised at www.dukealumni.com/hoops.

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- **Traveling Athletic Teams:** Tennis, soccer, volleyball, field hockey, and golf team members are often available to meet with alumni in the area in which they are playing. Informal suppers are especially enjoyable. Please visit www.goduke.com.
 - **Cultural Events:** This type of programming is extremely popular with alumni from coast to coast. These events include:
 - Theater tickets in a block for choice presentations such as *The Lion King*, *Mamma Mia*, *Movin' Out*, *Rent*, *A Christmas Carol*, and *The Nutcracker*.
 - Private tour of a local museum, private collection, or traveling exhibit.
 - **Holiday Traditions:** Some Clubs have established traditional gatherings during winter break so current students can join in the fun. The students frequently welcome the opportunity to provide a firsthand update on campus events.

PLANNING AN EVENT

Once the Club calendar has been established and the request has been made to the Clubs staff for assistance, the task at hand is to arrange for the details of the event. A checklist of important items to be considered follows:

- **Location:** Choose a facility of correct size and good condition.
- **Discrimination:** University policy prohibits the use of any facility that discriminates due to race, sex, or religion.
- **Cost:** Determine specific cost and what is included in that cost. Look for hidden extras. Also, be aware of advance guarantee requirements and non-refundable deposits and factor these into the planning process. The Clubs program will not underwrite losses incurred due to forfeited non-refundable deposits.
- **Tax, Gratuity, and Service Charges:** Determine specific amounts.
- **Services:** Determine what services are available (podium, public address system, VCRs, projectors, cleanup) and what additional charges are assessed for their use.
- **Food Service:** Determine if food service must be in-house or if an outside caterer may be used.
- **Decorations:** Blue linens must be ordered in advance; Duke banners and nametags can be provided by the Alumni Clubs office, and special items can be obtained from the Duke Store. Please request these items far enough in advance so they can be sent by regular mail. If time constraints require that decorations must be mailed by Federal Express, your Club will be charged.
- A **timetable** should be established in consultation with your Alumni Clubs staff coordinator. Suggested timetables for various events are:

Luncheon:	10 minutes:	Registration and seating
	35 minutes:	Food service
	5 minutes:	Welcome, recognize Duke visitors, Club business
	40 minutes:	Introduction of speaker and speech (do not exceed total of 1.5 hours)
Dinner:	45 minutes:	Social period
	45 minutes:	Dinner
	5 minutes:	Welcome, recognize Duke visitors, Club business (can be conducted during dessert)
	40 minutes:	Introduction of speaker, speech, questions and answers (evening programs with speakers should be concluded no later than 9:30 p.m.)

Reception:	60 minutes:	Social period
	5 minutes:	Welcome, recognize Duke visitors, Club business
	30 minutes:	Introduction of speaker, speech, questions and answers (always arrange for attendees to be seated during the business session and speaker's presentation)

- **Registration and Welcoming:** Appoint a member(s) of the Club to arrive early to assist with nametags, to obtain an accurate list of those attending, and to collect any unpaid reservations. Recruit several alumni to serve as greeters and give a special welcome to newcomers.
- **Publicity:** Make plans for media notices and coverage, and for telephone calls and e-mail messages to alumni to promote attendance.
- **Meeting Agenda:** Arrange in advance for someone to introduce the speaker, using biographical information provided by the Alumni Clubs staff. Recognize Duke visitors and (if applicable) arrange time for the Alumni Clubs staff representative to speak briefly. Recognize those who have helped with the event, and provide information about future events. Always remember to close the meeting and thank the speaker.
- **List of speakers for 2006-2007:** The Clubs staff will recommend a speaker to fit the theme of your program for each fiscal year (July 1-June 30). Advance planning is still needed to secure the date you want. Additionally, we encourage Clubs to take advantage of "joint" speaker event opportunities, planned in conjunction with other University departments, schools, and programs. Please consult the following website address for a complete list of Duke experts on a wide range of topics: <http://www.dukenews.duke.edu/resources/experts/index.html>.

TIPS FOR A SUCCESSFUL CLUB EVENT

With a captive audience of enthusiastic Duke alums and guests, use this opportunity to engage, celebrate and connect with them.

If in a formal environment, make appropriate introductions including...

- Recognition of current local Board members and volunteers
- Recognition of past local Board members
- Recognition of visitors from Campus (example: introduction of DAA staff) or other VIPs
- Announcement of local dues (purpose and method of payment)
- Promotion of global and campus events (example: mention of the new Nasher Museum at an arts event)
- Announcement of upcoming local events
- URL for DAA website with local club calendar and info

If in a more informal environment (like a Hoops Watch Party), use this opportunity to connect personally...

