

## **PRELIMINARY YEAR- END FINANCIALS: ASSOCIATION AND CLUB**

Diane Fisher, as background information, told the committee that the University of Minnesota closes its fiscal year books at two different intervals. These reports were prepared before the final University closing of the fiscal year 1993 books. It is possible that after the final close, additional activity may need to be recorded in the Operating Fund. In addition, fourth-quarter investment reports have not been issued by the University of Minnesota Foundation (UMF). When those are received, activity, including interest and market gain/loss, will need to be reflected in the Operating, Obligation, and Endowment Funds. Finally, fiscal year 1993, depreciation expense has not yet been reflected in the Endowment Fund.

Fisher then summarized the Association and Alumni Club Financials by stating that the UMAA had excess revenues over expenses and transfers of \$104,009. The total revenues are 102 percent of budget and total expenses and transfers are 98 percent of budget. For the Alumni Club, excess revenues were \$28,718, total revenues were 97 percent of budget, and total expenses 89 percent of budget.

Janie Mayeron asked if there was a specific reason that revenues were 102 percent. Fisher replied that this was due to revenues from Memorial Stadium brick sales, travel/tours produced more income than expected, and the interest income was slightly better than anticipated. Mayeron congratulated Margaret Carlson, UMAA executive director, for the idea of the brick sale and for her work selling advertising in *Minnesota* magazine.

The motion to recommend that the preliminary June 1993 financial statements for the UMAA and the Alumni Club be approved at the Saturday, September 18, 1993, national board meeting was approved.

## **OVERVIEW OF 1993-94 YEAR**

Janie Mayeron said that for the past several years, the UMAA has been changing direction each year, and trying to do long-term projects. The challenges that Mayeron sees facing the UMAA this year are:

- getting out and communicating positive messages about the University, both formally and informally;
- expanding the mentoring program to involve more alumni societies and volunteers;
- getting more involved in student recruitment, a high priority of University of Minnesota President Nils Hasselmo;
- involving more young alumni in the UMAA by creating younger alumni services;
- continuing work with the Alumni Legislative Network. (Molly Grove, the legislative network coordinator, has accepted a position as chief of staff for Congressman Bruce Vento, so a priority is finding a person to fill that position);
- getting the Executive Committee more involved in the grassroots activities of the UMAA and alumni societies;
- increasing membership; and
- restructuring the staff.

Mayeron then reviewed the UMAA committees for 1993-94, which will be finalized after the volunteer and staff liaisons meet.

## **UMAA STAFF RESTRUCTURING: WORKING DRAFT**

Margaret Carlson informed the committee of the UMAA staff restructuring process and also showed a chart of the proposed UMAA staff positions. Carlson said that the UMAA/UMF/U rereat held in April of this year prompted her and the managers to rethink whether they should fill the UMAA associate executive director position when Jane Whiteside left to staff the University's strategic planning, or whether there would be an opportunity for staff restructuring.

Carlson stated that Dick Byrd, the retreat facilitator, had been instrumental in helping her think through new staffing options. It was recommended that the UMAA send Byrd a note thanking him. Carlson said that, due to poor health, Byrd was no longer able to do consulting, however, Byrd recommended another professional consultant, Ann Goodell, to replace him.

Carlson stated that by restructuring, a layer of management between herself and the managers had been removed, allowing her to be closer to the customers. In addition, the decision to centralize duplicative efforts (such as invitations, press releases, speeches, etc.) into two new positions, would allow the UMAA program directors to do more substantive work with the volunteers such as student recruitment, mentoring, and volunteer development.

The UMAA has a new philosophy: customer response. This will allow the UMAA to have measurable results to show when the president and the University asks what was done with the additional funds for this year.

## **CARRY OVER OF ALUMNI SOCIETY FUNDS**

Laura Langer, chair of the Society and Chapters Advisory Committee, presented the recommendation from that committee that alumni societies be permitted to carry over their unspent fund balances for use in the next fiscal year--based upon an approved annual plan and budget. John Bergstrom, chair of the Membership/Marketing Committee, commented that the figures listed for the School of Management Alumni Society did not reflect that society's entire budget, only the part funded by the UMAA. Linda Mona, UMAA national treasurer, commented that some deans' offices have personnel devoted to alumni activities that are not funded by the UMAA. Billie Anne Juni, 1992-93 chair of the Society and Chapter Advisory Committee, commented that carry-over of funds would allow the alumni societies to do long-term planning, or multiple year-long plans, knowing that the funds would be available. Janie Mayeron requested that the wording of the action be changed to "approved annual plan and budget with entire allocations and expenses." The motion was approved.

## **MEMBERSHIP REPORT**

Al Anderson summarized the membership report. New association members, Anderson said, came mainly from the telemarketing campaign to lapsed members and the mailing to people who bought Memorial Stadium bricks. One problem is that the "paid rate" on positive responses to the telemarketers was only 20 percent. Anderson stated that this should be 55 to 60 percent. Anderson hopes to get it to 40 percent by sending out second billings. There are many things being planned for the fall membership campaign. Anderson concluded that when the system can accommodate monthly payments, that feature could be an option.

## **UNITED WAY PENS**

Margaret Carlson reported that Sally Howard, coordinator for the All-University Community Fund Drive, has asked the UMAA to give UMAA ballpoint pens to the 600 department volunteers who facilitated the Community Fund Drive for their University unit. The pens normally cost \$1.40 each, but the vendor is being asked for a discounted price for this order. Estimated cost is \$600 to \$840. The balance in the Recognition Fund is \$497,785 as of May 30, 1993. The motion to purchase UMAA pens was approved.

## **AGENDA FOR NATIONAL BOARD MEETING SEPTEMBER 18, 1993**

Janie Mayeron went over the agenda for the next national board meeting. She said that there may need to be extra time spent on introductions, in an effort to let the board members get to know each other.

## **NOMINATING COMMITTEE**

Mike Unger presented the proposed 1993-94 UMAA Nominating/Awards Committee. The UMAA bylaws specify that the Nominating/Awards Committee consists of the president (Mayeron), past president (Unger), first vice president (Laukka), the chair of the Alumni Society and Chapter Advisory Committee (Langer), one additional member of the board of directors, and at least two additional members of the association that do not serve on the national board, appointed by the president with the approval of the board of directors. Unger requested that the additional board member be Marvin Trammel, at-large board member. Unger then gave a list of eight potential candidates for the other positions, and he asked for approval to contact these persons. Linda Mona requested that one of the other positions be given to a woman. Unger replied that it was one of his considerations along with a knowledge of the UMAA and the University. The recommendation was approved.

## **EASTCLIFF LEGACY FUND OPEN HOUSE**

On Saturday, October 2, there will be an Open House to benefit the Eastcliff Legacy Fund. Linda Mona noted that invitations to join the fund were supposed to have been sent out to the UMAA board members, however, this may not happen. Invitations will be sent soon. The cost to join the Eastcliff Legacy Fund is \$25. The fund will be used to fix those items at Eastcliff, the official residence of the University of Minnesota president and family that the University does not fund. For example, the University will fix the leaky roof, but will not replace the wallpaper or rug. The swimming pool is also an issue, as it is crumbling.

## **NILS HASSELMO PUBLICITY**

Linda Berg, UMF director of communications, was invited to the Executive Committee meeting to discuss with the UMAA board members and staff what action the UMF might take in addressing the recent negative publicity the University has been receiving. The local media has focused on the leadership ability of President Hasselmo.

Berg thought that a letter to the editor emphasizing Hasselmo's strong leadership, the critical need for continuity, and the wrong time for change at the University would be appropriate--maybe even stating that the situation is similar to Ken Keller revisited. Berg stated that the UMF board is very interested in responding to the situation. One plan of action is to have the CEOs that sit on the UMF board, write a joint letter of support.

The questions before the UMAA Executive Committee were: Should the UMAA respond to the publicity? What would the protocol be for responding? Should there be individual letters or a joint letter from the committee? After a brief discussion, it was decided that Michael W. Unger would write an opinion/editorial letter, on behalf of the Executive Committee for the *Star Tribune* to be published in the August 29, 1993, edition, and Bruce Thorpe would write a response letter to the *Minnesota Daily*.

The meeting was adjourned at 10:00 a.m.

Respectfully submitted by:

Travelle Evans-Vann  
Associate Administrator  
for

Bruce Thorpe  
UMAA Secretary

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NATIONAL BOARD MEETING

Saturday, September 18, 1993  
8:30 a.m.

The Campus Club  
Fourth Floor, Coffman Memorial Union

Board Members Present:

Judy Beniak (for Georgiann Errigo)  
John Bergstrom  
Mark Bregmann  
Concha Brown  
Rosalie Carlson (for Wendy Sharpe)  
Patrick Duncanson  
Curman Gaines  
Joe Gibilisco  
Roxann Goertz  
Mary Flinn  
Michael Hart  
Nils Hasselmo  
Ann Huntrods  
Lucy Kragness  
Duane Kullberg  
Laura Langer  
Larry Laukka  
Audrey Kuempel McGregor  
Janie Mayeron  
Linda Mona  
Kathleen O'Brien  
John O'Leary  
Kati Sasseville  
Mary Ellen Spector  
Ross Toepel  
Bruce Thorpe  
Marv Trammel  
Ted Tulashie  
Mike Unger  
Paul Vesterheim  
Tony Wagner  
Dick Whitney  
Tony Yapel

UMAA Staff Present:

Mark Allen  
Al Anderson  
Jayne Caldwell  
Margaret Carlson  
Travelle Evans-Vann  
Diane Fisher  
Ingrid Gomboz  
Jean-Marie Hamilton  
Cheryl Jones  
Carmela Kranz  
Deanne Magnusson  
Angela Pierce  
Frank Robertson  
Sarah Spradlin  
Lori Winters

Other Staff Present

Bob Hanle  
Lynn Schumann  
Dave Teslow

Guests

Doris Pride  
Cecil Smith

Board Members Unable

Ann Anderson to Attend:  
Kris Bettin  
Dave Dufault  
Michael Huerth  
Steve Jackelen  
Carol Johnson  
Ezell Jones  
Ron Jost  
Jay Kiedrowski  
Keith Krueger  
Allan Larson  
Richard Lindgren  
Becky Malkerson  
Willard Powell  
Michael Sullivan  
Brian Thalmann

## **INTRODUCTIONS**

University of Minnesota Alumni Association (UMAA) National President Janie Mayeron called the meeting to order at 8:30 a.m.

## **NATIONAL PRESIDENT'S OVERVIEW OF THE YEAR**

At various times in the past, the UMAA has focused on the student experience, said Mayeron. This year, "enhancing the student experience," is a developing theme. The focus emerged during an April 1993 retreat with University administrators and key volunteers from the UMAA and the University of Minnesota Foundation (UMF). The goal of the retreat was to define each organization's mission and find common ground that would mutually benefit the University, the UMAA, and the UMF.

Enhancing the student experience was one of the common goals identified at the retreat because the campus experience, positive or negative, stays with ex-students during their entire lives. Positive experiences affect receptivity to sending children to the University, joining the UMAA, and donating to the UMF. To enhance the student experience, the University educates; the UMAA offers the time and service of alumni; and the UMF raises money. All parties came away from the retreat realizing the importance of coordination and cooperation. As a result of the retreat, the UMAA/UMF Joint Task Force was created to continue the joint strategic planning that was begun at the retreat. The University Alumni Council was also created to align UMAA goals and objectives with the University's, per the President's Development Council.

Toward the goal of enhancing the student experience, the UMAA will

- commit more resources toward mentoring (the goal is to have mentoring programs in sixteen of the seventeen collegiate alumni societies);
- become involved in student recruitment for the University, utilizing special funding provided by the University for this purpose; and
- select a new major initiative that will target the involvement of students and young alumni (note next discussion item).

## **MAJOR DISCUSSION ITEM**

Janie Mayeron said that the UMAA is committed to developing pilot projects to enhance the student experience, using UMAA members, nonmembers, and donors. Mayeron told the board that University President Nils Hasselmo made a commitment following the retreat to give the UMAA \$91,500 to be used for student recruitment and young alumni programming initiatives.

Mayeron then introduced alumnus Tony Desnick, a consultant in the area of creative thinking and problem solving. Desnick led the board through a brainstorming exercise in which word chains and ideas for initiatives to enhance the University student experience emerged. Thanking Desnick, Mayeron stated that the brainstorming results would be compiled and organized by the UMAA executive committee and staff to present to the board in November.

## **REPORT FROM THE UNIVERSITY PRESIDENT**

Mayeron introduced University of Minnesota President Nils Hasselmo. President Hasselmo discussed his strategic vision—University 2000: The University of Minnesota for the 21st Century. Hasselmo's vision of what the University needs to achieve to successfully meet the

challenges of the 21st century is the starting point for conversations about the future of the University.

Hasselmo said that University 2000 sets a course for change—a course designed to strengthen the University's distinct historical role as Minnesota's only land-grant research university. Approximately 70 "conversations"—structured discussion groups—will occur in the next several months to obtain feedback on the plan from nearly 3,000 of the University's constituents. He concluded his presentation by entertaining questions, and he encouraged the board to study the plan carefully, to come forward with questions and suggestions, and to speak up and be very vocal in support of this new direction for the University of Minnesota.

#### **EXECUTIVE DIRECTOR'S REPORT**

UMAA Executive Director Margaret Carlson thanked UMAA marketing director Al Anderson for his work on the new UMAA membership brochure. Extra brochures have been printed and are available for distribution at upcoming alumni events.

Carlson displayed the cover of the next issue of *Minnesota*, which features a color photograph of the new Frederick R. Weisman Art Museum. The issue will be 108 pages, the largest ever. Carlson praised the three "anchor" advertisers in the magazine: Norwest Bank, Arthur Andersen, and Hendricks Piano, and told the board that other alumni associations across the country are emulating the advertising initiatives of *Minnesota*.

The Alumni Club lease is being negotiated, and there may be major changes forthcoming. An emergency board meeting may be scheduled if there are major financial decisions to be made.

Carlson updated the board on UMAA staff restructuring. The UMAA/UMF/University retreat prompted Carlson and the UMAA managers to rethink whether they should fill the UMAA associate executive director position when Jane Whiteside left the UMAA to staff the University's strategic planning efforts. Dick Byrd, the retreat facilitator, was instrumental in helping Carlson think through new staffing options. By restructuring, a layer of management between Carlson and the UMAA managers has been removed, allowing Carlson to have closer contact with the managers and ultimately with the UMAA's customers. In addition, a decision was made to centralize numerous duplicative efforts (i.e., event invitations) into two new positions, which will allow the UMAA program directors to work more closely with volunteers in the areas of student recruitment, mentoring, and volunteer development.

Carlson concluded her remarks by saying that a recent "Eleven Who Care" television program stated that 60 percent of all Minnesotans volunteer, and she quoted a program participant who said, "We don't pay volunteers. Not because they're not worth anything, but because they're priceless." Carlson told the board that "the UMAA staff is here to bridge the pricelessness you bring to the University."

### **CONSENT AGENDA**

The consent agenda included the May 10, and June 9, 1993 (amended), minutes; UMAA and Alumni Club financials; Articles of Incorporation restated; Nominating Committee report; carry-over of society funds; and the UMAA membership report, all of which were approved as mailed.

### **MENTORING UPDATE**

Jayné Caldwell, UMAA mentoring program director, updated the board on her 1992-93 efforts, which have primarily concentrated on determining what mentoring programs already exist. This year Caldwell will define how mentoring fits into the student experience and impacts student retention. She will implement collaborative efforts with the African-American Learning Resource Center and the Asian/Pacific Islander Learning Resource Centers. Caldwell encouraged all board members to become mentors, and she distributed an information/application sheet for this purpose.

### **GATEWAY**

Larry Laukka summarized progress on the Gateway Center project. Failure to identify a significant lead gift has necessitated down-sizing the project, although the option to expand certainly exists. Laukka explained that down-sizing the center to a \$5 million to \$6 million project will ensure collaboration and cooperation with the UMF.

### **MEMBERSHIP UPDATE**

Janie Mayeron thanked the national board members who participated in an informal survey of recent University graduates. Al Anderson distributed and explained a summary of the survey results. Of the 23 respondents, half were commuter students. Events that would bring respondents back to campus included extension classes and athletic events; topping the list of benefits that would cause them to join the UMAA were access to University recreational facilities and access to the University's E-mail system and Internet. Mayeron said that as initiatives to enhance the student experience are developed the UMAA will need to take into account the fact that 60 to 70 percent of all University students are commuters.

### **ADJOURNMENT**

Mayeron reminded the board that the next scheduled board meeting is November 13, 1993. The UMAA volunteer and student leadership awards will be presented at a luncheon on this day, also. Mayeron reminded board members to review the complete schedule of UMAA meetings and events and note them on their calendars.

The meeting was adjourned at 12:30 p.m.

Bruce Thorpe  
Secretary

by

Cheryl Jones  
Executive Assistant

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION** Fax 612-626-8167

**EXECUTIVE COMMITTEE**

THURSDAY, OCTOBER 14, 1993

7:30 a.m.

Popham, Haik, Schnobrich & Kaufman, Ltd.  
Minneapolis, MN

Present:

John Bergstrom  
Ezell Jones  
Laura Langer  
Larry Laukka  
Janie Mayeron  
Linda Mona  
Bruce Thorpe

Unable to Attend:

Mike Unger

Staff Present:

Al Anderson  
Margaret Carlson  
Diane Fisher  
Jean-Marie Hamilton  
Cheryl Jones  
Deanne Magnusson

UMAA National President Janie Mayeron called the meeting to order at 7:35 a.m.

**MINUTES**

The minutes of the August 19, 1993, Executive Committee meeting were approved as mailed.

**EXECUTIVE DIRECTOR'S REPORT**

Margaret Carlson discussed two new University of Minnesota planning groups: the University Alumni Council and the Joint Task Force on the University of Minnesota Alumni Association/University of Minnesota Foundation. Both groups will meet for the first time in February 1994.

Another new University initiative is the Total Quality Management team for the purpose of evaluating the processes used in operating the Donor Management System. UMAA staff members Mark Allen and Al Anderson serve on this team, which will evaluate the processes used in operating the Donor Management System and designing new or improved processes to make the DMS system the best resource for the University that it can be.

