

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION
National Board Meeting
December 4, 2004
8:30 to 11:00 a.m., 500 McNamara Alumni Center

Board Members Attending

Alaniz, Karin
Bartz, Mary
Carthaus, Marcia (by phone)
Casey, Lynn
Cracraft, Ed
Dragseth, Kent
Foster, Barbara
Gruenberg, Karyn
Hjelm, Andrea
Horsager, Kent
Jalal, Abu
Kuehnast, Doug
LaSalle, Tom
Litton, Steve
Luis, Juanita
Maine, Lucinda (by phone)
Marshak, Marvin
McCartney, Sandy
McLeod, Mary
Meyer, Jan
Mondale, Ted
Mooty, Bruce
Mulder, Jim
Newell, Rich
Norman, Ravi
Noyce, Jerry
Ollila, Gene
Osberg, Brian
Phillips, Jessica
Phillips, Mark
Resch, Jim
Stein, Robert
Thomas, Norrie
Thompson, Paul
Tuzcu, Ertugrul
Wangstad, Andy
Zearley, Tom

Board Members Unable to Attend

Calmenson, Bob
Foley, John
Givens, Archie
Hauschild-Baron, Beverly
Nash, Sara-Lynn
Pohland, Darcy
Schulstad, Denny
Skadron, Stan
Thacker, Kip

University Guests Attending

Bruininks, Robert
Heagle, Emily
Sullivan, Tom
Swain, Tom

UMAA Staff Members Attending

Carlson, Margaret
Eastman, Sue
Fisher, Diane
Gelbmann, Jen
Jones, Cheryl
Rader, Bruce

UMAA Staff Members Unable to Attend

Diekman, Sue

University of Minnesota Alumni Association (UMAA) National President Andrea Hjelm called the meeting to order at 8:30 a.m. She introduced Tom Swain, interim vice president for University Relations; Jerry Fischer, chief executive officer of the University of Minnesota Foundation (UMF); Emily Heagle, director of alumni relations at the Minnesota Medical Foundation (MMF); and William "Sandy" McCartney, new board member representing the College of Natural Resources.

Hjelm told the board members about her recent trip to the politically turbulent Ukraine, relating the Ukrainian people's advocacy to the efforts of the University's legislative network. She encouraged the board members to attend the Legislative Briefing on January 27 and the Regent Candidate Forum on February 1. She announced that the UMAA is sponsoring tours to the Music City Bowl in Nashville, Tennessee, where the Gopher will play the University of Alabama on December 31.

Hjelm also announced that *Minnesota* has won five awards from the Minnesota Magazine Publishers Association: a bronze for "Best Feature;" three silvers for best overall design, best single cover, and best regular column/department; and a gold for Best Feature Article ("A Surgeon's Saga," July-August 2003). In addition, the 100th anniversary history publication will accept an award from the Council for the Advancement and Support of Education-District V later this month

Consent Agenda

The consent agenda included the September 27, 2004, board meeting minutes; the September 30, 2004, financial statements; the fiscal year 2004 audited financial statements and related tax and compliance reports, and standing committee reports. All items were approved as mailed.

Board Development Committee

Jerry Noyce, Board Development Committee chair, presented the proposed membership of the committee as required by the UMAA Bylaws. In addition to Noyce as chair, the following individuals are recommended to serve: Andrea Hjelm, national president; Robert Stein, president-elect; Ted Mondale, board member; Ravi Norman, board member; Jessica Phillips, board member; Burt Cohen, founding publisher of MSP Communications, Inc.; Todd Klingel, past UMAA secretary-treasurer and president/CEO of the Minneapolis Chamber of Commerce; and Linda Mona, past UMAA national president and owner/president of Creative Environments, Inc. This recommendation was approved.

University of Minnesota Report

Hjelm introduced Bob Bruininks, University of Minnesota president, and Tom Sullivan, provost and executive vice president for academic affairs. President Bruininks discussed the University's 2006-2007 biennial budget, which he called a proposal to partner with the state to ensure excellence. President Bruininks expects the legislature to act early to pass the University's bonding bill that is left over from last year.

President Bruininks reported that there is a big strategic positioning effort at the University to develop “ideals and aspirations for the future.” How to finance the future is a dilemma, as a disturbing trend of declining state support for the University exists. The University produces a great rate of return for the state, said President Bruininks, and as Minnesota’s only research University it has a huge impact on the economy, civic culture, and the quality of life for the state’s citizens. The University is working on honing this important message to incorporate it into the legislative request, which will position the ‘U’ as a shared responsibility with the state and ask for a modest but continuous investment. “We are in this together and we have to forge the future together,” said President Bruininks. The partnership proposal involves asking the state to invest in three crucial initiatives:

- Biosciences for a Healthy Society (healthy foods, healthy lives; translational research in human health; new products through biotechnology; brain function across the lifespan)
- Attracting and Retaining Talent for Minnesota’s Future (preparing students for the 21st-century economy; competitive compensation)
- Creating and Sustaining Essential Research and Technology Infrastructure (research support; 21st-century technology)

The need to reallocate \$15 million dollars is the “heartburn” of this budget, said the President. Some resources will need to be reinvested in areas that are more key to the University’s future. The University is taking a hard look at ways to economize and bring in new revenue as well.