- Welcome attendees individually and engage them
- Make informal personal introductions among attendees
- Make announcements at halftime including recognition of local Board members
- Distribute fliers or copies of the Newsletter

Utilize appropriate Duke signage and directions or have "floaters" to direct people to the event site.

Recruit volunteers to handle administrative activities like check in and dues collection.

Announce and actively collect dues. You may need to have a current list of Dues Payers with you.

Create ways for alumni to *connect* before and/or after a more formal event when there is not a time for socializing. This could include an informal gathering for coffee after a presentation, speech or museum trip.

For a formal event (especially if at a new location), email a confirmation message to attendees 48 hours before the event. Provide directions and any last minute details.

If there is a guest speaker, present that person with a gift and thank them in front of the audience.

DUKE CLUB EVENT REPORT

Please complete this report and send to your Club coordinator following the event:
614 Chapel Drive, Box 90572, Durham, NC 27708-0572

Club: _____
Club President: _____
Event: _____
Date: _____
Cost Per Person: _____
Location: _____
Number of Participants: _____ Alumni _____ Friends _____ Students
Speaker: _____
Other Duke Representatives: _____
Local Club Coordinator of this event: _____
Meeting Format: _____
Preparation: (Publicity, Telephoning, etc.) _____

Event Assessment: (include suggestions for improving future similar events, evaluation of speaker's presentation, etc.) _____

Date: _____ Signature: _____

DUKE CLUB MEETING PLANNING CHECKLIST

Meeting Date _____ Type of Event _____
Location _____

Meeting Time(s): Social Hour _____ Game _____
Dinner _____ Other _____
Lecture _____

MEETING COSTS

_____ Room Rental Expected Attendance: _____
_____ Meal/Hors D'oeuvres Beverages
_____ Bartender
_____ Tax & Tip
_____ Equipment Rental
_____ Miscellaneous (guests, decorations)
_____ Per Person Charge
_____ Service Charge

FOOD/BEVERAGE

Caterer's deadline for reservation count: _____
Can caterer accommodate last-minute overrun of 10%?: _____
Type and quantity of beverages available: _____
Menu: _____

INVITATIONS/RESERVATIONS

Reservations should be mailed to: _____

Telephone: Home () _____ Business () _____
Reservation Deadline: _____
Invitations should be mailed to: _____ Area alumni _____ Parents of incoming students
_____ Current students _____ Parents of current students
_____ Incoming students _____ Other

LOCAL PUBLICITY (newspaper, radio, television, telephone): _____

DUKE CLUB MEETING PLANNING CHECKLIST (cont'd)

GUEST SPEAKER

Speaker's Name and Title: _____
Speaker's Topic: _____
Speaker's Telephone: Home () _____ Business () _____
Hotel Accomodations: _____
Transportation: _____
Who will introduce Speaker?: _____

EVENT SITE ARRANGEMENTS

Room Capacity: _____
Equipment Needed: _____ Lectern _____ Pointer
 _____ PA System _____ Chalkboard
 _____ Projector/Screen _____ VCR
 _____ Remote Switch _____ Other

Who will staff registration table?: _____

Amount of petty cash needed for walk-ins: _____

Registration Materials: _____ Reservation List
 _____ Name Tags
 _____ Felt-tip pens
 _____ Masking Tape
 _____ Other _____

MEETING FORMAT

Who will emcee?: _____
Suggestions for Meeting Format: _____ Welcome and Announcements
 _____ Acknowledgments
 _____ Club Business
 _____ Introduction of Guest Speaker
 _____ Closing Remarks
 _____ Other

MEETING FOLLOW-UP

_____ Thank you letters written
_____ Bills paid
_____ Evaluation form returned to Clubs staff
_____ Other

IV. CLUB FINANCES

ESTIMATING THE COST OF EVENTS

Club events need to be conducted on a cost–recovery basis. This frequently is more easily said than done. Event costs should be estimated as accurately as possible. Many Clubs will add a small amount to the actual cost of an event to cover unexpected expenses and/or help build a treasury to support additional mailings or other activities. The following items should be taken into consideration when planning Club events:

- facility usage fees
- food costs
- tax, gratuity, and service charges
- required insurance
- security fees
- bar charges (cash bar is often the best plan)
- guarantees; date when final number must be provided
- caterer's policy about planning for additional guests without reservations (usually 5% of number of reservations)
- cancellation fees, deposit penalties

There are alumni whose businesses are willing to help defray the costs of an event, totally underwrite the costs, or provide a meeting facility at no cost. These resources should be explored and utilized whenever possible. Underwriters or contributors should be obtained in time to permit recognition in the invitation mailing.