Margaret reported that she and Karen Riggs, Alumni Club marketing and membership Director, are scheduled to meet today with Jerry Grebin of the Minneapolis Athletic Club (MAC) to finalize the agreement between the two clubs (terms as approved by the UMAA Executive Committee via a conference call on October 10, 1993). The agreement will then be presented to the UMAA National Board for approval on November 13, 1993. An "opening reception" will be held at the newly located Alumni Club on October 28, 1993. There was considerable discussion about the MAC space and appropriate decor for the Alumni Club. Carlson said that she would try to get the MAC to commit to a certain dollar amount toward Alumni Club renovation, signage, and decoration.

### **COMMUNICATIONS/MARKETING/MEMBERSHIP**

John Bergstrom reported on the October 4, 1993, meeting of the UMAA Communications/Marketing/Membership committee. Al Anderson reported that UMAA membership increased by 641 between June and August 1993. Anderson also discussed the recent telemarketing effort and reported on future UMAA membership promotion plans, which include a renewal effort involving longer-term memberships, "testing" telemarketing as a followup to mailing, working with University Relations on an *Update* insert, and approaching paid-up life members for donations. Janie Mayeron noted that a good project for the Communications/Marketing/Membership committee would be to do a final assessment of telemarketing effectiveness for UMAA membership. Anderson also reported that he is finalizing arrangements to offer a new UMAA credit card, which could potentially bring in revenue of \$100,000 to \$200,000. Finally, Anderson presented a proposal for upgrading the UMAA computer system, and noted that the new system would be very effective in aiding personalized membership solicitation efforts. Larry Laukka recommended that this proposal be presented to the UMAA Finance Committee for approval on November 5, and then to the UMAA National Board on November 13.

Jean-Marie Hamilton reported on the problems that occurred in producing and distributing the September-October issue of *Minnesota* and the solutions that have been identified to correct these problems. The solutions will involve cost-sharing among UMAA, Bolger, and Hart Press; the dollar amount is not yet known. Ezell Jones commented that the UMAA has an image to protect, and he fully supports the high degree of care that UMAA is taking to correct these problems.

### **INITIATIVES TO ENHANCE THE STUDENT EXPERIENCE**

Margaret Carlson presented six new initiatives to enhance the University of Minnesota student experience, which UMAA managers developed from the ideas generated at the September 18, 1993, UMAA National Board meeting. Ezell Jones commented that diversity considerations did not appear to be reflected in the Project Impact/Visibility Matrix criteria; it was agreed that the matrix should be changed to specify diversity as an outcome. It was agreed that three of the initiatives be presented to the UMAA National Board on November 13 by UMAA officers as follows: Career Beginnings and Transitions (Laura Langer); Alumni Orientation for the Class of 1998 (Linda Mona); and Collegiate Partners: Student-Alumni Graduation Contract (Larry Laukka). It was also agreed that UMAA would obtain feedback from the student population on these initiatives prior to the board meeting.

### **THE UNIVERSITY'S IMAGE**

Larry Laukka discussed the need to improve and enhance the image of the University of Minnesota and to help the University better manage its reputation and better communicate its value, contributions, etc. He noted that, along with this, the UMAA needs to better communicate who we are and what we do. Laukka explained that the University does have a contract with Mona, Meyer, and McGrath to assist with publicizing University 2000, but that the UMAA should take a leadership role to build a reputation management program for the University. Laukka recommends developing a long-term program that would apply considerable resources toward spreading the good word about the University and the alumni association.

It was agreed that this idea should be addressed by the UMAA Communications/Marketing/Membership Committee and presented to the UMAA National Board. It was also agreed that the "UMAA Themes and Messages" that were developed last year should be incorporated into the discussion and recommendations of the committee.

**GAPSA SEAT ON THE UMAA NATIONAL BOARD**

The request of the University of Minnesota Graduate and Professional Students Association (GAPSA) to be represented on the UMAA National Board was approved. Cecil Smith, GAPSA president, will be the 1993-94 representative.

**NATIONAL BOARD MEETING ON NOVEMBER 13, 1993**

Carlson reported that the National Board will have the opportunity to provide feedback on the University 2000 plan at the upcoming meeting.

The meeting was adjourned at 10:00 a.m.

Respectfully submitted by:

Cheryl Jones  
Executive Assistant

for

Bruce Thorpe  
UMAA Secretary

*making the Minnesota Connection*

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**

**NATIONAL BOARD MEETING**

**Saturday, November 13, 1993  
The Campus Club**

501 Coffman Memorial Union  
300 Washington Avenue SE  
Minneapolis, MN 55455-0396  
612-624-2323  
Fax 612-626-8167

Board Members Present:

John Adams  
John Bergstrom  
Kristine Bettin  
Mark Bregman  
Concha Brown  
Patrick Duncanson  
Georgiann Errigo  
Mary Flinn  
Joe Gibilisco  
Roxann Goertz  
Ann Huntrods  
Steve Jackelen  
Carol Johnson  
Keith Krueger  
Laura Langer  
Larry Laukka  
Richard Lindgren  
Janie Mayeron  
Linda Mona  
Kathleen O'Brien  
John O'Leary  
Willard Powell  
Katie Sasseville  
Wendy Sharpe  
Cecil Smith  
Mary Ellen Spector  
Michael Sullivan  
Bruce Thorpe  
Ted Tulashie  
Michael Unger  
Tony Wagner  
Tony Yapel

Guests Present

Jennifer Alstad  
Kent Gustafson  
Anne Hopkins  
William Peterson

UMAA Staff Present

Mark Allen  
Al Anderson  
Sam Berens  
Jayne Caldwell  
Margaret Carlson  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Carmela Kranz  
Deanne Magnusson  
Carla Maxwell  
Terri Mische-Riebel  
Angela Pierce  
Frank Robertson  
Theresa Scalzo  
Lori Winters

Other Staff Present

Gerald Fischer  
David Teslow

Board/Staff Unable to Attend

Ann Anderson  
Dave Dufault  
Curman Gaines  
Ezell Jones  
Ron Jost  
Jay Kiedrowski  
Lucy Kragness  
Duane Kullberg  
Allan Larson  
Becky Malkerson  
Maddy Maxeiner  
Audrey Kuempel McGregor  
Vivian Neseth  
Brian Thalmann  
Ross Toepel  
Marvin Trammel  
Richard Whitney

University of Minnesota Alumni Association (UMAA) National President Janie Mayeron called the meeting to order at 8:10 a.m.

### **CONSENT AGENDA**

The consent agenda included the first quarter internal financials for the UMAA and the Alumni Club; the proposal for upgrading the UMAA computer system; the UMAA membership report through November 1, 1993; the September 18, 1993 minutes; the authorized signers on UMAA bank account; the classification change of the UMF-held Alumni Student Leadership Fund; the Graduate and Professional Student Assembly ex-officio seat on UMAA national board; and the Alumni Club member letter, all of which were approved as mailed.

### **EXECUTIVE DIRECTOR'S REPORT**

UMAA Executive Director Margaret Carlson updated the board on the restructuring of the UMAA staff and introduced Travelle Evans-Vann, student recruitment program director; Cheryl Jones, executive assistant; Carla Maxwell, Alumni Legislative Network coordinator; and Terri Mische-Riebel, alumni society program director. Carlson reported that searches are in progress for an associate editor and a special events program director. Carlson thanked volunteers John Bergstrom, Steve Kreitz, Laura Langer, and Bruce Thorpe, who have served on various search committees.

Carlson reported that staff representatives from the Penn State and Notre Dame alumni associations will visit the UMAA on November 18, 1993, to provide updates and training to UMAA staff members.

Carlson announced that the UMAA Holiday Social will be on December 1, 1993, at the Frederick R. Weisman Art Museum. The UMAA 1993 Student and Volunteer Leadership Awards will be presented during the Holiday Social.

Carlson reported that the UMAA Leadership Incentive Scholarships have been integrated into the University's centralized scholarships system. Information and application materials for all 1994-95 freshman scholarships are, for the first time, contained in a single brochure entitled "Academic Scholarship Opportunities for Freshmen." Carlson encouraged board members to distribute this brochure to incoming students with whom they are acquainted. The deadline for applications is February 1, 1994.

Georgiann Errigo commented that she participated in Campus Preview Day on October 30, 1993. She mentioned that it was a very meaningful event for prospective students and encouraged members of the board to participate in future Preview Days.

### **REPORT FROM THE UNIVERSITY PRESIDENT'S OFFICE**

Kathy O'Brien, associate to University President Nils Hasselmo, reported on the restructuring of the University's Health Sciences. Greg Hart is the new president of the University of Minnesota Health System and Win Wallin is the volunteer special adviser. Hart and Wallin are heading up a team to study how the University Health Sciences will fit into national health care reform.

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O'Brien reported that Bob Bruininks will chair the search committee for the University's vice president for external relations, a position that has been open for a year and a half. The vice president's responsibilities include governmental affairs, development, alumni relations, and university relations. Candidates for this position must have proven experience in building a support base for a higher education institution. O'Brien encouraged the board to recommend qualified candidates to Bruininks. The deadline for applications is January 1, 1994.

#### **NEW INITIATIVES FOR ENHANCING THE STUDENT EXPERIENCE**

Mayeron explained that the results of the brainstorming sessions at the September 18, 1993, national board meeting were summarized and developed into six initiatives by the UMAA staff. At a meeting of the executive committee on October 14, 1993, the initiatives were discussed and evaluated on criteria that included visibility, impact, diversity, and constituent numbers. Three initiatives were selected to bring to the national board for a vote.

The three initiatives were presented to the board: Linda Mona/"Alumni Orientation for the Class of 1998;" Laura Langer/"Career Beginnings and Transitions;" and Larry Laukka/"Collegiate Partners: Student-Alumni Graduation Contract." Carlson reported that she had presented the initiatives to Student Affairs staff, who felt that the "Alumni Orientation for the Class of 1998" and "Career Beginnings and Transitions" initiatives would mesh well with existing University services and systems. Tony Wagner, Minnesota Student Association president, reported that students liked "Collegiate Partners: Student-Alumni Graduation Contract."

Mayeron reminded the board that the president has provided the seed money for the initiative to enhance the student experience, and that the UMAA must be able to show outcomes and demonstrate success with whatever initiative is selected. Mayeron then invited discussion on the three initiatives and encouraged that the following criteria be considered: involvement, diversity, timing, and level of excitement; and students, young alumni, members, non members, and donors. Carlson stated that the UMAA will probably be accomplishing all three initiatives in three years, but that today, in light of UMAA's limited staff resources, the board needs to choose the initiative that alumni volunteers can be the most enthusiastic about. Mayeron concurred with the need to focus on one initiative at this time.

Following discussion, "Collegiate Partners: Student-Alumni Graduation Contract" was voted the new programming initiative by a significant margin. Mayeron stated that UMAA staff will work further on this initiative and present an expanded proposal at the next meeting of the national board.

#### **UNIVERSITY 2000 CONVERSATION**

Mayeron introduced Kent Gustafson, Minnesota Extension Service agent and a facilitator of the University 2000 Conversation. Gustafson explained that University 2000 is a vision of what the University of Minnesota might and should be, and that the purpose of the conversation today is to solicit the advice and comments of alumni to help the University shape this vision.

Gustafson introduced William Peterson, at-large representative to the Board of Regents. Peterson introduced University President Nils Hasselmo who, via videotape, described the challenges facing the University and explained the University 2000 vision.

Gustafson introduced Anne Hopkins, University vice president for arts, sciences, and engineering. Hopkins explained that the University 2000 plan has five strategic directions/areas to enhance the University's reputation: research; graduate and professional education; undergraduate education; access and outreach, and user-friendliness. In response to questions, Hopkins described the "University College" concept as an alternative delivery system for access to regular University degree programs; a means of serving different types of students more effectively; a mechanism for partnerships with other higher education systems and institutions; and a mechanism for offering non degree programs. Hopkins stated that the success of the plan is dependent on cooperation among faculty, staff, and students.

Gustafson explained the process for the small group discussions, which were facilitated by members of the UMAA executive committee. Following the small group discussions, Gustafson asked to hear the "burning issues" that had emerged. He summarized the feedback by stating that the board appears to be in general support of the concept of the plan but that there are concerns about diversity, political and financial support, unclear terminology: i.e., "research University," and access. Gustafson asked the board to complete University 2000 feedback forms. Hopkins and Peterson entertained questions, most of which focused on the "user friendliness" goals of University 2000. Hopkins concluded by stating that the University has to change to better serve the changing public, and that all of the citizens of Minnesota need to "get behind" the plan. She thanked the board for listening and participating, and explained that more conversations will happen in November and December before University 2000 is presented to the Board of Regents in January. (A general summary of the conversation, which was prepared by University Relations, is attached.)

Mayeron thanked Gustafson, Hopkins, and Peterson for the opportunity to participate in shaping the University's future.

Mayeron adjourned the meeting at 11:15 a.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

Bruce Thorpe  
UMAA Secretary

Initiatives to Enhance the Student Experience

Project Impact/Visibility Matrix

	HIGH IMPACT	LOW IMPACT
HIGH VISIBILITY	<p>Career Beginnings and Transitions</p> <p>Scholarship Olympiad: 5K Walk, Run or Roll</p>	<p>Gopher Games: Winter Sports Festival</p>
LOW VISIBILITY	<p>Alumni Orientation for the Class of 1998</p> <p>Collegiate Partners: Student-Alumni Graduation Contract</p>	<p>News from the 'U'</p>

Other Considerations:

Diversity

Constituents Involved?

- Students
- Alumni Members
- Alumni Non-Members
- Donors
- Collegiate Units/Staff

Timeframe?

- Fiscal Year '94
- Fiscal Year '95

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**  
**NATIONAL BOARD MEETING**

**NEW INITIATIVES FOR ENHANCING THE STUDENT EXPERIENCE**  
**(FROM GROUP BRAINSTORMING SESSIONS)**  
**SEPTEMBER 18, 1993**

Expanded Initiatives Prepared by UMAA Staff  
for  
National Board Discussion

**1. Alumni Orientation for the Class of 1998**

A one-credit course offered by the University, taught by alumni volunteers in a two-day format. Students would learn about University of Minnesota history, traditions, songs, outstanding research/community contributions, outstanding alumni, UMAA history and contributions, etc. In addition, they would learn personal and professional tips such as networking, career planning, achieving life balance, personal financial management, etc. as well as how they can continue their University connection by joining and volunteering for the UMAA. Students taking this course would be offered the opportunity for mentorship by alumni volunteers.

The course cost would be \$40, which entitles the student to a four-year membership as a student alumni member with full benefits. The other costs would be defrayed by the UMAA (meals), the University (registration fee and facilities), and other collegiate units (athletic tickets, etc.)

**Target Audience:** The University of Minnesota freshman class (approximately 3,000).

**Target Deliverer of Services:** UMAA staff and volunteers, collegiate units, Career Planning & Placement, Student Affairs.

**Target Numbers (approximate):** 500 freshmen (entering University in the Fall of 1994).

**Timeframe:** Annual.

**Expected Outcomes:** a) New University students will have intensive, interactive contact with fellow students and alumni over this two-day period; b) The University objective to graduate students in four years is reinforced via the course title and subject matter; c) Students would learn valuable personal and professional information as well as learn to value University history and tradition; d) Students would develop the University connection, spirit, and pride that is so crucial to UMAA membership; e) Many of the students would elect to participate in the mentoring program.

## **2. Career Beginnings and Traditions: Advice from Alumni**

A program for students and alumni that the UMAA would cosponsor with one collegiate unit. This full-day program would feature tracks of "star" alumni speakers, panels, small groups, corporate human resource department exhibits, and a concluding keynote speech. Box lunches would be provided. Students and UMAA members might receive discounted admission. The event should be held on campus in a large facility such as Mariucci Arena.

Target Audience: Younger alumni, alumni in career transition, students, and corporations looking to employ University graduates.

Target Deliverer of Services: Alumni speakers and local corporations.

Target Numbers: 500 alumni, 500 students.

Timeframe: Annual (early spring--to attract graduating students).

Expected Outcomes: a) Students will become better prepared to enter the job market and secure the position they want; b) Younger and under-employed alumni will gain valuable information and contacts for career advancement; c) The University and UMAA will demonstrate concern for students after graduation and reinforce the concept of a lifetime connection to the University and the alumni association.

## **3. The University of Minnesota Brings You News from the 'U'**

Through an old-fashioned "speakers bureau," the UMAA would make the connection with groups such as Rotary, Kiwanis, and Lions in Minnesota communities. The local groups would jointly sponsor a luncheon where a UMAA representative (e.g. a national officer, past president, other key alumni, the executive director, etc.) would talk about the University, with particular emphasis on their community. (University Relations would handle training of volunteers as well as community fact sheets). Attendees would include University alumni and prospective students living in the community, as well as the general population. These gatherings could occur in greater Minnesota as well as in the metro area.

Target Audience: The local community, alumni, and potential students/parents.

Target Deliverer of Services: UMAA officers, past presidents, other key volunteers, and the executive director.

Target Numbers: 3,000 annually in 20 cities in the first year.

Timeframe: Continuous throughout the year.

Expected Outcomes: a) Highlights UMAA's role as an educator; b) provides positive news about the University to various communities and the media; and c) increases visibility for UMAA.

#### 4. **Scholarship Olympiad: 5K Walk, Run, or Roll**

A UMAA-sponsored event to raise funds for student scholarships and the Morse Alumni Undergraduate Teaching Awards. Students, alumni, and corporations would participate, including representation from greater Minnesota. Matching pledges could be solicited from individuals and companies. Participants would walk, run, or roller-blade on a specially designated path around the University and through the transitway between the Minneapolis and St. Paul campus. There would be food stations on Northrop Mall. T-shirts would be awarded to participants with at least \$40 in pledges, including children's sizes with the slogan "Future University of Minnesota Class of \_\_\_\_\_" (iron-on numbers available). Celebrity participants would be at the finish line. Free parking would be provided for everyone.

**Target Audience:** University students, alumni, staff, and their families; collegiate units, and groups (e.g., Greek alumni, M Club, University Scholars, College Bowl, cheerleaders, band members, University Retirees).