In regard to the football stadium, a bill will be introduced that proposes that the state contribute 40% of the cost of a stadium and the University will contribute 60%. This puts the University in a highly motivating, good leadership position, said President Bruininks. John and Nancy Lindahl (Nancy is a past UMAA national president) will co-chair the stadium fund raising campaign. “We need lead gifts from corporations, and we won’t ask the students to step up until others have,” he stated.

There was discussion about how the University’s land grant mission is reflected in the proposed partnership with the state. “It is laced throughout,” said President Bruininks. There are two parts to the land grant issue: access to the University and connecting the University’s research to the needs of the communities, he said, and the public purposes of the ‘U’ are reflected in the request.

Provost Sullivan reported on the University’s strategic positioning initiative. The overall goal has evolved significantly over the past month as numerous groups have provided feedback, including the UMAA Advocacy Committee. The goal is now that the University of Minnesota be one of the top three public research universities in the world. “This is aspirational, but credible,” said Sullivan. He presented the other components of the strategic plan, including the vision, mission, values, organizational culture, and strategies. He also discussed the criteria for academic and other program reviews, emphasizing that these criteria will be applied to every decision that is made. The third stage of the strategic positioning process, an environmental scan, is still ongoing. The final draft will be presented to the Board of Regents in February.

There was discussion throughout Sullivan's presentation, including the need to incorporate the University's teaching and service missions into the goal; the openness and transparency of the planning ("people may disagree with the decisions made but they will respect the process that led to the decisions," said Sullivan); and the need for language that captures people's hearts and minds. Tom Swain, interim vice president for University Relations, said that legislators need to better understand the research component because it is so closely tied to the funding request—otherwise the University would get 50% of the state's education money and the Minnesota State Colleges and University System would also get 50%. "Research is a message that we have to get across," he stated emphatically. Bob Stein, UMAA president-elect, and other board members complimented Sullivan on the strategic planning process and content. Sullivan encouraged the board members to visit the University's strategic positioning website to provide any additional feedback, and he thanked them for being part of "this huge University conversation."

Membership Plan for the Next 100 Days

Bruce Rader, UMAA senior director of membership and marketing, presented his analysis of UMAA membership operations. The UMAA Marketing Committee and Executive Committee had the opportunity to preview this presentation to help Rader refine and focus his content to allow for maximum discussion by the full board of directors. Rader presented detailed information and data on UMAA membership trends, profiles, and history. He reviewed the discussions at the Marketing and Executive committee meetings, which debated the direction that membership should take over the next 100 days. The key question was: should we focus on achieving an aggressive membership number or focus on value propositions designed to achieve membership retention and fiscal responsibility?

Members of both committees agreed that the association should focus on retention versus acquisition, striving to achieve a longer-term, more stable membership base, rather than reaching for 65,000 members by the end of this fiscal year. Rader outlined his preliminary plan to achieve this revised goal, including conducting research to ascertain member attitudes, enhancing/targeting member benefit packages, and working with corporate sponsors to design programs to connect with students—our future alumni. "The plan is to invest in those who are our loyal members," he said. "The 'member acquisition' dollars can be directed to developing premiums and programs."

There was discussion about the revised 2004-2005 goal. Stein complimented Rader on the incredible amount of important data that he had compiled. The question as to whether "at some point will we see a target membership number?" was answered by Rader as follows: "yes, after research has been conducted, UMAA strategic planning has concluded, and a forecasting model has been developed." He assured the board members that close attention will still be paid to the membership numbers. "The goals are not cross-purpose," he concluded.

Chief Executive Officer's Report

Margaret Carlson, UMAA chief executive officer, called for questions about her written report that was included in the advance meeting materials (attached to these minutes). She augmented this written report as follows:

- The board members are requested to sign and return the "Conflict of Interest" statement that is at their places.
- New advertising kits for *Minnesota* are available; board members are encouraged to share advertising contacts and help "open the door" for the UMAA.
- The UMAA has begun the process to develop a strategic plan for 2005-2010, which is expected to take approximately a year to complete. Carlson reviewed the UMAA's strategic planning history. This time there will be broad research and consultation, including with members, non-members, collegiate partners, University decision-makers, the UMF, the MMF, Intercollegiate Athletics, and Continuing Education. A consultant will be hired to guide the process. UMAA committees and the board of directors will be consulted and will have the opportunity to provide feedback at several points.
- Following the meeting, the board members are encouraged to visit the back of the McNamara Alumni Center to view the progress on the Scholars Walk.

Carlson concluded her report with photo slides of her recent trip to China as part of the University's delegation, which visited six Chinese cities in 11 days, connecting with alumni, visiting universities and exchange programs and sealing an agreement for a University of Minnesota Law School degree program at the China University of Political Science and Law in Beijing. China's economy and higher education system and exploding with growth and investment, and the University wants to nurture its relationship with the country (the long-standing reputation the University of Minnesota has in China has its roots in eminent alumni who graduated before the Communist revolution, including Hoff Lu, a 1941 'U' physics graduate who is known as the father of nuclear energy in China). The trip was planned and coordinated by the University's China Center, which is one of only two China Centers nationwide. There are seven alumni association chapters in China, including a new group in Hong Kong that met for the first time when the delegation visited.

Adjournment

Hjelm adjourned the meeting at 11:00 a.m.

Submitted by,

Cheryl Jones, UMAA Deputy Administrator

for

Tom LaSalle, Secretary-Treasurer