LOCAL DUKE CLUB VOLUNTARY DUES

Many Duke Clubs have local voluntary dues programs, using the funds collected to underwrite Club expenses not covered by the Alumni Clubs Program budget. Special mailings, in addition to the two provided annually to each Club by the Alumni Office, are the most frequent use to which these funds are directed. Other uses include rental of facilities for events, advance purchase of tickets, and deposits required for some events.

In Clubs where alumni interest and preference surveys have been conducted, we have found a consistent willingness on the part of respondents to pay voluntary local dues in the range of \$10 to \$20 per person per year. Some Clubs offer a reduced amount for recent graduates and Duke couples. In most Clubs with a dues program, participants receive some special consideration such as priority reservations for events with limited capacity or reduced rates for selected events. Dues payers should also receive an acknowledgement of their voluntary support.

Whether or not to institute a dues program is entirely a local question but the Clubs staff can offer guidance. Funds obtained through a dues program are administered on the local level. We welcome the opportunity to discuss this further with those Club leaders who are interested in considering a dues program.

DUKE CLUB BANK ACCOUNTS: Dollars and Sense!

The IRS requires that any non-profit organization wanting to establish a bank account obtain a taxpayer number, known as an EIN (Employer Identification Number). This number is used by the IRS as a reference number by which to track an account and detect possible tax evasion.

- **How to Apply for a Taxpayer Number (EIN)**

The EIN application process is quite simple, and can be done either online or by phone. By phone, call 800-829-4933 and have your information ready: Name of Club, name of “care of” person with address and phone number, social security number of person opening account, reason for application (bank account for non-profit group.) Online, go to www.irs.gov, and click on the link for “Apply for a Federal Tax ID number online.”

- **Setting Up the Club Account**

Once you have obtained the EIN, you are ready to set up the Club bank account. You may set up an interest or a noninterest-bearing account (see chart). The bank will require the person who signed the SS-4 form to fill out a card with the name of the Club, purpose of existence (i.e., non-profit educational organization), officers’ names, and the names of those who will be writing checks on the account. At least two Club board members, usually the President and Treasurer, should be able to access account. The check writers will need to be present to provide their signatures. The majority of banks will require you to make a minimum deposit to open the account, so shop around for the best deal before you sign up. Often, company credit unions don’t enforce minimum deposit requirements or have very small minimums (i.e. \$25), so check into the possibilities at your company. Remember that minimums are usually greater for interest-bearing than noninterest-bearing accounts.

TYPE OF ACCOUNT	PROS	CONS	RECOMMENDATIONS
Personal (Club president uses own social security number and Club name)	None	Must set up a new account every time presidency changes	Not recommended
Non Interest-Bearing (w/ Taxpayer EIN)	-No taxes because of no interest acct. -Lower minimum balance needed to avoid service charge	Some paperwork	Highly recommended for small and medium-sized Clubs
Interest-Bearing (w/ Taxpayer EIN)	May make some money for Club through interest income	-Must pay taxes on all interest over \$10 -Some paperwork -higher minimum to avoid service charge	Recommended for large Clubs

V. PUBLICITY AND COMMUNICATIONS

“...If you want to keep your children close to the family, what do you do? You write to them, you call them on the phone, you go to see them, and you invite them to come back home whenever they can. That’s the same thing we should do in a good alumni program...”

Charles A. Dukes '29
Director of Alumni Affairs, 1944-63

In the spirit of Charlie Dukes’ philosophy, the Alumni Clubs staff places great emphasis on communication with alumni, parents, and friends of Duke.

As long as there have been Clubs, there have been printed materials, originating in Durham, mailed to alumni to notify them of upcoming events and meetings. With the advent of new technology, there are other, more cost effective ways of communicating. Nevertheless, because many alumni prefer the traditional method of notification, and because not all alumni have access to the Internet or email, we will continue to produce traditional mailings for the foreseeable future.

Newsletters: The Clubs office will mail 2 newsletters to each Club area per year and one blast email per month. Additional mailings will have to be financed by the Clubs themselves. Newsletters must be in our office 5 weeks prior to first big event.

DAA mailing policy: The Clubs office has a list of standard communications that will/can accompany mailings. This information has been determined to be vital university information, and Club newsletters are one vehicle to disseminate this information. This includes but is not limited to: call for volunteers for Clubs and AAAC, reunions information, career center information, etc.