**Target Deliverer of Services:** UMAA and UMF staff and volunteers, as well as collegiate alumni and development staff.

**Target Numbers (approximate):** 1,000 participants; revenues of \$75,000 to \$100,000 in year one.

**Timeframe:** Annual spring event.

**Expected Outcomes:** a) Funds raised for student scholarships and the Morse Alumni Undergraduate Teaching Awards (which are UMAA priorities); b) creation of spirit, community, and connection to the University and the alumni association; c) great visibility for UMAA; and d) increases the cooperative interaction between UMAA and UMF volunteers and staff on a worthwhile, high-profile venture.

#### 5. **Gopher Games: UMAA Winter Sports Festival**

Spirit, fun, and connection for University students, alumni, and staff. An on-campus winter weekend celebration featuring such events as an ice sculpture competition, a round-robin sports tournament (broomball, volleyball, bowling, men's/women's basketball and hockey--including floor hockey for students with disabilities); an Awards Dance in Coffman Union (featuring a "name" band). Teams could represent student organizations, fraternities, sororities, collegiate units, residence halls, alumni groups, and any combination of students, alumni, and staff.

**Target Audience:** University students and young alumni.

**Target Deliverer of Services:** UMAA in collaboration with the University Student Affairs Community Building Project, the Minnesota Student Association, etc.

**Target Numbers (approximate):** 500 participants/spectators in games in year one; 500 participants at the dance.

**Timeframe:** Annual winter event.

**Expected Outcomes:** a) Fun on-campus event to create spirit, community, and connection to the University and UMAA; b) Increased visibility for the UMAA with students, alumni, and staff; c) Opportunity for students, alumni, and staff to interact.

## **6. Collegiate Partners: Student-Alumni Graduation Contract**

This program is an enhanced, long-term mentoring program that would involve four years of mentoring, both in groups and one-to-one. The program would be community-focused (metro suburbs, urban areas, inner-city areas, greater Minnesota, etc.). Alumni and students would be matched, and the program would begin with a freshmen "summer send-off" gathering in home towns and continue throughout the student's undergraduate academic career. The partnerships would conclude with a special awards ceremony and celebration.

Currently, most UMAA mentoring programs are collegiate-based, involve one-to-one mentoring only, and are shorter in duration (at the most, one academic year).

**Target Audience:** University undergraduates and alumni-by-location.

**Target Deliverer of Services:** UMAA staff and volunteers. The program might eventually be coordinated by the UMAA mentoring program director, and/or become a project of the UMAA alumni chapters.

**Target Numbers (approximate):** 30 students/30 alumni matches in 5 communities (300 participants in year one).

**Timeframe:** Annually

**Expected Outcomes:** a) Entering freshmen will have intensive and continuous contact throughout their undergraduate careers with a mentor/partner with all the traditional benefits of a mentoring relationship; b) the concept of completing an undergraduate education in four years would be reinforced; c) a meaningful volunteer opportunity for alumni is provided; d) good visibility and credibility for the UMAA.

## SUMMARY OF WORD CHAINS AND PROJECT IDEAS FROM GROUP BRAINSTORMING SESSIONS

### Group A: Word Chains

Cuddle the commuter to avoid the traumatic big University  
Personalization for the disillusioned to have connection with the bureaucracy  
Connect student with a loan steppingstone to big dollars  
Focus the eager student to save time by reducing the complex  
Mentor the inexperienced student in the impersonal University to get a job  
Mentor the inexperienced student for a job in research  
Focus optimism connection diverse

### Group A: Project Ideas

- Cuddle the commuter to avoid the traumatic big University
- Sponsor an event at which administrators, staff, and faculty meet with commuter students
  - Sponsor a fun activity on campus to keep commuters on campus and have alumni available to provide rides home
  - For the first two years have small sections in classes and have students move together through classes. Arrange social events and mentoring to alums as part of this small group
  - Have multiple University campuses
- Mentor the inexperienced student in the impersonal University to get a job
- Paid internships at the undergraduate level in student's areas of interest (i.e., orderly in hospital for pre-med students)
  - Alums in private sector to provide paid internship opportunities and mentor students
  - City-wide internship program which would work like a charitable contribution
  - Cooperative internships between University and private sector
  - Social activities for groups of participants (interns and mentors) in the same subject areas for networking and connections
  - Alumni societies/UMAA provide clearinghouse for all internship opportunities (internship fair)

### Group B: Word Chains

Excite unprepared successful education  
Creative committed challenging institution  
Meaningful minority challenging community  
Improving overwhelmed spirited competition  
Personalization eager memorable competition  
Meaningful overwhelmed successful alumni  
Creative optimistic memorable outreach  
Meaningful optimistic successful education  
Committed radical outreach network

## **Group B: Project Ideas**

### Committed radical outreach network

- Creative innovative ways for learning
- Suburb networking/suburb student recruitment
- Rural high school competitions for scholarships by college/department
- Packaging recruitment differently (communities of color)
- Best of "U" faculty take an afternoon to teach in suburban high schools
- "U" students go to an area to discuss their major
- Evening lectures by professors that are free (non-ordinary "U" subjects)
- Utilize academic programs of "U" to deal with Twin Cities crime (rural (state-wide violence dialogue)
- Technical support groups from "U" to go out (students, faculty, alumni)
- Topics: Violence "U"/Sex "U"
- Community research and reaction to programming
- "U" resources available to community-initiated projects
- Program engaging younger alumni to enhance the student experience

### Creative committed challenging institution

- Alumni networking with retired faculty to develop/define the "U"
- Picnics on Northrop Mall
- Positive front-page news
- Alumni weekends in residence halls (FUN)
- Alumni-student relationships
- Pay all faculty the same salary
- Students vote on faculty salaries
- Implement healthy work environments
- Students plan summer college week
- Challenge high school students to design a plan that makes the "U" great--offer scholarships
- Convert dorms into residential colleges
- Develop monument to recognize creativity and contributions to the "U"
- Revitalize Coffman Union
- Sixth graders "College Day"

### Meaningful Minority Challenging Opportunity

- Bring 9th graders from reservations to the "U" for a quarter of classes
- Convert old Art Museum space in Northrop into Alumni Hall of Fame
- Bring leadership from minority community to strategic planning
- Pay minority students to be TAs or tutors in area high schools
- Create or expand daycare center for nontraditional students
- "U"-sponsored roundtable of city alumni, minority leaders, legal professionals, etc.
- Hire minority high school students to audit classes and critique teaching equality
- Increase minority mentoring
- Increase number of minority faculty and staff
- Utilize "U" staff in community building
- Create cultural presence at "U" (physical plant)

## **Group C: Word Chains**

Focus diverse enlighten competitions  
Grow enthusiasm memorable excellence  
Improve unprepared transition to excellence

## **Group C: Project Ideas**

### Focus diverse enlighten competitions

- Pair students of different backgrounds in discussion groups/competitions
- Assist w/recruiting process to ensure competitive, diverse population of students
  - Home visits by alumni to prospective students to recruit a diverse population
- Connect students with alumni in their hometown
- Program of following students from high school to job in chosen field
- Common project "globe" that builds ties between diverse students
- Develop projects for students that are an educational requirement beyond the classroom
- Project that lets students know what they can be involved in and why it is important
- Mechanism to keep students on campus and attract "non-urban" students

### Grow enthusiasm memorable excellence

- Pair older students (alumni) to help freshmen know the University
- Involve students using their enthusiasm in academic or other activities
  - Tie students to future jobs via visiting alumni in work setting
  - Create more one to one or small group interaction with professors
  - Provide student access to cultural activities
  - Program to get all students on a winning intramural team
- Connect students to great/quality part of University
  - Athletics - goal post crew
  - Students of similar interests would be paired to attend games (free!)
  - Sports and Rec access

### Improve unprepared transition to excellence

- Get University to recognize that it must continue to improve the student experience
  - Work with high school students to prepare students for the University experience
  - Go beyond Minnesota to get a broad population of students
  - Involve alumni in calling or meeting with students at the "U" on a regular basis
  - Student participation requirement

## **Group D: Word Chains**

Stimulate scholarship to enlighten excellence

Connect our diverse family heritage

Improve enthusiasm of students

Connect determined full-time students to pursue a career in quality education at the University

Improve optimistic growth through family heritage

Personalize the image of the "U" as a family

Eliminate frustrating bureaucracy

Personalize career opportunities and goals

Stimulate diverse educational opportunities

Connect students to careers

Stimulate enthusiastic student involvement

Promote lifelong participation through warm fuzzies

Broaden diversity in University family

Improve student involvement in research

## **Group D: Project Ideas**

### Personalize career opportunities and goals

- Outvisits to companies or professions by students all throughout their college years
- Assist college placement offices
- Create a U of M career bank for depositing alumni careers for student access via phone or personal visits
  -
- Connect student through alumni via bank to corporate resources
  - Make career bank accessible also to high school students/potential U students
  - Include information on companies that have informational interviews, other resources
- Connect alumni volunteer speakers as class resources/visitors via the alumni societies
- Mentoring

## **Group E: Word Chains**

Personalization Unprepared Career Supportive  
Connect Energy Memorable Heritage

## **Group E: Project Ideas**

### Personalization Unprepared Career Supportive

- Take a senior to lunch
- Have departments run an orientation program showing research, career opportunities, etc.
- Connect with student organizations
- Communicate connections (dept.) to community
- Alumni contact with high school juniors/seniors
- Internal/external mentor
- Accurate database
- Student access to young alumni
- Registration by fax/user-friendly registration
- UMAA coordinate database with collegiate advisors
- Quarterly info fairs

### Connect Energy Memorable Heritage

- Expand Homecoming
- Group of students meeting well-known or successful graduates
- Forgive student loans for service
- Reunions
- Student involvement in oral history of the "U"
- Write an opera
- Name a building after a student
- Publicize the University history to students
- Meetings with the President

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**

**EXECUTIVE COMMITTEE**

Thursday, December 9, 1993

7:30 a.m.

Popham, Haik, Schnobrich & Kaufman, Ltd.  
Minneapolis, MN

Present

Laura Langer  
Larry Laukka  
Janie Mayeron  
Linda Mona  
Bruce Thorpe  
Mike Unger

Unable to Attend:

John Bergstrom  
Ezell Jones

Staff Present

Al Anderson  
Margaret Carlson  
Diane Fisher  
Jean-Marie Hamilton  
Cheryl Jones  
Deanne Magnusson

UMAA National President Janie Mayeron called the meeting to order at 7:35 a.m.

**MINUTES**

The minutes of the October 14, 1993, Executive Committee meeting were approved as mailed.

**ALUMNI SOCIETIES, CHAPTERS, AND STUDENT RELATIONS**

Laura Langer reported that the Alumni Societies, Chapters, and Student Relations Committee will meet again in December. It is working on revising the criteria for chapters and affiliates.

Deanne Magnusson presented a matrix overview of UMAA outreach activity for 1992-93 and 1993-94 for alumni societies and geographical chapter activities. She stressed the need for increased volunteer ownership and expanded programming.

Magnusson expects a significant increase in the number of participants in alumni society mentoring programs. UMAA national board members who indicated that they are interested in mentoring will be matched with members of University Scholars in January 1994. Magnusson encouraged members of the Executive Committee to attend an alumni

society mentoring kickoff/orientation program so that they can better understand the scope and value of these programs. Larry Laukka asked that when the effectiveness of this program is assessed, the measures are both objective (numerical) and subjective (value-added for participants).

Magnusson also reviewed UMAA objectives/target areas for student recruitment (Mike Unger suggested that St. Paul be added as a target area).

Magnusson then reported on the training that was recently held for UMAA staff, which involved visits from alumni staff at Notre Dame and Penn State. Langer reported that she attended the Notre Dame portion of the training and found it very informative; in addition, she complimented the UMAA on its restructuring, especially the team leaders concept.

Magnusson presented the UMAA Student and Alumni Partnership Initiative (draft proposal), which will become operational by June 1, 1994. Mayeron complimented UMAA staff on the proposal, and she encouraged staff and committee members to think of a new, meaningful name for this initiative. One key volunteer will need to be chosen to lead this effort, as well as other volunteers to work with the individual schools before the January national board meeting when this plan will be presented in its final form.

#### **FINANCE COMMITTEE**

Linda Mona reported that the Finance Committee had a productive meeting on November 5, 1993.

Diane Fisher reviewed the 1992-93 audited financials and the October 1993 association and club financials. Membership income is lower than predicted, but Al Anderson is taking care to keep expenses in line, so there should not be a shortfall in this area. Magazine advertising revenues are below what was predicted because of sluggish sales for the Fall Preview. The UMAA is planning to hire an additional advertising sales representative as soon as possible. Fisher expects to end the fiscal year with a profit, primarily due to a significant savings in the personnel area.

The Alumni Club shows a profit. With the change in the location of the club, the staff is interested to see what happens when memberships come due and members must decide if they want to continue to use this membership benefit.

#### **MEMBERSHIP**

Anderson reported that association membership through December 1, 1993 was 26,105. He predicts that there will be growth in membership, but in smaller increments than he initially predicted. As a result of the less-than-anticipated results of telemarketing, our strategies will be altered and more targeted and focused appeals are planned. Membership solicitation activity will include personalized renewals, producing a new UMAA Member Directory, offering membership discounts to younger alumni, and a new benefits handbook. In response to a question from Mayeron, Anderson reported that telemarketing seems to work best with past members. Anderson will continue to gather more information on telemarketing effectiveness.

## **COMMUNICATIONS**

Jean-Marie Hamilton reported on the steps that were taken to correct the problems that occurred with the September/October issue of *Minnesota*. Bolger Publications and Hart Press covered \$20,000 of the costs involved in correcting the problems, so the total cost to UMAA was only \$1,000.

Hamilton also proposed that the UMAA Themes and Messages be presented to the national board for approval. The committee agreed that the Themes and Messages should be presented at the board meeting on January 22, 1994. Mayeron encouraged committee members to use the Themes and Messages when developing new names for projects, discussing the association, etc.

Margaret Carlson reported that there will be a retreat for magazine staff and key volunteer on December 14. Advertising sales will be an important topic for the retreat. Mayeron suggested that the volunteers play a role in bringing in magazine advertisements. Carlson said that the staff would be most pleased if the national board members would suggest potential magazine advertisers and assist in making the initial contact and visit. A list of our primary leads will be shared with the national board members in January.

## **EXECUTIVE DIRECTOR**

Carlson reported that University President Nils Hasselmo chose to place issues of *Minnesota* in the new University of Minnesota Sports Pavilion time capsule. The *Minnesota Daily*, which is available to more than 50,000 people in the University community, reprinted Carlson's column from *Minnesota* about the Medical School and leadership issues. Carlson reported that John French has written a letter supporting University 2000, which will be distributed to all past UMAA national presidents for signature, and mailed to the *Star Tribune*.

## **UNIVERSITY ISSUES**

Carlson reported that the University Issues Committee recommends approval of withdrawing \$13,000 from an Alumni Association endowment fund to fully fund the need-based portion of the UMAA Freshman Leadership Incentive Scholarship. The executive committee approved this recommendation, which will be sent to the national board for ratification in January 1994.

## **ALUMNI CLUB**

The draft agreement between the University of Minnesota Alumni Club and the Minneapolis Athletic Club was presented by Carlson and approved. A proposal to authorize the opening of a new Norwest bank account for the Alumni Club was presented by Diane Fisher. The executive committee approved the proposal, which will be sent to the national board for ratification in January.

## **UNIVERSITY 2000**

Carlson reported that the conceptual planning for University 2000 will be followed by strategic planning. UMAA/AR will be involved in cluster planning along with the other External Relations units, but we will also need to prepare a unit strategic plan. This plan will need to integrate the goals/expectations of the association, University, and other institutional partners such as the collegiate units, the University of Minnesota Foundation, Student Affairs, etc.

Larry Laukka stated that the time is right for the UMAA/AR to assess where we are going, how we will get there, and when we will accomplish our objectives. In fact, Laukka had presented the need for an overall strategic plan to the Communications Committee, without knowledge that the University had asked each unit to begin such a planning process.

Laukka stated that, as a businessman, he wonders if the UMAA/AR is as focused and specific as it needs to be. He proposed that a strategic planning committee be formed, and as incoming president he would be willing to chair the group. Laukka stated that he believes that we might be wise to hire a strategic planning facilitator to guide us through the process. The committee agreed that the proposed strategic planning process be considered by the national board in January, including hiring a consultant, and if approved, the March board meeting be devoted to a major discussion of strategic planning. The goal will be to have a finalized plan by the June board meeting.

#### **GATEWAY**

Laukka provided some history of the proposed Gateway Center and his involvement with this effort. The project has been scaled down and Laukka believes that it is now "saleable and doable" but that the entire UMAA board needs to be truly invested for the project to get done. The committee agreed that the Gateway project is important to consider in regard to both UMAA/AR strategic planning (how the project fits into UMAA priorities and resources) and the overall University 2000 plan (the Gateway can be positioned as a physical place that will help the University achieve some of the U2000 goals). It was agreed that the Gateway will be discussed by the national board in March in conjunction with the strategic planning discussion.

#### **LEGISLATIVE**

Bruce Thorpe reported that 1993-94 is a capital request year at the legislature but that University 2000 is on legislators' minds, also. Thorpe is working with Carla Maxwell, UMAA legislative network coordinator, on legislative activity, which will include figuring out where effective, continuing alumni/legislator relationships exist.

Carlson thanked the executive committee for its volunteer efforts and commitment. She presented Mayeron with a University of Minnesota "M" sweater as a holiday gift from the staff and volunteers.

Mayeron adjourned the meeting at 9:30 a.m..

Submitted by,

Cheryl Jones  
Executive Assistant

for

Bruce Thorpe  
UMAA Secretary

**NATIONAL BOARD MEETING**

**Saturday, January 22, 1994  
The Campus Club**

Board Members Present

John Adams  
John Bergstrom  
Kristine Bettin  
Mark Bregman  
Concha Brown  
Georgiann Errigo  
Mary Flinn  
Roxann Goertz  
Ezell Jones  
Ron Jost  
Jay Kiedrowski  
Laura Langer  
Larry Laukka  
Dick Lindgren  
Becky Malkerson  
Janie Mayeron  
John O'Leary  
Willard Powell  
Kati Sasseville  
Wendy Sharpe  
Cecil Smith  
Mary Ellen Spector  
Bruce Thorpe  
Marvin Trammel  
Ted Tulashie  
Tony Wagner  
Tony Yapel

UMAA Staff Present

Mark Allen  
Al Anderson  
Sam Berens  
Margaret Carlson  
Chris Coughlan-Smith  
Travelle Evans-Vann  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Carmela Kranz  
Deanne Magnusson  
Carla Maxwell  
Terri Mische-Riebel  
Rachel Pocras  
Karen Riggs  
Frank Robertson  
Teresa Scalzo  
Dan Swartz

Other Staff Present

Gerald Fischer

Board/Staff Unable to Attend

Ann Anderson  
Jayne Caldwell  
Dave Dufault  
Joe Gibilisco  
Curman Gaines  
Michael Hart  
Ann Huntrods  
Steve Jackelen  
Carol Johnson  
Keith Krueger  
Duane Kullberg  
Audrey Kuempel McGregor  
Linda Mona  
Kathleen O'Brien  
Angela Pierce  
Brian Thalmann  
Ross Toepel  
Mike Unger  
Dick Whitney  
Lori Winters

University of Minnesota Alumni Association (UMAA) National President Janie Mayeron called the meeting to order at 8:30 a.m.

### **CONSENT AGENDA**

The consent agenda included the Alumni Club bank account; the fiscal year 1993 audited financial statements for the association and the club; and the association and club financials as of November 1993, all of which were approved as mailed. The minutes from the November 13, 1993, national board meeting were amended to include a summary of the University 2000: Conversations with Minnesota dated November 13, 1993 (attached).

### **UMAA FRESHMEN LEADERSHIP INCENTIVE SCHOLARSHIP**

Ezell Jones, for the UMAA University Issues Committee, recommended that the board approve the withdrawal of \$13,000 from an alumni association endowment fund to fully fund the need-based portion of the UMAA Freshman Leadership Incentive Scholarship. The recommendation was approved.

### **MEMBERSHIP REPORT**

Al Anderson, UMAA marketing and membership director, reviewed UMAA membership from 1980 to present. Membership peaked in 1990 and is currently at 25,136. Anderson reviewed the success of recent promotions, the most successful of which were the mailing to buyers of the Memorial Stadium commemorative bricks and the Internet advertisement in *Computer User*. Future membership challenges include how to collaborate with the University of Minnesota Foundation (UMF) and collegiate units, and how to effectively target promotions.

Board members introduced themselves and told how and why they became involved with the UMAA. John Adams said that he would be willing to sign a general letter asking faculty alumni to join the UMAA.

### **FINANCE REPORT**

Diane Fisher, UMAA finance and operations director, provided an overview of UMAA revenue sources since 1984. In 1984, membership dues made up approximately one-third of total operating revenue. While membership dollars have increased from that time, this year membership dues are expected to be only 17 percent of the total. Revenue from endowments includes the obligated fund (life membership income) and the general endowment fund. Both of these funds are owned by the UMAA and invested by the UMF. Since 1984, these endowment funds have grown from \$2.7 million to a combined market value of \$7.6 million as of December 31, 1993.

The UMAA has discretionary authority over the use of the spendable portion of another group of endowment funds that do not appear on the UMAA balance sheet. The combined current market value of these funds is \$2.6 million.

In addition, UMAA generates operating revenue from *Minnesota* ad sales, commissions on travel tours, royalties, Internet, and the annual meeting. This is an area with significant growth potential.

The final source of revenue is funding from the University. In 1984 the University contributed \$412,000, or 40 percent, of the UMAA operating revenue. 1994 support is \$1,168,000, or 46 percent, of the budget.

The UMAA is preparing a revised budget for 1994, which will be presented to the UMAA finance committee in February and to the national board in March. Fisher said that the major financial challenges facing the UMAA in the next year include stabilizing the funding of programs supported by non-recurring funds, long-term office space, and membership income.

Dick Lindgren inquired as to whether or not the selection and cost of the UMAA auditor should come before the board. Carlson will check the UMAA by-laws.

#### **COMMUNITY-BASED ALUMNI/STUDENT PARTNERSHIP INITIATIVE**

Roxann Goertz presented a draft proposal for the "University of Minnesota Alumni Association Community Connection: Student and Alumni Partnership," the goal of which is to develop a long-term alumni-sponsored program that enhances the student experience for new and current undergraduate students, developing in these students a lifelong connection to the University and to the UMAA.

Board members suggested the following possibilities for a name for this initiative: Town and Gown, the Student Connection, and 'U' Connect: (Community Name). UMAA will need to work to avoid confusion about the various UMAA and University mentoring programs when promoting this new initiative. This program will provide an excellent opportunity for recent and young alumni to get involved. Professor Adams feels sure that University professors will support this project, and that it will generate a lot of student-to-student enthusiasm because today's students need much more useful information about adjusting to the real world.

#### **ALUMNI LEGISLATIVE NETWORK: CAMPAIGN '94**

Carla Maxwell, UMAA Alumni Legislative Network coordinator, reported that the goals of the legislative advisory committee are to support the University's 1994 legislative requests and to expand the alumni network. The University's capital bonding request totals \$107,486,000, which includes \$20 million for deferred maintenance, \$20 million for health and safety, \$41,286,000 for a new library archives facility, \$25 million for a new Carlson School of Management facility, and \$1.2 million for property assessments.

Maxwell called the board to action by requesting that members join the network; recruit new members to the legislative network; call, visit, and write their legislators; and provide her with feedback. She urged the board to keep their messages simple, short, consistent, and frequent. Kati Sasseville spoke in support of Maxwell's recommendation that board members attend precinct caucuses. Sasseville said that these caucuses are excellent opportunities for alumni to talk about the importance of education and the University of Minnesota.

### **UMAA THEMES AND MESSAGES**

Sasseville reported on behalf of the UMAA Communications/Membership committee. She reviewed the "UMAA Themes and Messages" document, a set of consistent and clear messages designed to enhance all UMAA communication. The themes and messages, developed last year by the UMAA Communications Committee and management team, were unanimously approved.

Jean Marie Hamilton, UMAA communications director, led the board in small group discussions and role playing to practice incorporating the themes and messages into the group's activities as members of the UMAA and as alumni.

Hamilton introduced Peggy Duffy-Johnson, *Minnesota* sales representative. Duffy-Johnson said that the September-October 1994 issue of *Minnesota* would be the fourth special fall preview issue. She asked the board for assistance in contacting a number of companies to advertise in the magazine.

### **UMAA STRATEGIC PLANNING**

Before presenting strategic planning, Larry Laukka updated the board on plans for the Gateway. He explained that the building plans have been downsized and that he is renewing his efforts to bring fund-raising for the Gateway to the forefront.

Laukka reported that, as the University is undertaking a major effort to re-define itself through University 2000, each of the collegiate and support units have also been asked to prepare a strategic plan. He strongly believes that the time is right for the UMAA to assess where we are going, how we will get there, and when we will accomplish our objectives. He had presented the need for an overall strategic plan to the UMAA Communications Committee before he was aware that the University had begun its planning process. Laukka recommended that the board ratify a resolution that the UMAA spend \$3,000 to hire Mona, Meyer, McGrath, and Gavin to facilitate a strategic planning retreat for association staff and volunteers, and \$2,000 for overnight accommodations, meals, and room rental.

There was considerable discussion about the proposed strategic planning. Board members expressed the following concerns and comments:

- The UMAA needs to expand our base of committed members.
- Alumni who are not on the UMAA national board should be included in the planning.
- Staff comprise one-third of the planning group, which seems an unusually high percentage of participants.
- In planning for membership, consider a more decentralized approach, working with the collegiate units.
- Consider the large group of alumni non-graduates, who very possibly have negative feelings about the University.
- More information is needed as to why alumni do and don't join the association.

The resolution was approved.

### **1994 ANNUAL MEETING**

Wendy Sharpe announced that the 1994 UMAA 90th Anniversary Celebration/Annual Meeting will be Tuesday, May 10, 1994, at 5:30 p.m., in the Gibson/Nagurski Football Complex. Tickets will be \$35 for members and \$40 for nonmembers. There will be a \$5 early bird discount for those buying tickets before April 1. Also new this year will be a special student section. The keynote speaker will be alumnus and past association president Harvey B. Mackay. Mackay will donate copies of his latest book, *Sharkproof!* The Radisson Metrodome is donating the food and beverage. Approximately 2,000 attendees are anticipated. Further details will be presented at the March national board meeting.

### **EXECUTIVE DIRECTOR**

Margaret Carlson thanked board members for their efforts. She said that the UMAA board is truly a balanced board--they not only set policy but bring feeling and hard work to what they do.

Carlson clarified that the strategic planning retreat is only a first step in developing the plan. The national board will have opportunities to participate in strategic planning, as will collegiate alumni societies and alumni chapters, beginning with the March national board meeting. In addition to the volunteer input, key University units will need to be involved since UMAA/AR receives nearly \$1 million in funding from the University for alumni relations work. Included groups will be the Joint Task Force on the UMAA/UMF/U, the University Alumni Council, the Community Building Task Force, and the Dean's Council.

Kathy O'Brien, associate to the University president, is leaving the University in mid-February to become the city coordinator for Minneapolis. Carlson commended O'Brien on her work at the University and said that she will miss working with her. The University will fill O'Brien's position as soon as possible. In addition, the search for the University Vice President for External Relations, to whom Carlson will report, is well underway. Janie Mayeron and Duane Kullberg are serving on the search committee for this position.

Carlson will be attending many Presidents Club, alumni chapter, and alumni society meetings and events in March through June.

Last year, the UMAA won a CASE gold medal last year for the Memorial Stadium brick sale, which raised more than \$50,000 for scholarships. Carlson presented CASE award certificates to Ron Johnson, former UMAA membership and marketing director; Teresa Scalzo, UMAA associate editor; and Jeff Sturkey, University Relations, for their work on the brick sale. In turn, Sturkey presented Carlson with a CASE award certificate and complimented her on her collaboration and leadership skills. Carlson presented Jean Marie Hamilton, editor of *Minnesota*, with a framed copy of her *Minnesota* story, "For Dad," which won a CASE silver medal. Carlson commented that UMAA staff--and volunteers--need to take time to recognize and celebrate their accomplishments.

Page 6  
UMAA National Board Meeting Minutes  
January 22, 1994

**ALUMNI CLUB**

The recommendation to ratify the new lease agreement with the Minneapolis Athletic Club was approved.

Mayeron adjourned the meeting at 12:00 noon.

Respectfully submitted by,

Cheryl M. Jones

For Bruce Thorpe, Secretary

December 23, 1993

Finance Committee  
University of Minnesota Alumni Association  
501 Coffman Memorial Union  
300 Washington Avenue S.E.  
Minneapolis, MN 55455

Dear Committee Members:

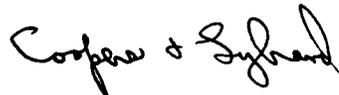
In planning and performing our audits of the financial statements of the University of Minnesota Alumni Association and the University of Minnesota Alumni Club for the year ended June 30, 1993, we considered the Organizations' internal control structure in order to determine our auditing procedures for the purpose of expressing our opinions on the financial statements. Although our audits were not designed to provide assurance on the internal control structure, we noted certain matters involving the internal control structure and its operation, and are submitting for your consideration related recommendations designed to help the Organizations make improvements. Our comments reflect our desire to be of continuing assistance to the Organizations.

The accompanying comments and recommendations are intended solely for the information and use by management and others within the Organizations.

We wish to take this opportunity to thank you and your personnel for the cooperation we received during the course of our work and in developing these recommendations.

We are, of course, available to assist you at any time in implementing changes based upon these recommendations. We appreciate the opportunity to have been of service to you and the Organizations. Should you have any questions about our recommendations, this letter, or other matters, please contact us at your convenience.

Very truly yours,



JPO:jlp

cc: Diane Fisher

REPORT OF INDEPENDENT ACCOUNTANTS

The Board of Directors  
University of Minnesota Alumni Association:

We have audited the accompanying balance sheet of the University of Minnesota Alumni Association as of June 30, 1993, and the related statements of revenues, expenses and changes in fund balances and cash flows for the year then ended. We previously audited and reported upon the financial statements of the University of Minnesota Alumni Association for the year ended June 30, 1992, totals of which are included for comparative purposes only. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

C O N T E N T S

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MINNESOTA ALUMNI ASSOCIATION

CURRENT YEAR COMMENTS

1. Require Supervisory Approval of Executive Director's Requests for Expense Reimbursement

During our audit, we noted that supervisory approval of employee expense reimbursement requests is required for all employees, except for reimbursements made to the Executive Director.

We recommend that the Association establish a policy requiring review and approval of the Executive Director's requests for expense reimbursement. The review should be performed by a national Board officer.

2. Establish a Conflict-of-Interest Policy

We noted during our audit that the Association has not established a policy addressing conflict-of-interest matters related to financial interests of employees and Board members in vendors.

We recommend the Association establish a conflict-of-interest policy which outlines the extent to which investments in vendors are permitted and establish a timetable for periodic reporting by employees and Board members of their compliance with the policies. Also, a policy should be established related to the voting rights of Board members in relation to the usage of vendors in which they have a financial interest.

PRIOR YEAR COMMENTS REQUIRING FURTHER FOLLOW-UP

1. Establish a Policy on Accounting for Donated Artwork

The Association has not had a formal policy on accounting for donated works of art and as a result, works of art have been

capitalized in excess of their fair value in the past. We recommended that the Association establish and document a policy addressing the value to be assigned to works of art and the method of recording depreciation.

Status:

The Organization no longer has works of art capitalized on its balance sheet. However, we continue to recommend that such a policy be established and documented for future use.

2. Update Accounting Policies and Procedures Manual

During our review of systems documentation it was noted that the accounting policies and procedures manual has not been revised recently and, as a result, it has become outdated in many aspects. We recommended that the manual be revised and/or updated to reflect the Association's current policies and procedures.

Status:

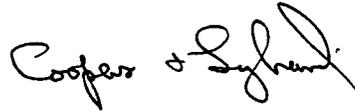
The Association has completed the first phase of updating the policies and procedures manual, which involved restructuring the chart of accounts and expense authorization guidelines. Management intends to continue pursuing this project during the next fiscal year.

PRIOR YEAR COMMENTS RESOLVED

1. Establish a Capitalization Policy for Fixed Assets

During our 1992 audit of fixed assets, we found that the Association capitalized a number of assets with costs as low as \$50. In order to improve efficiency and simplify the maintenance of the fixed asset records, we recommended that the Association establish a policy for capitalizing only those

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the University of Minnesota Alumni Association as of June 30, 1993, and the results of its operations and changes in its cash flows for the year then ended in conformity with generally accepted accounting principles.

A handwritten signature in cursive script, appearing to read "Cooper & Lybrand".

Minneapolis, Minnesota  
September 24, 1993

assets with a cost of \$500 or greater. Those assets below \$500 should be expensed as incurred.

Status:

The Association implemented a policy for capitalizing only those assets with a cost of \$500 or greater. Expenditures below \$500 are expensed as incurred.

2. Review the Liability for Societies' Program Fund Grants

During our 1992 audit, we noted the Association had in its general ledger a liability under the old constituent society program fund of approximately \$42,000. The \$42,000 liability represented the unused funds that accumulated during the program fund's duration. We recommended that the Board come to a decision regarding the use of the funds that accumulated in this liability account prior to fiscal year 1988.

Status:

A Board approved transfer of the funds was made to a scholarship fund held by the University of Minnesota Foundation.

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

BALANCE SHEET, June 30, 1993  
(with comparative totals for 1992)

ASSETS	<u>Operatin. Fund</u>
Current assets:	
Cash	\$ 85,304
Accounts receivable	22,425
Prepaid expenses	28,555
Due from University	22,076
Due from endowment fund held by University	54,053
Cash held for others	<u>14,077</u>
Total current assets	226,490
Investment securities, at fair value	
Prudential Insurance Company of America - advance premium account	
Property and equipment:	
Equipment, at cost, less accumulated depreciation of \$90,016 in 1993 and \$75,886 in 1992	
Leasehold improvements, at cost, less accumulated amortization of \$29,013 in 1993	
Foundation-held funds receivable	<u>16,562</u>
	<u>\$243,052</u>
LIABILITIES AND FUND BALANCES	
Current liabilities:	
Accounts payable and accrued expenses	66,071
Payable to alumni society groups	12,354
Cash held for others	14,077
Interfund payables (receivables)	(83,283)
Deferred revenue	<u>84,605</u>
Total current liabilities	93,824
Fund balances	<u>149,228</u>
	<u>\$243,052</u>

The accompanying notes are an integral  
part of the financial statements.

1993			1992
<u>General Obligated Fund</u>	<u>General Endowment Fund</u>	<u>Total</u>	<u>Total</u>
		\$ 85,304	\$ 71,209
		22,425	35,785
		28,555	26,727
		22,076	
		54,053	
		<u>14,077</u>	<u>15,588</u>
		226,490	149,309
\$3,631,812	\$3,668,656	7,300,468	6,229,163
	86,872	86,872	83,222
	82,721	82,721	63,865
	87,038	87,038	
		<u>16,562</u>	<u>19,720</u>
<u>\$3,631,812</u>	<u>\$3,925,287</u>	<u>\$7,800,151</u>	<u>\$6,545,279</u>
		66,071	78,531
		12,354	53,320
		14,077	15,588
29,209	54,074	<u>84,605</u>	<u>36,868</u>
29,209	54,074	177,107	184,307
<u>3,602,603</u>	<u>3,871,213</u>	<u>7,623,044</u>	<u>6,360,972</u>
<u>\$3,631,812</u>	<u>\$3,925,287</u>	<u>\$7,800,151</u>	<u>\$6,545,279</u>

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCES

for the year ended June 30, 1993  
(with comparative totals for 1992)

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Revenues:

Membership fees:

One, three and five year  
Life

Total memberships

Contributed support from the University  
Interest and dividends  
Net appreciation in the fair value of investment securities  
Group insurance dividends contributed by members  
Advertising  
Tours  
Endowment support  
Other

Total revenues

Expenses:

Publications and promotions  
Salaries and employee benefits  
Office supplies and materials  
Data processing service  
Travel and subsistence  
Contribution to alumni societies  
Depreciation  
Rent  
Insurance  
Scholarships and awards  
Other

Total expenses

Excess (deficiency) of revenues over expenses

Fund balances, beginning of year

Other changes in fund balances:

Transfer to operating fund  
Transfer to finance current operations  
Transfer of equipment to General Endowment Fund

Fund balances, end of year

The accompanying notes are an integral  
part of the financial statements.