The Club Website: Each Duke Club has its own website. For those Clubs that do not have a volunteer to administer its site, the website will simply be a static page that lists the Club contact information. For those Clubs that have a volunteer to manage the site, we have the following recommendations:

- The website has a standard template with all the required elements:
- Upcoming events should be listed plainly on the front page. When alumni click on the site, you don’t want them to have to dig to find the important information
- People really look at the calendar so make sure it’s updated and accurate. When adding events to your Club’s calendar, please post the events “up” to the main Duke Clubs calendar (found at www.dukealumni.com) by clicking on the “Request to show this event in the DAA Event Calendar” box when creating a new calendar event.
- [Click here for a brief tutorial on how to get started with your club website.](#)
- [Click here for instructions for setting up online registration](#)

Broadcast email: Broadcast email is becoming increasingly more popular with the advent on technological advances. Duke has email addresses for approximately 70% of its alumni body. To ensure quality of content and accuracy in sending messages, the following policy is now in effect for broadcast email:

1. All broadcast email will be sent by the Duke Clubs Office, no more than once per month
2. Broadcast email will go to all alumni, parents of current students, and “friends” of Duke in your region
3. Text for broadcast email must be supplied at least one week prior to target mail date.

4. Clubs staff will review the message for accuracy and appropriateness, just as it would for a hard copy mailing.
5. Local Clubs are discouraged from sending email messages using their own lists. They will no longer be able to send email from website lists.

COMMUNICATION: The Secret of Success

NEWSLETTERS

Good newsletters are informative, entertaining...and extremely popular with Duke Club audiences! The Club newsletter communicates the vitality of the local Club program, and can be essential to the success of the annual calendar of events. It is possible to utilize printing and postage dollars much more effectively through the use of a newsletter rather than a simple invitation. It does require more planning and effort—for Club leaders and staff—but the end result is definitely “more bang for the buck!” We encourage and facilitate the use of the newsletter format whenever possible; we are fully aware that sometimes the situation and time limitations dictate the use of a simple foldover invitation or a postcard.

NEWSLETTER PRODUCTION

The Alumni Club staff will edit all articles and announcements, lay out the contents, send to the printers, label, and mail newsletters.

What Should Be Included?

- **Articles On Upcoming Events:** Focus on events that are planned, scheduling the newsletter to act as an invitation as well as a reservation form for upcoming events. For emphasis, include an abbreviated calendar of all upcoming events in addition to the articles on those events.
- **Reports on Past Events:** Take this opportunity to recognize local alumni who planned, produced and attended recent Club events—and whet the appetites of those who stayed at home.
- **Interest Survey Form:** A brief interest inquiry can be included in the newsletter to give area alumni an opportunity to express their programming preferences and most importantly, volunteer to get involved.
- **Spotlight Local Information:** Brief news spots can be included which contain information of interest to area alumni.
- **List of local Duke Club board members** with addresses, telephone numbers, and class years.

NEWSLETTER PROCEDURES

For those writing newsletter articles, neither other volunteers nor the Duke Clubs staff is responsible for writing, correcting or maintaining your articles, but they can provide an extra set of eyes to check the document.

Steps for Writing / Submitting Articles

1. All articles should be in Microsoft Word. NO formatting—just straight text typing.
2. In order to standardize the time and date, please use this format. This may seem trivial but it will decrease the editing time and make our finished product look more professional.
Date: On Monday, May 12
- Exclude year [unless specifically necessary]

- Exclude “th” or “rd”
- Put “,” after date if appropriate (as in the example)
- Time: 7:00 p.m. – 8:30 p.m. (notice the spacing between the components and the periods)
- 3. Use your Duke Alumni email address
- 4. Try to minimize starting with “Join other Duke Alumni...” - we often need to rewrite articles so they don’t all start out the same way
- 5. Reread to ensure that all necessary information is included
- 6. Spell check
- 7. **Do not send something saying, “use the same article I submitted last time.” Review what you submitted previously and then send it again for each newsletter.**
- 8. Coupons - please provide the necessary information for the RSVP coupon: A mailing address and other contact info (telephone or email for questions), whether a self-addressed stamped envelope is required, address of event, ticket limit, prices and any other relevant info.

Directions for the Newsletter Coordinator

The local newsletter coordinator should make sure that all articles are properly submitted and should handle the follow up with Duke. (Please try to minimize his/her efforts under steps 1 and 2).

1. At the meeting of the board, before newsletter items due, finalize list of who is responsible for which items. Follow up with anyone who has not gotten his/her articles to you by the due date.
2. Do an initial proofread to make sure that all necessary information is contained in each article (location (including address), date, contact name and phone and email, RSVP date, SASE needed etc). If you see anything missing or that looks odd, please contact the writer directly to fix. Do any edits as necessary.
3. Compile all articles into one file.
4. When you have a final draft, send it to the Club president or designee to proof.
5. Add in edits and send to the appropriate person at Duke.
6. When the proof comes from Duke, read and correct as quickly as possible, then circulate for comments to the newsletter coordinator, who corrects the draft and sends back to Duke.
7. Proof final draft and then it goes to print.