1993				
<u>Operating Fund</u>	<u>General Obligated Fund</u>	<u>General Endowment Fund</u>	<u>Total</u>	<u>1992 Total</u>
\$ 431,118			\$ 431,118	\$ 403,222
	\$ 26,338		26,338	51,481
431,118	26,338		457,456	454,703
1,067,723			1,067,723	1,035,896
4,244	144,516	\$ 146,719	295,479	214,396
	499,080	494,194	993,274	541,290
		61,196	61,196	20,452
185,500			185,500	148,124
51,854			51,854	27,918
246,653			246,653	75,484
172,757			172,757	102,611
<u>2,159,849</u>	<u>669,934</u>	<u>702,109</u>	<u>3,531,892</u>	<u>2,620,874</u>
530,440			530,440	576,768
1,175,247			1,175,247	1,107,891
95,789			95,789	70,058
135,489			135,489	137,244
41,369			41,369	28,218
67,738			67,738	86,033
		61,608	61,608	25,749
41,667			41,667	
9,673			9,673	12,500
85,250			85,250	30,000
16,562	2,500	6,488	25,550	56,161
<u>2,199,224</u>	<u>2,500</u>	<u>68,096</u>	<u>2,269,820</u>	<u>2,130,622</u>
(39,375)	667,434	634,013	1,262,072	490,252
24,373	3,082,169	3,254,430	6,360,972	5,870,720
19,720		(19,720)		
316,000	(147,000)	(169,000)		
(171,490)		171,490		
<u>\$ 149,228</u>	<u>\$3,602,603</u>	<u>\$3,871,213</u>	<u>\$7,623,044</u>	<u>\$6,360,972</u>

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

STATEMENT OF CASH FLOWS

Increase (Decrease) in Cash

for the year ended June 30, 1993  
(with comparative totals for 1992)

Cash flows from operating activities:

Excess (deficiency) of revenues over expenses  
Adjustments to reconcile excess (deficiency) of revenues over expenses to net cash provided (used) in operating activities:  
Depreciation  
Provision for bad debts  
Loss on disposal of equipment  
Investment income  
Changes in assets and liabilities:  
Accounts receivable and prepaid expenses  
Due from University  
Due from endowment fund held by University  
Foundation-held funds receivable  
Accounts payable and accrued expenses  
Foundation-held funds payable  
Payable to alumni society groups  
Interfund payables/receivables  
Deferred revenue  
Board-approved transfers:  
Transfer to operating fund  
Transfer to finance current operations  
Transfer of equipment

Net cash provided (used) in operating activities

Cash flows provided (used) in investing activities:

Purchases of investment securities  
Proceeds from sales of investment securities  
Increase in advance premium account - Prudential Insurance Co. of America  
Withdrawal from advance premium account - Prudential Insurance Co. of America  
Purchase of property and equipment  
Proceeds from sale of equipment

Net cash provided (used) in investing activities

Net increase in cash

Cash at beginning of year

Cash at end of year

The accompanying notes are an integral part of the financial statements.

1993					1992
<u>Operating Fund</u>	<u>General Obligated Fund</u>	<u>General Endowment Fund</u>	<u>Total</u>		<u>Total</u>
\$ (39,375)	\$ 667,434	\$ 634,013	\$ 1,262,072		\$ 490,252
		61,608	61,608		25,749
		3,934	3,934		3,939
	(643,596)	(637,264)	(1,280,860)		(738,791)
11,532			11,532		(26,587)
(22,076)			(22,076)		
(54,053)			(54,053)		
(16,562)		19,720	3,158		5,234
(12,460)			(12,460)		5,331
(40,966)			(40,966)		(8,462)
(23,912)	(27,838)	51,750	47,737		4,307
47,737					34,993
19,720		(19,720)			
316,000	(147,000)	(169,000)			
(171,490)		171,490			
<u>14,095</u>	<u>(151,000)</u>	<u>116,531</u>	<u>(20,374)</u>		<u>(204,035)</u>
		(61,196)	(61,196)		(234,432)
	151,000	119,750	270,750		284,712
		(64,846)	(64,846)		(35,912)
		61,196	61,196		231,932
		(171,490)	(171,490)		(6,683)
		55	55		
	<u>151,000</u>	<u>(116,531)</u>	<u>34,469</u>		<u>239,617</u>
14,095			14,095		35,582
<u>71,209</u>			<u>71,209</u>		<u>35,627</u>
<u>\$ 85,304</u>	<u>-</u>	<u>-</u>	<u>\$ 85,304</u>		<u>\$ 71,209</u>

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

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Summary of Significant Accounting Policies:

ASSOCIATION DESCRIPTION:

The University of Minnesota Alumni Association (the Association) is organized to develop and encourage alumni interest in the University of Minnesota (the University) for the betterment of the University and its faculty, students, and graduates.

The Association also provides accounting and management support to the University of Minnesota Alumni Club.

FUND PURPOSES:

The funds of the Association do not carry restrictions by external parties. The Board of Directors, however, has designated funds for certain activities. The purpose of each fund, and Board designations on them, if any, are:

Operating Fund

Used to account for all revenues from one-, three- and five-year memberships, other sources of operation support, and expenses not designated for any other fund, which finance the principal activities and services of the Association.

General Obligated Fund

Designed by the Board of Directors to account for all revenues received from life memberships that will be used in future years to finance the principal activities and services of the Association. Expenses for this purpose are paid out of the Operating Fund after an annual transfer of funds from the Obligated Fund.

General Endowment Fund

The General Endowment Fund was established to receive resources not used for operations to provide a general endowment for Association programs and to hold property and equipment. Income of the General Endowment Fund may be transferred to the Operating Fund as determined by the Board of Directors.

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

Summary of Significant Accounting Policies, continued:

Fund Transfers

The Board of Directors approves all transfers between funds. During 1993, transfers of \$169,000 were made from the General Endowment Fund and \$147,000 from the General Obligated Fund to the Operating Fund to finance current operations and capital expenditures.

**BASIS OF PRESENTATION:**

The financial statements of the Association have been prepared on the accrual basis of accounting under the guidelines of the Audit and Accounting Guide for Audits of Certain Non-profit Organizations. Significant accounting policies followed by the Association are:

Valuation of Investment Securities

Investments are held in a commingled investment fund managed by the University of Minnesota Foundation (the Foundation). The assets of this fund (equity and debt securities and fixed interest obligations) that are traded on a national securities exchange are valued at the last reported sales price on the last business day of the year; investment securities traded in the over-the-counter market are valued at the last reported bid price.

The statement of revenues, expenses and changes in fund balances includes the net appreciation in the fair value of investment securities. This consists of both realized gains and losses and the change in unrealized appreciation/depreciation in the fair value of those investment securities held in 1993 and 1992.

Property and Equipment

Equipment is recorded at cost and depreciated using the straight-line method of depreciation with a ten-year life for office equipment and a five-year life for computer equipment. Leasehold improvements are recorded at cost and are amortized using the straight-line method over the four-year life of the lease. The cost and related accumulated depreciation on asset disposals are removed from the accounts and any gain or loss thereon is included in operations. Maintenance and repairs are charged to expense as incurred.

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

Summary of Significant Accounting Policies, continued:

BASIS OF PRESENTATION, continued:

Memberships

The Association records one-year and life memberships as revenues in the period received while three- and five- year membership revenues are deferred and amortized to income over three and five years, respectively, using the straight-line method. The Association records life membership fees collected as revenue in the General Obligated Fund.

Interest and Dividends

Interest income is recorded as earned on an accrual basis and dividend income is recorded on the ex dividend date.

Pension Plans

All employees of the Association who meet age and length-of-service requirements participate in either civil service or faculty pension plans of the University. The plans require contributions by both employer and employees. Pension expense is included with salaries and employee benefits, as the amounts incurred are not separately identifiable, since employee benefits are all paid in aggregate. The Faculty Retirement plan is a defined contribution plan and is fully funded. The Civil Service Retirement plan is a defined benefit plan.

Income Taxes

The Association is classified as a tax-exempt organization by the Internal Revenue Service under the provisions of Section 501(c)(3) of the Internal Revenue Code and is only subject to federal income tax on its net unrelated business income, which was insignificant in 1993 and 1992.

2. Related Party Transactions:

Certain expenses relating to the Association's operations are funded by the University and such funding is included as revenues in the accompanying statement of revenues, expenses and changes in fund balances. This funding consisted of \$1,067,723 and \$1,035,896 in 1993 and 1992, respectively, for a portion of the Association's salaries and employee benefits and rental of office space in 1993.

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

3. Investment Securities:

At June 30, 1993, investments with a fair value of \$7,300,468 are included in the Foundation Management Agency Fund (the Fund) managed by the Foundation, the Association's investment manager. Investments in the Fund are primarily equity and debt securities and fixed income investments. The Association's portion of the total fair value of the Fund investments was approximately 2.7% at June 30, 1993.

Net appreciation in the fair value of investment securities consisted of the following for the years ended June 30, 1993 and 1992:

	<u>1993</u>	<u>1992</u>
Net realized gain on the sale of investment securities	\$568,352	\$516,281
Net unrealized appreciation in the fair value of investment securities held	<u>424,922</u>	<u>25,009</u>
	<u>\$993,274</u>	<u>\$541,290</u>

4. Prudential Insurance Company of America - Advance Premium Account:

The Association has established a special reserve account with Prudential Insurance Company of America, its group life insurance carrier. This account accumulates policy dividends from the group life insurance plan in which some of the Association's members participate. Insured members voluntarily transfer all rights to interest and dividend earnings to the Association annually. Activity in the account during the two years ended June 30, was:

	<u>1993</u>	<u>1992</u>
Balance at beginning of year	\$ 83,222	\$ 279,242
Interest earned	3,650	15,460
Dividends earned	74,189	20,452
Transfer to contractual special reserve held by Prudential Insurance Company of America	(12,993)	
Withdrawal	<u>(61,196)</u>	<u>(231,932)</u>
Balance at end of year	<u>\$ 86,872</u>	<u>\$ 83,222</u>

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

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5. Cash Held for Others:

The Association contributes approximately \$2.50 per member of annual membership dues to each alumni society group to which the paying member belongs. These funds and other miscellaneous alumni society monies that are received by the Association are maintained in a bank account on behalf of the various alumni society groups. Contributions of annual membership dues to alumni society groups amounted to \$67,738 in 1993 and \$86,033 in 1992.

Cash held for others of \$14,077 and \$15,588 at June 30, 1993 and 1992, respectively, represents contributions to alumni society groups that are available for their use. The total amount payable to alumni societies is \$12,354 and \$53,320 at June 30, 1993 and 1992, respectively, remaining from previously specified Association alumni society program funds.

6. Funds Held for the Association:

The University and the Foundation hold and control certain additional funds at market value that, subject to various restrictions, are available to the Association. At June 30, 1993, the Foundation held \$170,412 available to the Association and an additional \$802,683 for which it is intended the principal remain intact. Similarly, at June 30, 1992, the University held \$202,118 available for Association use and \$1,322,589 for which it is intended the principal remain intact.

7. Leased Facilities:

Prior to September 1992, the Association used space provided by the University without charge. Beginning September 1, 1992, the Association subleases space from the Campus Club of the University of Minnesota under a four-year agreement which remains unsigned. The agreement expires on August 31, 1996 unless after August 31, 1994 the Association constructs a permanent facility for itself in which case the agreement automatically expires upon 90 days written notice. Monthly base payments of \$4,167 are required under terms of the agreement.

In addition to the base rent, the Association may be required to pay contingent rentals of up to \$30,000 per year if the Association has not made a good faith effort to purchase banquet services from the sublessor and provide goods and/or services at certain targeted levels. Management believes they have satisfied this obligation during fiscal year 1993 and, accordingly, have not recorded any amounts for contingent rentals.

REPORT OF INDEPENDENT ACCOUNTANTS

The Council of Governors

University of Minnesota Alumni Club:

We have audited the accompanying balance sheets of the University of Minnesota Alumni Club (the Club) as of June 30, 1993 and 1992, and the related statements of revenues, expenses and fund balance (accumulated deficit) and cash flows for the years then ended. These financial statements are the responsibility of the Club's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the University of Minnesota Alumni Club as of June 30, 1993 and 1992, and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles.

*Coopers & Lybrand*

Minneapolis, Minnesota  
September 24, 1993, except as to  
the information presented in  
Note 4 for which the date is  
December 1, 1993.

UNIVERSITY OF MINNESOTA ALUMNI CLUB  
BALANCE SHEETS, June 30, 1993 and 1992

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ASSETS	<u>1993</u>	<u>1992</u>
Current assets:		
Cash	\$118,957	\$116,859
Accounts receivable	650	
Prepaid expenses	<u>733</u>	<u>891</u>
Total assets	<u>\$120,340</u>	<u>\$117,750</u>
LIABILITIES AND FUND BALANCE		
Current liabilities:		
Accounts payable and accrued expenses	4,747	7,271
Deferred revenue	<u>75,986</u>	<u>98,666</u>
Total current liabilities	80,733	105,937
Fund balance	<u>39,607</u>	<u>11,813</u>
Total liabilities and fund balance	<u>\$120,340</u>	<u>\$117,750</u>

The accompanying notes are an integral  
part of the financial statements.

UNIVERSITY OF MINNESOTA ALUMNI CLUB

STATEMENTS OF REVENUES, EXPENSES AND  
FUND BALANCE (ACCUMULATED DEFICIT)

for the years ended June 30, 1993 and 1992

	<u>1993</u>	<u>1992</u>
<b>Revenues:</b>		
Membership and initiation fees	\$199,390	\$205,706
Interest income	<u>2,679</u>	<u>3,978</u>
Total revenues	<u>202,069</u>	<u>209,684</u>
<b>Expenses:</b>		
Salaries and employee benefits	61,121	72,333
Rent	60,000	60,000
Publication and promotion	18,283	20,634
Management and financial services	12,000	12,000
Supplies and materials	7,203	7,627
Insurance	1,135	1,350
Data processing services	8,773	8,722
Travel and subsistence	450	639
Other	<u>5,310</u>	<u>3,582</u>
Total expenses	<u>174,275</u>	<u>186,887</u>
Excess of revenues over expenses	27,794	22,797
<b>Fund balance (accumulated deficit):</b>		
Beginning of year	<u>11,813</u>	<u>(10,984)</u>
End of year	<u>\$ 39,607</u>	<u>\$ 11,813</u>

The accompanying notes are an integral part of the financial statements.

UNIVERSITY OF MINNESOTA ALUMNI CLUB

STATEMENTS OF CASH FLOWS

Increase (Decrease) in Cash

for the years ended June 30, 1993 and 1992

	<u>1993</u>	<u>1992</u>
Cash flows from operating activities:		
Excess of revenues over expenses	\$ 27,794	\$ 22,797
Changes in assets and liabilities:		
Accounts receivable	(650)	425
Prepaid expenses	158	162
Accounts payable and accrued expenses	(2,524)	746
Deferred revenue	<u>(22,680)</u>	<u>25,865</u>
Net cash provided by operating activities	2,098	49,995
Cash, beginning of year	<u>116,859</u>	<u>66,864</u>
Cash, end of year	<u>\$118,957</u>	<u>\$116,859</u>

The accompanying notes are an integral part of the financial statements.

UNIVERSITY OF MINNESOTA ALUMNI CLUB

NOTES TO FINANCIAL STATEMENTS

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1. Description of Organization:

The University of Minnesota Alumni Club (the Club) was incorporated as a nonprofit organization for the purpose of promoting the interests and objectives of the University of Minnesota in a social atmosphere and assisting the University of Minnesota Alumni Association (the Association). The Club is governed by a Council of Governors and managed by the Association's executive director. The president of the Club serves as a liaison member of the Association's National Board.

The Club has an operating agreement with the owner of a building who, in turn, has an agreement with a restaurant management company that operates the restaurant facilities in the Club (see Note 4). The restaurant management company is not paid a separate management fee by the Club but is entitled to the profits and losses from operating the restaurant service of the Club. As such, the operations of the restaurant are not included in the accompanying financial statements.

2. Summary of Significant Accounting Policies:

The accompanying financial statements under the guidelines of the Audit and Accounting Guide for Audits of Certain Nonprofit Organizations have been prepared using the accrual method of accounting.

REVENUE RECOGNITION:

Membership and initiation fees are recorded as revenue in the period earned. Unearned membership fees are amortized over the term of the membership and are reflected as deferred revenue on the balance sheet.

3. Federal Income Taxes:

The Club is a tax-exempt organization under Section 501(c)(7) of the Internal Revenue Code and is only subject to federal income tax on its net unrelated business income, which was insignificant in 1993 and 1992.

Continued

UNIVERSITY OF MINNESOTA ALUMNI CLUB

NOTES TO FINANCIAL STATEMENTS, Continued

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4. Leased Facilities:

At June 30, 1993, the Club leased space pursuant to terms of an operating lease agreement which required monthly rentals of \$5,000. The agreement expired on October 31, 1993. As part of the renegotiation process, the lessor notified the Club of its decision not to renew the lease.

After reviewing a number of options, management decided to relocate the Club's administrative and dining facilities to the Minneapolis Athletic Club (MAC) effective November 1, 1993. As of December 1, 1993, management of the Club and the MAC have reached an agreement in principal regarding the financial arrangement associated with the relocation. Management of the Club believes that the final agreement will include an assignment by the Club of all its dues, fees and other revenues to the MAC in return for monthly reimbursements from the MAC for personnel, marketing and administrative expenses subject to monthly maximum amounts.

5. Related Party:

The Club is provided financial and management services by the Association. The Club was charged \$12,000 for such services by the Association in 1993 and 1992.

UNIVERSITY OF MINNESOTA  
ALUMNI ASSOCIATION UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

*Making the Minnesota Connection*

**EXECUTIVE COMMITTEE**

Tuesday, March 1, 1994  
7:30 a.m.

Popham, Haik, Schnobrich & Kaufman, Ltd.  
Minneapolis, Minnesota

501 Coffman Memorial Union  
300 Washington Avenue SE  
Minneapolis, MN 55455-0396  
612-624-2323  
Fax 612-626-8167

Present

Ezell Jones  
Laura Langer  
Janie Mayeron  
Linda Mona  
Bruce Thorpe

Unable to Attend

John Bergstrom  
Larry Laukka  
Michael Unger

Staff Present

Al Anderson  
Margaret Carlson  
Diane Fisher  
Jean-Marie Hamilton  
Cheryl Jones

Staff Unable to Attend

Deanne Magnusson

UMAA National President Janie Mayeron called the meeting to order at 7:37 a.m.

**CONSENT AGENDA**

The consent agenda included the executive committee meeting minutes of December 9, 1993; resolutions to retain Coopers & Lybrand as auditors for 1994 and adapt the Safe Harbor lobbying election; and association and club financials through December 1, 1993. These were approved as mailed.

**FISCAL YEAR 1993-94 BUDGET REVISION**

Linda Mona and Diane Fisher explained the revisions to the 1993-94 UMAA budget. The mid-year, revised budget was approved as mailed. Mona agreed to call Dick Lindgren to explain that selecting the UMAA auditor is the responsibility of the UMAA Finance Committee rather than the national board, per Lindgren's question at the January board meeting.

**NOMINATING COMMITTEE RECOMMENDATION**

Executive director Margaret Carlson presented the UMAA Nominating Committee's report for chair Mike Unger. David Beaulieu, commissioner of the Minnesota Department of Human Rights, has been recommended to fill the open at-large position on the national board (due to Michael Huerth's resignation). The recommendation was approved.

**UMAA AFFILIATE GROUPS: SUGGESTED CRITERIA**

Laura Langer presented the recommended criteria for UMAA affiliate groups, which was developed by the UMAA Societies, Chapters, and Student Relations Committee. There was considerable discussion about the proposed criteria, especially in regard to potential impact on UMAA membership. It was agreed that these "special interest groups" are those groups that do not have a link to and/or do not fit within the current collegiate unit structure. It was also agreed that the UMAA should not encourage any group structure that does not require or emphasize membership in the association, nor should separate dues structures be created. It was agreed that the proposal should go back to the Societies,

Chapters, and Student Relations Committee for further consideration, and that the UMAA Membership and Marketing Director should be included in the discussion.

### **UMAA ANNUAL MEETING SPEAKERS**

The list of potential UMAA annual meeting speakers was updated to include Maya Angelou, Ruth Bader Ginsberg, Ellen Goodman, Bernice King, Greg LeMonde, Hazel O'Leary, Robert Redford, and Carl T. Rowan. A speaker for the 1995 annual meeting needs to be confirmed in time to make an announcement at the 1994 meeting on May 10. Bruce Thorpe agreed to pursue Maya Angelou and Jimmy Carter; Mona agreed to contact Robert Redford (via contact with Harvey Mackay, who is a friend of Redford); Mayeron agreed to pursue Ellen Goodman; and Carlson said that she would approach Luann Nyberg regarding Marian Wright Edelman.

### **UMAA STRATEGIC PLANNING**

Carlson reported on the meeting of the University Alumni Council (UAC) on February 14, 1994, at which Larry Laukka presented the results of the February 4-5 strategic planning retreat. The UAC members were pleased with the direction and emphasis of the UMAA strategic plan. They believe that the UMAA plays a crucial role in community and spirit-building; that the UMAA should better define and further develop its relationships with the collegiate units; and that support for the Gateway is extremely important, especially as the building relates to University 2000.

Carlson said that Scott Meyer of Mona, Meyer, McGrath, and Gavin will facilitate the strategic planning discussion at the upcoming UMAA national board meeting on March 12. Meyer will also facilitate two focus groups, made up of UMAA members/faculty/staff and never-members, designed to test the thinking behind the strategic plan. Carlson and Laukka would like to present the plan to the University deans in April, and bring the revised document back to the national board in May. The new University vice president for external relations will also need to endorse the plan when he/she comes on board.

Mayeron stated that she is serving on the search committee for this position; she said that there are four very good candidates and that it has been interesting to hear about external relations challenges at other institutions, which sound very similar to challenges that the University of Minnesota faces.

### **EXECUTIVE DIRECTOR**

Carlson reported that the UMAA is requesting money from the University's Strategic Investment Pool for 1994-95 to fund mentoring, student recruitment, and legislative staff positions and program costs.

A recommendation from the UMAA University Issues Committee to send a letter endorsing the use of the Regent Candidate Advisory Council (RCAC) in filling Ann Wynia's seat on the Board of Regents was approved. The letter will be sent under Mayeron's signature. The University Issues committee will hold a retreat on March 28, 1994, to develop recommendations for UMAA re-involvement in regent selection. The recommendations will come before the UMAA executive committee and national board before being sent to the RCAC in June.

John French, past national president, wrote a letter in support of University 2000 that was signed by 21 other past UMAA presidents. University President Nils Hasselmo included French's letter in his February 11, 1994, report to the regents. Thorpe encouraged committee members to speak in support of U2000 at this evening's precinct caucuses, and reported that an "Action Alert" has been mailed to the UMAA legislative network asking that network volunteers do the same.

Mayeron adjourned the meeting at 9:35 a.m.

Submitted by:

Cheryl Jones

for

Bruce Thorpe, UMAA Secretary

*Making the Minnesota Connection*

**NATIONAL BOARD MEETING**

**Saturday, March 12, 1994  
The Campus Club**

*501 Coffman Memorial Union  
300 Washington Avenue SE  
Minneapolis, MN 55455-0396  
612-624-2323  
Fax 612-626-8167*

Board Members Present

John Adams  
John Bergstrom  
Mark Bregmann  
Concha Brown  
Pat Duncanson  
Joe Gibilisco  
Roxann Goertz  
Ann Huntrods  
Ezell Jones  
Laura Langer  
Larry Laukka  
Becky Malkerson  
Janie Mayeron  
Willard Powell  
Kati Sasseville  
Wendy Sharpe  
Mary Ellen Spector  
Bruce Thorpe  
Marv Trammel  
Ted Tulashie  
Michael Unger  
Tony Yapel

Guests

Ken Albrecht, Mankato Board  
Judy Beniak, Public Health Board  
Ken Blomquist, Education Board  
Mary Buschetti, Agriculture Board  
Rosalie Carlson, Nursing Board  
Ev Dale, IT Board  
Ken Hayes, CLA Board  
Carrie Meixner, Dentistry Board  
Scott Meyer, Discussion Facilitator  
Diane Quinn, Rochester Chapter  
Fred Rengel, Natural Resources Board  
Kirsten Rogne, Pharmacy Board  
Marge Vogel, Red Wing Chapter

UMAA Staff Present

Mark Allen  
Al Anderson  
Sam Berens  
  
Jayne Caldwell  
Margaret Carlson  
Chris Coughlan-Smith  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Carmela Kranz  
Deanne Magnusson  
Carla Maxwell  
Terri Mische-Riebel  
Angela Pierce  
Rachel Pocras  
Teresa Scalzo  
Lori Winters

Other Staff Present

Dave Teslow  
Tom Yuzer

Board/Staff Unable to Attend

Kris Bettin  
Georgiann Errigo  
Travelle Evans-Vann  
Mary Flinn  
Curman Gaines  
Michael Hart  
Carol Johnson  
Jay Kiedrowski  
Keith Krueger  
Dick Lindgren  
Audrey Kuempel McGregor  
Linda Mona  
John O'Leary  
Karen Riggs  
Frank Robertson  
Michael Sullivan  
Ross Toepel  
Dick Whitney

University of Minnesota Alumni Association (UMAA) National President Janie Mayeron called the meeting to order at 8:35 a.m.

Mayeron announced that, based on the responses to the survey that was mailed to board members, the next meeting of the UMAA National Board has been changed to Saturday, May 7, 1994, from 8:30 a.m. to noon.

Mayeron said that many guests are attending this meeting because UMAA alumni society and chapter presidents/volunteers had been invited to participate in strategic planning. Mayeron asked board members, guests, and staff to introduce themselves.

### **CONSENT AGENDA**

The consent agenda included the minutes from the January 22, 1994, national board meeting; the association and club financials as of January 31, 1994; the UMAA fiscal year 1994 budget revision; the recommendation to retain Coopers & Lybrand as auditors for fiscal year 1994; the recommendation to file IRS form 5768 (Safe Harbor Lobbying Election); the recommendation to appoint David Beaulieu to fill the open at-large position on the national board; and the association membership report through March 3, 1994 (total members: 26,018); all of which were approved as mailed.

### **STRATEGIC PLANNING**

Larry Laukka, first vice president, presented the draft of the UMAA strategic plan that was formulated at a UMAA volunteer/staff planning retreat on February 4-5, 1994, and reviewed the strategic planning process and timetable.

Laukka introduced Scott Meyer of Mona, Meyer, McGrath, and Gavin, who facilitated the February 4-5 retreat. Meyer explained the strategic planning document in detail, and asked for feedback from the board on each section of the document. As a result of the three-hour discussion, the comments and opinions were compiled and appear on the planning document (see Draft Four--attached). Next steps include input from three focus groups (current, past, and never members), the Dean's Council, the new vice president of external relations, etc. At the May 7 national board meeting, the strategic plan will be finalized.

Meyer thanked the board for its input and encouraged participants to call or write the UMAA if they have any additions or further changes to the plan that they did not bring up in the meeting.

### **GATEWAY CENTER**

As part of the strategic planning discussion involving the UMAA's five-year goals, Laukka explained the vision for the proposed Gateway Center and reiterated its importance as a physical manifestation of University 2000, especially the user-friendliness components of the plan. Mayeron stated that, while the group of volunteers and staff who developed the initial strategic plan strongly support the Gateway, she would like to know if there is board support for the Gateway because of the staff/volunteer resources that will be required to achieve this goal. Mayeron asked for a "straw vote" on including the Gateway as the UMAA's top five-year goal; 85 to 90 percent of the board voted "yes."

## REPORTS

Carla Maxwell, UMAA Legislative Network coordinator, reported on the University's legislative request. Maxwell requested that board members contact key legislators in support of the U's bonding bill and supplemental request for U2000.

Al Anderson, UMAA marketing and membership director, reminded the board that the 1994 UMAA 90th Anniversary Celebration/Annual Meeting on May 10, 1994, is an important event, and encouraged members to purchase tickets and tables. Harvey Mackay, who recently won a "best speaker" award from Toastmasters International, will be the keynote speaker. Student tickets will be \$5 each for theater-style seating and a box dinner.

Margaret Carlson, UMAA executive director, reported that the University Issues Committee is looking into how the UMAA might re-involve itself in issues affecting the Board of Regents and regent selection, including potential cooperation with and assistance to the Regent Candidate Advisory Council. This committee will hold a retreat on March 28.

Carlson thanked board members Jay Kiedrowski, Laura Langer, and Becky Malkerson for the advertisements that their companies have recently placed in *Minnesota*. Carlson distributed a list of potential advertisers and asked board members to let her know if they have a connection to any of the advertisers on the list.

Men's Intercollegiate Athletics has asked the UMAA to organize a pepfest before the basketball team's appearance in the NCAA tournament. Carlson announced that the UMAA is sponsoring a "Maroon and Gold Day" on each day that the Gophers play in the tournament. In conjunction with WCCO-Radio, listeners will be asked to call the UMAA if their company agrees to show their colors on game day. The station has agreed to read the names of all companies on the air, as well as giving recognition to the UMAA as the sponsor of this spirit-building event.

Carlson thanked board members for their participation and input to the UMAA's strategic plan. On May 7, the revised plan will be presented to the board for final approval.

Mayeron adjourned the meeting at noon.

Respectfully submitted by,

Cheryl M. Jones, Executive Assistant

for

Bruce Thorpe, UMAA Secretary

making the Minnesota Connection **EXECUTIVE COMMITTEE MEETING**

April 4, 1994  
7:30 a.m.

Popham, Haik, Schnobrich & Kaufman

501 Coffman Memorial Union  
300 Washington Avenue SE  
Minneapolis, MN 55455-0396  
612-624-2323  
Fax 612-626-8167

Executive Committee Members Present

John Bergstrom  
Laura Langer  
Larry Laukka  
Janie Mayeron  
Bruce Thorpe

UMAA Staff Present

Al Anderson  
Margaret Carlson  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Deanne Magnusson

Unable to Attend

Ezell Jones  
Mike Unger

Guests Present

Walt Bachman  
Ann Huntrods

UMAA national president Janie Mayeron called the meeting to order at 7:35 a.m. Mayeron introduced guests Ann Huntrods, chair, and Walt Bachman, member, of the University Issues Committee.

Board of Regents/Conflict of Interest Issue

The University Issues Committee held a retreat on March 28, 1994, to prioritize ways that the UMAA might re-involve itself in regent selection and other issues concerning the Board of Regents. Among other issues, the committee discussed the apparent lack of a Board of Regents process for evaluating potential conflicts of interest among the regents themselves --particularly when there has been a material change in a regent's status from the time that he or she was appointed. Following the discussion at the committee meeting, Huntrods and Larry Laukka spoke by telephone with Jean Keffeler, Board of Regents chair, about this issue.

The University Issues Committee recommended that the UMAA Executive Committee send a letter to Keffeler offering the UMAA's services in appointing an independent blue ribbon committee to review and recommend to the regents a standard policy and process for evaluating material changes in a regent's status that might result in a potential conflict of interest.

There was discussion among the Executive Committee regarding the potential independent blue ribbon committee, including whether such a committee should be volunteer or UMAA-staffed. It was agreed that this committee would need to be on a fast timeline, and that the Regents Candidate Advisory Council should somehow be involved.

A motion was approved to send a letter to Keffeler on April 5, and a draft letter was reviewed. Mayeron will be the official spokesperson on this issue, and Mayeron and Margaret Carlson will attend the Board of Regents meeting on April 8, when Keffeler will

introduce the UMAA letter in her report. It was also agreed that a UMAA volunteer, possibly the chair of the University Issues Committee, should attend all monthly Friday morning Board of Regents meetings in the future.

**UMAA Credit Card Program**

Diane Fisher, UMAA finance and operations director, distributed a summary of the terms of the two-part credit card program agreement. The agreement covers the affinity group bank card and the mailing list separately to clearly delineate the taxable income related to the use of the UMAA mailing list and marketing services from the nontaxable portion related to the use of the UMAA's name. The summary and the agreements are attached. The credit card program will provide \$450,000 in revenue to the UMAA.

Mayeron explained that she wanted to bring the credit card program agreement before the Executive Committee because she is concerned that First USA Bank will not provide a blanket indemnification clause. Carlson stated that the Penn State University Alumni Association has been offering a credit card for ten years and has had no lawsuits; moreover, she has not heard that any other alumni associations have had problems of this type.

There was discussion regarding the fit of a credit card program with UMAA's mission and goals. It was agreed that there needs to be a discussion regarding the revenue from this program and how it is spent.

The motion to go forward with the credit card program as detailed in the agreement between First USA Bank and the UMAA was approved.

Mayeron adjourned the meeting at 9:00 a.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

Bruce Thorpe  
Secretary

**EXECUTIVE COMMITTEE**

*Maintaining the Minnesota Connection*

Thursday, April 14, 1994  
7:30 a.m.  
Popham, Haik, Schnobrich & Kaufman, Ltd.  
Minneapolis, Minnesota

501 Coffman Memorial Union  
300 Washington Avenue SE  
Minneapolis, MN 55455-0396  
612-624-2323  
Fax 612-626-8167

Present

John Bergstrom  
Larry Laukka  
Laura Langer  
Janie Mayeron  
Linda Mona  
Bruce Thorpe  
Michael Unger

Staff Present

Al Anderson  
Margaret Carlson  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Deanne Magnusson

Unable to Attend

Ezell Jones

UMAA National President Janie Mayeron called the meeting to order at 7:36 a.m.

**CONSENT AGENDA**

The consent agenda included the executive committee meeting minutes of March 1, 1994; association and club financials through February 28, 1994; and the UMAA Nominating Committee recommendation of candidates for the 1994-95 UMAA National Board. These were approved as mailed.

**UNIVERSITY ISSUES COMMITTEE: CONFLICT OF INTEREST POLICY PER BOARD OF REGENTS**

Margaret Carlson reported that on April 5, 1994, a letter signed by Mayeron was sent to Jean Keffeler, chair of the Board of Regents, proposing that the Board of Regents request that the UMAA appoint an independent blue ribbon committee to review and recommend to the regents a standard policy and process for evaluating material changes in a regent's status that might result in a potential conflict of interest (attached). At the Board of Regents meeting on April 8, 1994, Regent Keffeler recognized and noted Mayeron's presence at the meeting and commented on the UMAA's historical involvement in regent selection.

Keffeler also acknowledged that upon her request Regent Tom Reagan had surveyed the individual regents about their conflict of interest policy. In a letter dated April 5 (attached), Reagan outlined his findings and noted that several members suggested that the regents might want to consider an ad hoc committee to examine the Code of Conduct. Regent Neel suggested that such a process be taken, but emphasized that there was no urgency in addressing this issue.

Prior to this meeting, Carlson called Barbara Muesing, executive director, Board of Regents, who told her that Regent Keffeler has drafted a response to Mayeron's letter, which the UMAA should receive soon.

Mayeron said that it was interesting and worthwhile to regularly attend the Board of Regents meeting. Larry Laukka recommended that the UMAA president or his/her

designee attend the Board of Regents Friday morning meeting each month. The recommendation was approved.

### **CHAPTERS/SOCIETIES: AFFILIATES AND SPECIAL INTEREST GROUPS CRITERIA**

Laura Langer presented the revised draft criteria for UMAA affiliates and special interest groups. There was considerable discussion about the UMAA staff support, separate membership dues, and funding options. The criteria was approved subject to the rewording/clarification of these components.