INVITATIONS AND POSTCARDS

Single event invitations and postcards are effective communication tools with which to publicize single or multiple events (such as basketball viewing parties). The Alumni Clubs staff will prepare these mailings, using the information provided by local leaders. Don’t forget to utilize the back panel of a foldover invitation - perhaps including the names of the board of officers, their addresses and phone numbers, or news of upcoming events.

GENERAL SUGGESTIONS

- Submit all of your information at one time through e-mail.
- **Observe deadlines!** The printer and the postal service operate on a “first come, first served” basis. Please refer to the **Timetable** section which follows:

TIMETABLE FOR MAILINGS

Printed Newsletters and Invitations/Postcards

5-6 weeks **in advance of first event:** Club leaders send all copy (by mail, fax, or e-mail) to Alumni Clubs staff for typesetting or desktop publishing; editing; and final drafting. It will be sent for printing, labeling, and mailing via first or third class.

- 4 weeks.....First class mail delivered
- 3 weeks.....Third class mail delivered
- 1 week.....RSVP date for event, reservations returned to event coordinator

Email Invitations and Notices

Please submit information 1 week prior to targeted mail date.

It may be possible for the Alumni Clubs staff to produce and mail your newsletter or invitation in less time than described above, but it is requested that you meet the recommended deadlines!

ELECTRONIC COMMUNICATION/WEB PAGES

As the world and members of the Duke community increasingly rely on the Internet and the computer for information, electronic communication has become a stronger and faster means of getting information to alumni. Please have your Club’s website coordinator maintain your Club’s website. Setting up a home page, e-mail directory, or list serve for your core supporters can be a tremendously effective tool for sending out event reminders, publicizing save-the-date messages, and recruiting volunteers.

USING THE NEWS MEDIA

Newspapers, radio, and television can be valuable aids in informing and motivating alumni to attend events and support the local Duke Club. Local Club leaders are encouraged to establish personal contact with media representatives at least four weeks in advance of the event to become informed about protocol and timetables.

- Local area newspapers
- Radio/TV Community Service Announcements (Bulletin Boards)
- Radio/TV morning talk shows
- Local college bulletin boards (for events of special academic interest)

Concise copy should be clear, accurate, and complete. Statistics about the local Duke Club would add interest, such as total number of alumni, influential alumni, what positions they hold, etc.

PRINTING AND MAILING COSTS

If your Club would like to send more than the two mailings provided by the Alumni Clubs office each year, we recommend that you contact our office in advance and we will research printing and mailing costs for you. All costs associated with the additional mailing(s) must be covered by the Club. Labels and the labor necessary to prepare the mailing are provided by the Alumni Clubs office.

VI. COMMUNITY SERVICE

As previously stated in this manual, the purpose of the Duke Clubs Program is to promote communication and interaction between Duke University and the University family of alumni, parents, students, and friends through a variety of social, educational, athletic, and community service activities. Duke Clubs community service activities provide the opportunity to realize the University's humanitarian goals, and to involve Club members whose needs are not met by other Club programming, and those who are not participating in other projects. Community Service activities appeal to a wide variety of Club members including recent graduates who were active in social concerns on campus, retired alumni, parents at home, and professional school graduates, just to name a few. Through community service "hands-on" work, Duke Club members are able to help children, the homeless, elderly, disabled, abused, illiterate, "at-risk," and underprivileged. Through programs that institute systematic changes and/or raise awareness of community problems, Club members are able to benefit society as a whole.

The goal of Clubs community service work is threefold. First, Clubs strive to foster a lifetime commitment to educating alumni and making them aware of serious social problems. Second, Clubs mobilize alumni into action, empowering them to serve as volunteers in worthwhile projects that create positive change in their communities. Third, community service work fosters a more humanitarian spirit among Club members and in the communities where Clubs exist. Through awareness, action, and humanitarian spirit, Clubs community service work will benefit society.

Opportunities to serve one's community are endless. In fact, the process of selecting a project can become overwhelming; there are so many people and organizations that need help! The easiest way to begin is to select a Club member to serve as Community Service Coordinator.