The UMAA will not "market" these options but when approached will be as inclusive as possible (subject to approved by the national board in May). It was agreed that the UMAA Marketing Committee should address potential membership solicitations of affiliate and special interest groups in the future. Carlson stressed that membership considerations must be addressed in each and every UMAA activity, if UMAA is to reach its goal of 50,000 members.

### **STRATEGIC PLANNING PROCESS AND TIMETABLE**

Carlson reported on the timetable for strategic planning: a) the UMAA managers and team leaders will meet on April 19 to begin to discuss staff objectives and considerations; b) focus groups of UMAA current members, past members, and never members will be held on April 26; c) the UMAA strategic planning volunteer/staff group will meet on April 28; and d) a final draft plan will be presented to the national board on May 7.

Carlson is preparing the University Support Units Planning Document, which needs to be submitted to the University on April 15, 1994. Laukka questioned why the staff would be preparing a document for the University before the volunteer component of the planning process was completed. Carlson explained that the organization is both an independent volunteer-based organization and a department of the University--receiving operating funds from both sources (54 and 46 percent, respectively). Carlson said that she is taking care to mesh the UMAA's strategic plan into this document and the materials will be labeled a "working draft" subject to the continuing planning process. Since the unit does not currently have a vice president of external relations, Carlson said that she does not expect the University to take exception to anything in the strategic plan, either in its draft form or when it is completed.

Carlson said that Laukka's question raises an important issue: Should the UMAA be independent from the University? The UMAA financial base has been augmented by the University for years, but there would be fewer restrictions and requirements if we were an independent organization such as Ohio State University, the University of Michigan, and the University of Wisconsin-Madison.

Carlson explained that the UMAA made three requests of the Strategic Investment Pool (SIP); none were funded for the UMAA or any of the other External Relations units. Of these three requests, the legislative and mentoring positions are on "soft" money from the UMAA endowments; there will be enough money to fund them for one more year. But a special request will need to be made for the student recruitment program funding, which was funded for an initial year by President Hasselmo. Hopefully this will be resolved with the University by the May 7 board meeting.

When asked who was making decisions on the funding of the UMAA, in the absence of a vice president of external relations, Carlson explained that Senior Vice Presidents Jim Infante and Bob Erickson were making key decisions. Mayeron suggested that a meeting may need to be scheduled with them to clarify their concerns about organization.

#### **INTERIM POLICY FOR AFFINITY CONTRACTS: VOLUNTEER/STAFF ROLES AND RESPONSIBILITIES**

Diane Fisher presented a recommended interim policy for volunteer/staff involvement in negotiating contracts for UMAA to improve member benefits, increase the organization's visibility, and/or supplement revenues. Carlson explained that, after this recommendation was sent to the executive committee, the UMAA management team had discussed this issue and would like to suggest a compromise. The staff suggests that a small committee of volunteers be appointed to work on these type of negotiations. There was considerable discussion about the desirability of UMAA endorsing a wide variety of products and services. The question arose: Is the UMAA board a policy board or an operations board? Carlson suggested that it might be helpful to bring in a consultant at some point in the future to help delineate staff and volunteer roles.

Mayeron suggested that the recommendation be changed and reworded to be a more internal document. Most of the issue involves judgment and operations vs. policy. Key staff should keep key volunteers informed to avoid problems.

#### **ANNUAL MEETING**

Al Anderson reported that 1,050 tickets have been sold as of today, plus 300 tickets that Harvey Mackay has donated to student and special organizations. Invitations to student organizations and groups/units that work with students will go out today.

#### **'U' PARTNERS**

Deanne Magnusson and Linda Mona reported that the volunteer coordinators have been confirmed for all target locations except Minneapolis.

Magnusson reported that between now and May 6, 1994, UMAA will be involved in eighteen high school student recruitment events.

#### **EXECUTIVE DIRECTOR**

Carlson reported on the proliferation of activities providing visibility for the UMAA this spring, including "Maroon and Gold Days," many geographic outreach events, and University Gradfest--at which 160 UMAA memberships were sold to graduating seniors.

Mayeron adjourned the meeting at 9:40 a.m.

Submitted by Cheryl Jones, Executive Assistant

for

Bruce Thorpe, Secretary

April 5, 1994

Honorable Jean B. Keffeler  
Chair, University of Minnesota Board of Regents  
3033 Excelsior Boulevard, Suite 300  
Minneapolis, MN 55416

Dear Regent Keffeler:

The University of Minnesota Alumni Association (UMAA) is proud of its long and historical partnership with the Board of Regents. Ten years ago the UMAA appointed an independent blue ribbon task force to assess the regent selection process, which resulted in the formation of the Regent Candidate Advisory Council by the Minnesota State Legislature in 1988.

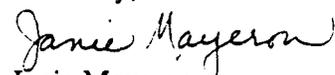
In December, the UMAA's University Issues Committee began looking into how the UMAA might again assist in the Regent selection process and how we might collaborate with the RCAC as they carry out their responsibilities. Discussions of issues such as how the process could be improved were already under way when questions arose regarding a change in a Regent's employment status, and how that change affects the Regent's role on the Board. One of the issues that the RCAC has dealt with in the Regent selection process is potential conflicts of interest *before* Regent candidates are endorsed, but it appears that there is no formal process in place to evaluate potential conflicts of interest once a Regent is in office. We believe there should be such a standard policy and process.

The Board of Regents itself has taken the leadership role regarding conflict of interest in relation to academic staff, setting a new high standard for the University and refining the process for evaluating potential conflicts of interest for academic staff. We think it is also critically important that the Board of Regents, as the University's governing body, has such an evaluation process for itself.

In view of our historical role, the UMAA Executive Committee would like to offer our services to you. We propose that the Board of Regents request that the UMAA appoint an independent blue ribbon committee to review and recommend to the Regents a standard policy and process for evaluating material changes in a Regent's status that might result in a potential conflict of interest.

We look forward to working with you on this vitally important issue.

Sincerely,



Janie Mayeron  
National President  
University of Minnesota Alumni Association

cc: Barbara Muesing, Executive Director, Board of Regents  
UMAA Executive Committee

*The Honorable Thomas R. Reagan, Vice Chair  
Board of Regents*

*4743 Ponderosa Drive  
Gilbert, MN 55741  
218-865-4616*

April 5, 1994

The Honorable Jean B. Keffeler  
Chair, Board of Regents  
220 Morrill Hall

Dear Jean:

I will try to summarize the salient points of my discussions with the Board relative to the concerns recently raised.

The Board unanimously concluded that Regents should not be prohibited from seeking other public office (and several members commented that to attempt to do so may constitute an infringement on constitutional rights). However, some members did feel that a non-binding guideline would be appropriate, encouraging Regents to resign from the Board upon officially declaring candidacy for a public office if holding such office would be incompatible with continued service on the Board.

Concerning the conflict of interest issue, it is the sense of the Board that although there has been no history of violations by members of this Board, we must be ever vigilant in our deliberations since we all possess conflict potential. Using our Code of Conduct as a guide, it clearly states that it is incumbent upon all of us to abstain ourselves from votes or motions that could present a conflict of interest. The guidelines also place the burden upon individual Regents not to accept or continue employment if it impairs their judgment in exercising Regental responsibilities.

Two other concerns were raised peripherally in my discussions.

There is the concern raised by critics that oversight governance exists for the administration, faculty and students, but none exists for the Board itself. In my own opinion, we might consider establishing a peer committee on ethical standards. I believe this would be preferable to oversight by an outside body.

The other concern had to do with whether we should examine our Code of Conduct to determine if it fits today's needs. Several members suggested that we might want to consider an ad hoc committee examination of the Code.

Regent Jean Keffeler,  
April 5, 1994  
Page 2

Jean, as I see it, these are the most important findings of the survey. I would suggest that you share this letter with the other members of the Board and encourage them to add anything that might make this a more accurate reflection of our discussions.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tom", written in a cursive style.

Thomas R. Reagan  
Vice Chair

TRR/kff

# UNIVERSITY OF MINNESOTA

*The Honorable Jean B. Keffeler, Chair*  
*Board of Regents*

*Suite 3*  
*3033 Excelsior Drive*  
*Minneapolis, MN 55416*  
*612-924-2338*  
*Fax: 612-924-0703*

April 15, 1994

Ms. Janie Mayeron  
National President  
University of Minnesota Alumni Association  
501 Coffman Memorial Union  
300 Washington Avenue SE  
Minneapolis, MN 55455-0396

Dear Ms. Mayeron:

Thank you for your letter of April 5, 1994 offering the assistance of the Alumni Association in matters regarding potential conflict of interest policy and procedures. The Board of Regents places high value on the contributions of the Alumni Association in its many areas of involvement, and we appreciate the interest of the Alumni Association in this particular area as well. However, we do not believe it is necessary to request the UMAA to appoint the special committee suggested in your letter.

I am enclosing a copy of a letter I recently received from Regent Thomas Reagan in response to my request that he consult with our colleagues regarding the matters which are discussed in his letter. The Board of Regents will be exploring his findings and suggestions further over the coming months.

In the meantime, as always, the Regents of the University of Minnesota are bound by the constitutional oath of office and guided by the Code of Conduct. In this regard, let me summarize the comments I made at our Board meeting on April 9, 1994.

Every member of the Board has been properly elected to the office of Regent.

Each Regent has been elected to serve the interests of the University and to represent the people of Minnesota as a whole. No member has been elected to represent the interest of any particular constituency.

From time to time, potential conflicts of interest will arise as the personal interests of individual Regents intersect with regental responsibilities. When this happens, the rules

Janie Mayeron  
April 15, 1994  
Page 2

governing individual behavior are basically the same on the Board of Regents as any other governing board, i.e., disclosure of conflict and abstaining from voting or otherwise influencing the issue at hand.

If there are concerns on the part of Board members or others that conflicts of interest are not being appropriately managed by an individual Board member, the proper action is to call the concern to the attention of the member and to the attention of the chair.

No concerns have been brought to the attention of the chair that any Regent has improperly influenced or acted upon any decision of the Board.

Once again, thank you for your support. We welcome your ongoing interest in all matters affecting the future of the University of Minnesota.

Sincerely,

Jean B. Keffeler  
Chair

JBK/kff

cc: Members of the Board of Regents  
Barbara Muesing

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NATIONAL BOARD MEETING

Saturday, May 7, 1994  
The Campus Club

Board Members Present

David Beaulieu  
John Bergstrom  
Mark Bregmann  
Mary Flinn  
Joe Gibilisco  
Roxann Goertz  
Ann Huntrods  
Carol Johnson  
Jay Kiedrowski  
Keith Krueger  
Laura Langer  
Larry Laukka  
Audrey Kuempel McGregor  
Janie Mayeron  
Willard Powell  
Wendy Sharpe  
Cecil Smith  
Bruce Thorpe  
Tony Wagner  
Tony Yapel

UMAA Staff Present

Mark Allen  
Al Anderson  
Sam Berens  
Margaret Carlson  
Chris Coughlan-Smith  
Travelle Evans-Vann  
Diane Fisher  
Cheryl Jones  
Carmela Kranz  
Deanne Magnusson  
Carla Maxwell  
Terri Mische-Riebel  
Rachel Pocras  
Karen Riggs  
Frank Robertson  
Lori Winters  
Karen Woyak

Guests Present

Sheila Corbett, president-elect, MSA

Other Staff Present

Jerry Fischer

Board/Staff Unable to Attend

John Adams  
Jayne Caldwell  
Kris Bettin  
Concha Brown  
Pat Duncanson  
Georgiann Errigo  
Curman Gaines  
Jean Marie Hamilton  
Michael Hart  
Ezell Jones  
Dick Lindgren  
Becky Malkerson  
Linda Mona  
John O'Leary  
Angela Pierce  
Kati Sasseville  
Teresa Scalzo  
Mary Ellen Spector  
Michael Sullivan  
Ross Toepel  
Marvin Trammel  
Ted Tulashie  
Michael Unger  
Dick Whitney

University of Minnesota Alumni Association (UMAA) National President Janie Mayeron called the meeting to order at 8:35 a.m.

### **CONSENT AGENDA**

The consent agenda included the minutes from the March 12, 1994, national board meeting; the association and club financials as of March 31, 1994; and the association membership report through March 31, 1994 (total members: 26,269); all of which were approved as mailed.

Also approved was the recommendation of the UMAA Nominating Committee to elect officers, at-large board members, and regional representatives to the 1994-95 UMAA National Board as follows:

#### **Officers**

First Vice President:	Linda Mona
Second Vice President:	Bruce Thorpe
Secretary:	Laura Langer
Treasurer:	Marvin Trammel

#### **At-Large Members**

1993-1996: Jean Fountain, president, Fountain Associates, Inc. (filling Marvin Trammel's unexpired term)  
Carol Johnson (renewing current appointment)  
Dale Olseth, president and CEO, Bio Metric Systems, Inc.  
Jim Stirratt, senior vice-president, Dayton-Hudson  
Department Stores

#### **Regional Representatives**

1993-96: (Open due to the resignation of Steve Jackelen)  
1994-97: Mary Flinn, southwest Minnesota (renewing current appointment)  
Richard Lindgren, NW/central USA (renewing current appointment)

### **MEMBERSHIP REPORT**

Al Anderson, UMAA marketing and membership director, distributed a current association membership report. Membership as of April 30, 1994 is 26,787.

### **1994 UMAA ANNUAL MEETING**

Anderson reminded the board that the 1994 UMAA Annual Meeting/90th Anniversary Celebration will be held next Tuesday, May 10, 1994. Nearly 1700 attendees are expected.

### **STRATEGIC PLANNING**

Larry Laukka reported that two focus groups (a total of 20 participants) were held on April 26, 1994. The first focus group was comprised of UMAA current members; the second, past and never-members. Members in both groups had a strong, positive feeling for the University and wanted closer ties to UMAA. Participants said that they want more interactive communication from the UMAA and the University; they would get involved if they were asked; they strongly support building an alumni/visitor center on campus; and they feel that 26,000 members is impressive and this number should not be undervalued. Also, they questioned the UMAA's ability to speak on behalf of all alumni if alumni members are not actually polled on issues. They are somewhat confused about UMAA governance, both the existence of the national board and the relationship between association membership and collegiate unit alumni societies.

Mayeron explained that the UMAA strategic planning group met on April 28, 1994, to incorporate feedback from the national board, the University Alumni Council, and the focus groups into a revised draft of the strategic plan. The resulting document, entitled "Preliminary Final Draft for Review by National Board on May 7, 1994," was reviewed, revised, and approved (copy attached).

Mayeron presented a proposed timeline to complete the strategic plan/UMAA goals and objectives for 1994-95. UMAA committees should meet before June 17, 1994, to develop two-year strategies and tactics. The UMAA staff will incorporate this information into a single document with priorities, personnel and budget needs. The executive committee will review and revise this working document on July 14, and the national board will meet on July 28, 1994, to discuss and finalize these 1994-95 strategies and budget.

Wendy Sharpe suggested, and the board agreed, that the UMAA vision, mission, and goals should be distributed as a handout at the UMAA annual meeting on May 10, 1994.

### **AFFILIATES AND SPECIAL INTEREST GROUPS PROPOSAL**

Laura Langer reported that an objective of the 1993-94 UMAA Societies/Chapters/Student Relations Committee was to develop guidelines for officially recognizing alumni groups that want to establish affiliation with UMAA, but do not meet the qualifications for collegiate unit alumni society or geographic chapter status.

The committee acknowledges that there are groups of alumni who have expressed an interest in organizing a group according to: 1) a specific collegiate unit curriculum and/or degree area, i.e. Design, Housing, and Apparel--a curricula within the College of Human Ecology (affiliate group); or 2) a non collegiate-unit based area of unique interest and/or background, i.e. American Indian alumni (special interest group).

In developing the recommended criteria, the committee considered the need for the groups to demonstrate support for University and UMAA goals and objectives; the potential impact on UMAA and collegiate unit alumni society membership; and recognition of alumni with unique areas of interest, experience, and/or background.

The recommended criteria for alumni affiliate and special interest groups was approved (copy attached).

### **EXECUTIVE DIRECTOR REPORT**

Margaret Carlson reported that Mel George, who is retiring as president of St. Olaf College, will be the University's new Vice President for Institutional Relations. He will begin working half-time on July 1 and full-time on October 1. Carlson, along with the three other University staff members who will report directly to George, are very pleased about this hire and are eager to begin working with him. The four external relations units have been asked to look at their calendars and, through the External Relations executive assistant, and invite George to key events and activities in the fall. Mayeron said that she had served on the search committee for the institutional relations vice president and that she, too, supports the hiring of George, who has a true love of education and true liking and respect for President Hasselmo.

Carlson reported that the University Children's Foundation and the Minnesota Regional Council of B'Nai B'rith will present a "roast" honoring Ray Christensen, the "voice of golden gopher sports and WCCO radio for four decades" on May 23, 1994. Carlson encouraged board members to support this event as Christensen has been an invaluable supporter of the University. Laukka said that he would sponsor a table at this event and asked board members to let him know if they are interested in attending.

Carlson urged the board to carefully read the year-end summary of UMAA accomplishments--copies will be on each table at the annual meeting. She thanked the board for their input to the strategic plan, which will prove to be a fine "road map" for the association for many years to come.

### **LEGISLATIVE NETWORK**

Bruce Thorpe and Carla Maxwell, UMAA legislative network coordinator, thanked the board for responding to this year's "Action Alerts" (six were mailed out this year). There are nearly 800 people on the UMAA legislative network. Maxwell complimented Donna Peterson, the University's staff lobbyist, for her efforts and strategies. The legislature passed the \$68.7 million bonding bill, but \$9.1 million in special funding for University 2000 was approved by the House and Senate but was vetoed by the Governor.

### **SOCIETIES, CHAPTERS, AND STUDENT RELATIONS COMMITTEE**

Laura Langer reported that, in addition to developing the criteria for alumni affiliate and special interest groups, the committee had assisted UMAA mentoring efforts via the Mentoring Subcommittee. Other UMAA activities related to this committee are developing 'U' Partners and student recruitment events.