It is important that the Club board always supports, participates in, publicizes, and endorses the Club's community service projects. It is essential that the board and the community service volunteers understand that projects are tremendously rewarding, that they do not need to involve large numbers of people, and that they can be hard work both physically and emotionally. Most importantly, it should be emphasized that volunteers should never consider a project a failure. If a volunteer can look back on a project and feel as though a difference was made to even one person, then the project was worthwhile. Numbers are not important; awareness, understanding, and action are.

The Duke Alumni Association Community Service Award is given each year to an Alumni Club that demonstrates outstanding community service. Nominated by the Clubs staff and voted on by the DAA Board of officers, the community service award can honor such things as a long-time community service project or an accumulation of activity over time. Winning Clubs receive publicity in Duke Magazine and on www.dukealumni.com, plus a \$500 stipend.

VII. STAFF AND UNIVERSITY SERVICES

SERVICES PROVIDED BY THE ALUMNI CLUBS STAFF

All Duke Clubs are assigned to an Alumni Clubs staff member who serves as that Club's primary contact person in the Alumni Office. However, all Alumni Clubs staff members are prepared and willing to assist any Club leader at any time.

The specific ways in which the Alumni Clubs office supports and subsidizes Duke Club activities include the following:

- **Annual Leadership Conferences:** To orient and inform new Club leaders; scheduled in the fall of each year. Club leaders return to campus for extensive updates and training.
- **eDuke Newsletters:** To sign up, please visit www.eduke.duke.edu.
- **University speakers for Club events:** The Alumni Office will contact speakers for Club events and make flight and hotel reservations as necessary. The Alumni Clubs Program will pay all expenses for one speaker that travels to a Club event per year. Potential speakers include the President, deans, professors, University administrators or athletic representatives. Please visit this website to see a list of key administrators and Duke experts: www.dukenews.edu/resources/experts/index.html. If you have a particular request, please contact your DAA staff representative as soon as possible.
- **Clubs staff travel:** If possible, a Clubs staff representative will attend at least one meeting each year for each Club.
- **Communication:**
 1. Two (2) print newsletters per year (additional newsletters are negotiable)
 2. Calendar listings on the Duke Alumni web site calendar (www.dukealumni.com)
 3. Web site and internet support
 4. Duke Alumni Association staff support
 5. Monthly emails (HTML formatted) to Club membership
- **Supplies for events:** Banners, nametags, buttons, caps, napkins at little or no cost, as available.
- **Club Website, templates, software or training**
- **Membership lists:** Lists of local alumni and parents are administered through the DAA. Club leaders may consult with the DAA staff representative for the purpose of promoting the DAA and affiliated events.
- **Club "start up" money and additional financial assistance**

POLICY GOVERNING THE USE OF THE DUKE ALUMNI MAILING LIST

In December 1995, the Duke University Board of Trustees adopted a formal policy governing the release of information contained in our alumni database. The policy states that the use of the alumni mailing list is expressly restricted and limited to organizations and programs specifically related to and sanctioned by Duke University. No commercial, political, or other unrelated use may be made of the list except by authority of the Board of officers of the Duke Alumni Association. If someone contacts you in your capacity as alumni Club president with a request for use of an alumni roster or part thereof, please contact the Duke Clubs office for advice. It is better to err on the side of caution in this regard. A complete copy of this policy is in the Appendix.

SERVICES PROVIDED BY THE ALUMNI AFFAIRS OFFICE

- Use of campus athletic facilities (one day pass), call (919) 613-7521
Facilities reservations, call (919) 613-7514
Athletic facilities 24-hour information line (919) 613-7524
www.duke.edu/web/intramural/hours/
- Borrowing privileges at Perkins Library and its branches, call (919) 660-5870
- Duke Card Office, call (919) 684-5800 or visit <http://dukecard.duke.edu>
- One time 25% discount at the Gothic Bookshop (show your Duke Alumni Association membership card)
- Membership privileges in the Duke University Federal Credit Union, call (919) 684-6704 or visit www.dukefcu.org
- Use of the Career Center, including *DukeConnect*, an alumni career advisory network, contact Racquel Williams, Director of Alumni Career Services, at (919) 660-1075
- Duke Reunions - Come back to campus to reminisce about “Dear Old Duke” and experience the Duke of today at quinquennial reunions.
- Alumni Admissions Advisory Committees (AAACs) interview undergraduate applicants and assist with Send Off parties for potential matriculants. The Alumni Admissions Program offers scholarships to children of Duke alumni and sponsors an admissions forum each June to acquaint alumni and their children with the admissions process.
- The Alumni Education and Travel program provides educational opportunities on and off campus for Duke alumni and friends. In addition to around 30 travel programs offered annually throughout the world the department provides educational programming for Homecoming and Reunions as well as a lecture series and serves as a gateway for educational offerings available to alumni through various Duke departments.
- *Duke Magazine* - The award-winning *Duke Magazine* is your information connection to the University.
- Duke Alumni Association Chase Credit Card – no fee, Flexible rewards cards with a low annual percentage rate, call (888) 215-3049 and reference source code 3NP4 to obtain information, or visit www.chase.com/creditcards
- Duke Alumni Association sponsored medical and life insurance programs through American Insurance Administrators, call (800) 922-1245

UNIVERSITY ADMINISTRATION
Name

Joe Alleva
 Katharine Bartlett
 Jim Belvin
 Douglas Breeden
 Richard Brodhead
 John Burness
 George McLendon
 Catherine Lynch Gilliss, R.N.
 Bruce Cunningham
 Christoph Guttentag
 Kristina Johnson
 Greg Jones
 Tim Pyatt
 Elizabeth Kiss
 Peter Lange
 Larry Moneta
 Bob Shepard
 Michael K. Orbach
 William Schlesinger
 Jo Rae Wright
 Victor J. Dzau, M.D.
 Sandy Williams
 Robert J. Thompson, Jr.
 Tallman Trask
 Samuel Wells
 Gerald Wilson

Title

Director of Athletics
 Dean of the Law School
 Director of Undergraduate Financial Aid
 Dean of the Fuqua School of Business
 President
 Sr. Vice president for Public and Government Relations
 Dean of the Faculty of Arts and Science
 Dean of the School of Nursing
 University Registrar
 Dean of Undergraduate Admissions
 Dean of the Pratt School of Engineering
 Dean of the Divinity School
 University Archivist
 Director, Kenan Center on Ethics
 Provost
 Vice president for Student Affairs
 Senior VP for Development and Alumni Affairs
 Director, Duke Marine Lab
 Dean of the Nicholas School of the Environment
 Dean of the Graduate School
 Chancellor for Health Affairs
 Dean of the Medical School
 Dean of Trinity College of Arts and Sciences
 Executive Vice- President
 Dean of the Chapel
 Sr. Assoc. Dean of Trinity College

VIII. APPENDIX

ALUMNI OFFICE STAFF

Director:	Sterly Wilder '83
Director of Communications:	Sam Hull
Alumni Admissions Advisory Program:	Carole Levine '86
Alumni Clubs:	George J. Dorfman '85, A.M. '01 Chris O'Neill '95 Kellie Lewis J.D. '00
Alumni Travel and Education:	Rachel Davies '72, A.M. '89 Beth Ray-Schroder '83
<i>Duke Magazine:</i>	Robert J. Bliwise A.M.'88 Zoe Ingalls
Finances, Member Benefits and Services:	Barbara Blackburn
Reunions:	Lisa K. Dilts '83
Students and Young Alumni:	Kim Hanauer '03
Technology:	Gavin Jocus Jennifer Torres

IMPORTANT TELEPHONE NUMBERS

Alumni House	(919)-684-5114
(Duke Clubs, <i>Duke Magazine</i> , Member Benefits, Reunions, Travel, Finance, AAAC, Student Activities, Address change and alumni locator)	800-FOR-DUKE
Athletic Ticket Information	(919)-681-BLUE 877-375-3853
Duke Directory Assistance	(919)-668-3070
Duke Stores	800-VIA-DUKE
Alumni & Development Systems	(919)-684-2123
Gift Records	(919)-684-2338
Bryan Center Information Desk	(919)-684-2323
Duke Annual Giving	(919)-684-4419
University Development	(919)-684-2123
Undergraduate Admissions	(919)-684-3214
University Box Office	(919)-684-4444

DUKE UNIVERSITY ALUMNI & DEVELOPMENT SYSTEMS RECORDS INFORMATION RELEASE POLICY STATEMENT

- **Statement of Purpose:**

The Duke University Alumni & Development Systems (A&DS) maintains a database of biographical and gift/pledge information about University alumni and friends in accordance with the general needs and expectations of the University community. The information contained in this database is intended exclusively for purposes related to Duke's programs.

It is the desire of A&DS to support the ongoing activities of Duke University by providing assistance for programs, communications, and events, which bring together alumni, donors, and friends of the University. In order to provide the best possible service to those with legitimate needs for such information, and at the same time maintain the confidentiality of the information entrusted to us by our alumni, the following policies have been developed. These policies have been approved by the Duke Alumni Association Board of Directors and the Duke University Board of Trustees and will apply to every request for information.

- **Statement of Information Release Policies:**

I. The following may request information from the A&DS database:

A. University-affiliated organizations and alumni constituent groups, in support of approved activities (see list of approved activities below). Those organizations include but are not limited to:

- Duke University Alumni Affairs
- Alumni constituent groups chartered under the Duke Alumni Association
- Duke University Development
- Administrative units of Duke University
- Academic units of Duke University
- Athletic units of Duke University
- Central Administration
- Career Development Center(s)

In cases of dispute about whether an organization has a legitimate affiliation with the University, the final decision will rest with the Senior Vice President for Alumni Affairs & Development or his designee.

B. Other colleges and universities seeking the location of alumni with degrees from both Duke University and the requesting institution.

C. Law enforcement agencies and student loan agencies.

D. Agencies that assist Alumni & Development Systems in locating Duke University's lost alumni (e.g. USPS Locator Service).

- E. Upon establishing their status on our system by providing their social security number (in the case of alumni) or other identifying fact(s), individuals may request public information for up to three individuals. Requests for public information for more than three individuals must be made in writing, stating the reason for the requested information. Staff may, at any time, require a written request from any individual if they feel unsure about the request. A fee may be imposed for extraordinary research, programming, or materials charges.

All requests from anyone else seeking information on another person will be forwarded to that person so that he/she can decide whether or not to contact the requestor. No information will be released for those records coded "Do Not Release" indicating the alumnus or alumna has requested no University contact.

All requests for information from members of the media must be referred to the Duke University Office of Public Affairs or similar professional school office.

- II. Following is information that may be released from the A&DS database: Information available for release is confined to "public information" which is limited to:
- Full name
 - Address and telephone number
 - Degree(s) and date of degree(s) awarded by Duke University
 - School(s) from which degree(s) was/were granted with major field of study
 - Employer address and telephone number
 - E-mail address
 - Fax number(s)

"Public information" will be provided only to those requestors identified in I.A through I.E above.

Federal law severely restricts the amount of information that may be released on current students. No information on students will, therefore, be released based on data maintained by A&DS. All requests for information on current students should be forwarded to the appropriate Registrar's office.

Information provided to volunteer alumni constituent groups will be limited to those alumni who are affiliated with the requesting group.

In addition to "public information," requests from the Duke Alumni Association, Development, administrative, academic, or athletic units of Duke University and Central Administration will be provided the following information:

- Employment
- Student activities
- Alumni activities
- Family members
- Degrees obtained from other Schools
- Miscellaneous comments, awards, text, etc...
- Gift/Pledge data

III. The following statements specify the acceptable internal uses of information from the alumni database:

- A. A&DS will make available information from its database for the support of approved, University-related activities. Approved activities include the following:
- Alumni relations
 - Development
 - Public relations
 - Government relations
 - School/department communications to alumni/constituents
 - University-sanctioned research
 - Continuing education programs
 - Student recruitment

In cases of dispute about what constitutes an approved activity, the final decision will rest with the Senior Vice President for Alumni Affairs & Development or his designee.

- B. Information maintained by A&DS is not available for release for non-related commercial or political purposes.
- C. If the information provided will result in the preparation of lists or directories that are to be published in book, magazine, newsletter or other forms for general distribution among alumni groups, prior to publication each individual who might be included must be provided the opportunity to indicate in writing whether he/she wishes to be excluded.
- D. Requestors of data from A&DS may contract the services of outside vendors (e.g. data processing consultants, direct mail firms, marketing and merchandise firms, etc.) to process and/or distribute information obtained from A&DS. In these cases:
1. The vendor must agree to use the information only for the purpose intended by the University client. The sale or transfer of the information by the vendor is strictly prohibited.
 2. If the project in question results in the publication of directories or lists as identified in III.C above, the procedures outlined in III.C must be followed prior to publication.
 3. The vendor must ensure the prompt return of any University owned computer tapes or electronic software provided in fulfillment of the contract.
 4. The University client or the vendor agrees to pay any costs associated with systems programming or special data processing that might be required beyond the normal capabilities of the A&DS computer system.
 5. In all cases involving the use of outside vendors or contractors, the absolute confidentiality of the information provided from the alumni database is the responsibility of the requestor.

IV. Formats available for distribution of information.

Information may be obtained in the form of lists, labels, computer tapes, diskettes, and downloads by authorized university representatives in support of approved activities as noted in III.A of this document. It is the responsibility of the unit requesting information to maintain the absolute confidentiality of that information as specified in this policy statement.

V. Compliance with the above policy.

Failure to abide by any of the policies stated within this document may result in denial of access to information contained in the A&DS database. Request for re-instatement of access to this information must be approved by the Senior Vice President for Alumni Affairs & Development or his designee and must include written assurance of future compliance with these policies.