### **MARKETING COMMITTEE**

John Bergstrom reported that this committee, which encompasses both marketing and communications, will soon be proposing specialized and "niche" marketing opportunities. The committee will also work on the UMAA public relations plan, which is part of the UMAA 1994-95 strategic plan.

**UNIVERSITY ISSUES COMMITTEE**

Ann Huntrods reported that this committee had discussed and prioritized options for UMAA involvement in issues concerning the Board of Regents. The committee recently took leadership in raising the issue of conflicts of interest among the regents, which is an area of continuing interest to the committee. Other issues of interest include evaluation of individual sitting regents and the board as a whole, as well as UMAA sponsorship of regent candidate forums. The committee will also be looking for ways that alumni could assist in implementing and promoting University 2000.

Huntrods reported that, as the co-chair of the University Issues Committee, she participated on the University's Morse-Alumni Awards Selection Committee. Mayeron said that UMAA's five-year commitment to fund these awards is now up, and that the 1994-95 board will need to address this issue.

Submitted by,

Cheryl M. Jones  
Executive Assistant

for

Bruce Thorpe  
UMAA Secretary

\* As approved by UMAA national board on May 7, 1994

## UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

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### WE VIEW OUR STRONGEST ASSETS TO BE:

---

- *Minnesota*, our alumni magazine, which takes the University of Minnesota story to our members on a regular basis
- Our team of volunteers, providing hands-on, active involvement
- Our ability to address issues of importance to the University
- The positive feelings of alumni for the University
- Our network of college and geographical alumni groups
- Our 25,000+ members

**UNIVERSITY ISSUES COMMITTEE**

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Submitted by, ..



Cheryl M. Jones  
Executive Assistant

for

Bruce Thorpe  
UMAA Secretary

TO SUCCEED, WE MUST BECOME BETTER AT:

---

- Clarifying and telling UMAA's story
- Recruiting and retaining members
- Building personal connections with alumni and students
- Involving more alumni as active volunteers
- Building stronger relationships with college and geographical alumni groups
- Becoming more diverse by focusing on people of color

WE SEE OUR GREATEST OPPORTUNITIES AS:

---

- Being an important force in influencing and implementing University 2000
- Reaffirming the University's preeminence
- Increasing the effectiveness of the alumni voice
- Effectively impacting the legislature and the University
- Improving the student experience

## THE BARRIERS THAT STAND IN OUR WAY INCLUDE:

---

- The impersonal and unsatisfactory University student experience of many of our alumni
- Insufficient resources (including staff, funding, and data)
- Varying perceptions of the University

THE MOST IMPORTANT SERVICES  
WE PROVIDE TODAY INCLUDE:

---

- A communications link with members
- Multiple opportunities for alumni to become involved and to serve the University
- Providing support to the University, an alumni link to the president, and a sounding board for the administration
- Member services that connect alumni to the University (e.g., Internet/E-mail, the Alumni Club, etc.)
- Opportunities for alumni to gather to express loyalty and friendship to the University and each other (e.g., collegiate and geographical group events)

OUR MISSION IS:

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The University of Minnesota Alumni Association  
connects alumni to the University,  
advocating and supporting  
excellence in education,  
and building pride, spirit,  
and community.

## UMAA BELIEVES:

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- High quality public education is essential
- Alumni and friends can make a difference
- Alumni have a responsibility to the University and the University has a responsibility to alumni
- Alumni involvement and input is essential to be effective
- A positive student experience is important to a long-term relationship with the University

OUR VISION OF OUR FUTURE IS TO BE:

---

- A critical resource to the University in regaining its pre-eminence and achieving its goals
- An effective agent in communicating alumni concerns to the University--and University concerns to alumni
- A growing, visible organization with a membership base that speaks to its importance, vitality, and diversity
- A prominent physical presence on campus that is readily identifiable as the home of the alumni and future alumni and where programming can be effectively carried out
- An important partner in enhancing the student experience, which will create new generations of committed alumni to serve the University

OUR FIVE-YEAR GOALS INCLUDE:

---

1. Increase the visibility of UMAA

- *Pursue the development of a campus alumni center at Oak & Washington, to be completed by 2000*
- *Implement a comprehensive, ongoing public relations campaign to raise visibility*

2. Grow a vibrant organization, expanding to 50,000 members

- *Expand programs and benefits to connect alumni to the University*
- *Invest in technology to identify and track alumni*
- *Continue developing and implementing targeted marketing strategies, including to students*

### 3. Enhance the student experience

- *Expand the mentoring program*
- *Expand student recruitment efforts*
- *Collaborate with the University of Minnesota Foundation to raise funds for scholarships*
- *Develop additional community-based programs*

### 4. Continue the UMAA's advocacy efforts

- *Work to influence the University to improve the student experience*
- *Continue to identify and address issues pertinent to the University and to alumni*
- *Continue legislative network efforts*

# University of Minnesota Alumni Association

## Affiliate Criteria

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### ASSUMPTIONS

#### Affiliates:

- connect alumni to a collegiate unit, an existing alumni society, the University, and the University of Minnesota Alumni Association (UMAA);
- support the mission, goals, and objectives of the alumni society, the college/school, and the UMAA; and
- help increase membership in the society and UMAA.

### PROCESS

*A group applying for UMAA affiliate status must meet the following criteria:*

- include at least 25 UMAA members who support affiliate status, at least five of whom are willing to assume group leadership responsibility; and
- obtain approval by the college/school, department, and alumni society related to the group's affiliation.

*When these criteria have been met, the group will submit a written petition requesting affiliate status to the Society/Chapter/Student Relations Committee for review and recommendation to the UMAA National Board. The petition will include:*

- names of those assuming leadership responsibility;
- names and written signatures of UMAA members in the group supporting affiliate status;
- a definition of the group;
- acknowledgment of college, school, and/or department approval;
- acknowledgment of society approval;
- proposed governance structure; and
- a mission statement and an activities/financial plan that includes at least one event and one project that support the University and UMAA goals and objectives.

*After affiliate status is granted:*

- affiliates will submit programming and financial plans for annual review by the respective alumni society;
- affiliates will not charge separate membership dues;
- the UMAA will provide affiliates with UMAA membership materials and a yearly report of affiliate UMAA members; and
- any program staff support provided to affiliates would need to be arranged through program staff assigned to the affiliate's alumni society and approved by the UMAA.

# University of Minnesota Alumni Association

## Special Interest Group Criteria

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### ASSUMPTIONS

#### Special Interest Groups:

- connect alumni to the University and the University of Minnesota Alumni Association (UMAA);
- support the mission, goals, and objectives of the UMAA;
- help increase membership in the group and the UMAA; and
- are financially self-sustaining.

### PROCESS

*A group applying for UMAA special interest status must meet the following criteria:*

- include at least 25 UMAA members who support special interest status, at least five of whom are willing to assume group leadership responsibility.

*When these criteria have been met, the group will submit a written petition requesting special interest status to the Society/Chapter/Student Relations Committee for review and recommendation to the UMAA National Board. The petition will include:*

- names of those assuming leadership responsibility;
- names and written signatures of UMAA members in the group supporting special interest status;
- a definition of the group; initial and projected group size;
- proposed governance structure; and
- a mission statement and an activities/financial plan that includes at least one event and one project that support the University and UMAA goals and objectives.

*After special interest group status is granted:*

- special interest groups will be chartered by the UMAA;
- special interest groups will submit programming and financial plans for annual review by the Society/Chapter/Student Relations Committee;
- special interest groups will not charge separate membership dues; each group will develop and implement alternative funding strategies, i.e. company/organization sponsorship, event fees, etc.;
- the UMAA will provide special interest groups with UMAA membership materials and a yearly report of special interest group members; and
- the UMAA will not provide program staff support to special interest groups.

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION 90th ANNUAL MEETING

May 10, 1994  
Gibson/Nagurski Football Complex  
University of Minnesota  
Minneapolis, Minnesota

## CALL TO ORDER AND INTRODUCTIONS

The 90th annual meeting of the University of Minnesota Alumni Association (UMAA) began with a reception that included a variety of University and UMAA exhibits. The meeting was called to order by national president Janie Mayeron at 7:00 p.m. Mayeron welcomed the 1,700 attendees and introduced the 1993-94 alumni association officers and guest at the head table: Linda Mona, first vice president; Nils Hasselmo, University president; Larry Laukka, national president-elect; Ezell Jones, second vice president; Michael Unger, immediate past president; and Margaret Carlson, UMAA executive director.

Mayeron announced that Harvey Mackay, the keynote speaker for tonight's event, had last evening taken ill and had been admitted to the hospital. University president Nils Hasselmo has graciously agreed to fill in for Mackay. Mayeron thanked the many organizations and individuals who helped to plan and implement the annual meeting. Special thanks were extended to Bill and Christine Maddux of the Radisson Metrodome; *The Minnesota Daily*, and Wendy Sharpe, ticket sales chair. Mayeron encouraged attendees to read the UMAA Annual Report included in the annual meeting program, and to enjoy their dinner.

## NATIONAL PRESIDENT'S REMARKS

Following dinner, Mayeron shared some personal observations and stories of her involvement in UMAA activities, including Homecoming 1993; the mentoring program; and geographic outreach. Mayeron explained that each of these involvements and activities had taught her that volunteering for the UMAA is not about bricks and mortar, but making connections with people while representing the University of Minnesota. Mayeron said "thank you" to the association and the University for the real pleasure that it has been to represent them and said that, by making these connections, she got back much more than she gave. She complimented University president Nils Hasselmo on the University 2000 plan and his leadership, vision, and style.

## ELECTION OF 1994-95 OFFICERS AND DIRECTORS

Mayeron reviewed the 1994-95 slate of officers forwarded by the UMAA nominating committee and approved by the UMA national board on May 7, 1994:

President	Larry Laukka
First Vice President	Linda Mona
Vice President	Bruce Thorpe
Secretary	Laura Langer
Treasurer	Marvin Trammel
Past President	Janie Mayeron

The slate of new board members was introduced and voted upon, and approved by those present:

At-Large Member	Jean Fountain
At Large Member	Carol Johnson
At-Large Member	Dale Olseth
At-Large Member	James Stirratt
Geographical Rep.	Mary Flinn
Geographical Rep.	Richard Lindgren

### **PASSING OF THE GAVEL**

Mayeron congratulated Larry Laukka on assuming the UMAA presidency on July 1, 1994. She introduced Laukka to the audience and presented him with an engraved gavel.

### **PRESIDENT-ELECT'S REMARKS**

Laukka thanked Mayeron for her leadership of the UMAA during the past several years. He said that many of the UMAA's successes were achieved through collaboration--joint efforts among the alumni association, the University of Minnesota Foundation, the Board of Regents, and Central Administration. He explained that this type of collaboration doesn't just happen in a bureaucracy as large as the University, but that Mayeron set an example and a tone that inspired cooperation and commitment among volunteers and staff. Laukka presented Mayeron with a gold regents seal watch.

Laukka noted that he would try his best to follow Mayeron's lead in bringing more and more alumni and friends to the task of assisting the University community, its regents, and its administration as they work to reestablish the University as Minnesota's preeminent institution. Laukka said that he is frightened by signals that society is sending to educators and those being educated, and that we must challenge short term and myopic thinking. He noted that the Minnesota State Legislature approved funds to purchase the Target Center and said, "I am concerned when we applaud an expenditure of \$42 million of public resources to buy a basketball court and just prior to that act refuse to invest \$9 million to kick-start our University's U2000 long range strategic plan." Laukka said that he is looking forward to leading an effort to make the University a priority again during the coming year and urged attendees to heed the call to help.

### **ALUMNI SERVICE AWARD PRESENTATION**

Laukka introduced University President Nils Hasselmo, who presented the University of Minnesota Alumni Service Award to Michael Unger.

### **KEYNOTE ADDRESS**

President Nils Hasselmo, filling in for hospitalized keynote speaker Harvey Mackay, spoke on current events and issues at the University, including the U2000 strategic plan. Calling the U2000 planning effort "a blueprint; a concept that is being filled out," Hasselmo said that the concept builds on the University's proud heritage. "This community, this state, cry out for a world-class university," said Hasselmo. U2000 is intended to ensure that the University of Minnesota is and remains such an institution. The formal goals of the plan are to:

- Sustain and improve the University's position as one of the world's premier research universities.

- Sustain and improve the quality of education (undergraduate, graduate, professional, and outreach education).
- Maintain and enhance the University's commitment to service and outreach programs.
- Provide the best possible environment for all students by treating them as valued customers.
- Continue to expand the University's commitment to diversity.
- Establish and use criteria to monitor and measure success in meeting U2000 objectives.

Hasselmo said that the U2000 concept must be given life, and he called on alumni to join in the effort to help the public understand the University's mission and product. He shared several "good news" stories, including:

- *USA Today* recently ranked the University of Minnesota tenth in the nation in athletics.
- In just three years, there has been a 41 percent improvement in the four-year graduation rate. The improvement is a result of actions taken in the late eighties and carried through in the University's undergraduate initiative. "It's still too low, but we're on the way," said Hasselmo.
- The following University contributions to the community have been funded by University's own efforts, with no tax dollars: the Weisman Art Museum, described by the *New York Times* as one of the four or five best exhibition spaces in the world; the aquatics center, home of "310,000 splashes"; the new Mariucci Arena, where 60,000 people have already attended events other than hockey games; and the Masonic Cancer Research Center, which is applying to the National Institutes of Health to be designated a national cancer center.

#### ADJOURNMENT

The annual meeting closed with "Minnesota Hail to Thee," led by Linda Mona and the University of Minnesota Band Alumni.

The 90th annual meeting of the University of Minnesota Alumni Association was adjourned at 9:10 p.m.

Submitted by,



Cheryl Jones  
Executive Assistant

for

Bruce Thorpe  
Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**

**EXECUTIVE COMMITTEE**

**Thursday, June 9, 1994  
7:30 a.m.**

**Popham, Haik, Schnobrich & Kaufman**

Present

John Bergstrom  
Laura Langer  
Larry Laukka  
Janie Mayeron  
Linda Mona  
Bruce Thorpe

UMAA Staff Present

Mark Allen  
Al Anderson  
Margaret Carlson  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Deanne Magnusson  
Lori Winters

Unable to Attend

Ezell Jones  
Mike Unger

UMAA National President Janie Mayeron called the meeting to order at 7:32 a.m.

**CONSENT AGENDA**

The consent agenda included the minutes of the April 4, 1994, and April 14, 1994, executive committee meetings; the application to the Internal Revenue Service to change the public support test; and the UMAA/AR Conflict of Interest Statement and Guidelines, all of which were approved as mailed.

**ASSOCIATION AND CLUB FINANCIALS**

Diane Fisher, UMAA finance and operations director, reported that a surplus of approximately \$200,000 is expected at the end of the UMAA's fiscal year (June 30, 1994). The Alumni Club is not showing any profit; Club membership renewals are down 10 to 20 percent from last year. Al Anderson reported that Minneapolis Athletic Club staff are trying to find the source of the unpleasant odor on the twelfth floor and rectify this problem, because it has been one of the strongest complaints of members.

**ASSOCIATION MEMBERSHIP**

Al Anderson, UMAA marketing and membership director, reported that membership as of May 31, 1994 is 27,158--a net increase of 2,022 since June 1, 1993. Currently, the renewal rate for annual members is 75 percent. In response to a question from Larry Laukka, Anderson said that, until recently, the UMAA had not specifically targeted new graduates for membership; however, last month the association promoted a new \$10 student membership fee, which yielded 171 new student members.

**UPDATE ON BUDGET/PLANNING FOR 1994-95**

Margaret Carlson, UMAA executive director, reported on the timetable to complete the UMAA 1994-95 plan and budget, which will be presented to the UMAA national board on July 28, 1994, for approval. Carlson explained that the UMAA had submitted three proposals for Strategic Investment Pool funds: the legislative network, the mentoring program, and the student recruitment program. When Institutional Relations asked her what was crucial for 1994-95, she requested \$80,000 for student recruitment, which was

granted. Carlson said that receiving this funding is a good signal during a time when most other units have had their funding cut by the University.

Carlson reported that University President Nils Hasselmo, at the April 21, 1994, meeting of the University/University of Minnesota Alumni Association/University of Minnesota Foundation Joint Task Force, indicated that he is willing to consider proposals for funding requests for two initiatives: scholarship fund-raising and a public relations campaign. In response to a question from Laukka, Mayeron said that the UMAA will probably need to be prepared to fund Alumni Center/Gateway expenses out of its endowments.

### **SEARCHES IN PROGRESS**

Carlson reported that Deanne Magnusson, UMAA director of outreach, will be leaving the UMAA as of July 15, 1994, to assume the position of director of continuing education for the College of Education. Carlson commended Magnusson on the work that she has done for the association, and the executive committee members thanked Magnusson and wished her well. Jayn`e Caldwell, UMAA mentoring programs director, is leaving the UMAA at the end of June to pursue other opportunities. Searches are currently in progress for these two positions, as well as for a special events program director (Karen Woyak is currently filling this position on a temporary contract basis).

Carlson noted that she expects very high quality pools of candidates for all three positions. All three search committees are made up of a very high caliber of people; the qualifications for all positions have been tightened up; and all applicants are required to submit a one-page professional statement.

### **PRESIDENT HASSELMO'S PERFORMANCE REVIEW**

Several UMAA volunteers will be participating in President Hasselmo's performance review on June 14, 1994 (Janie Mayeron, Larry Laukka, Bruce Thorpe, Laura Langer, and Joe Gibilisco). Carlson reported that the UMAA management team had discussed President Hasselmo's performance at its last meeting. There was considerable discussion about how the UMAA volunteers could effectively participate in this process; it was agreed that "it is our time to support the president." The following were identified as issues of concern:

- The "mixed messages" that UMAA and UMF volunteers perceive that they receive from central administration in regard to the value of the External Relations units;
- Less than enthusiastic support from the senior vice presidents;
- The number of key staff people that have left and are leaving the University, and a resulting staff group that is not as diverse as it once was;
- The need to get back to people as soon as possible with the specifics of U2000;
- Inconsistent application of "rules;" i.e., some deans are allowed to have their own agenda, while others are expected to adhere to the rules;
- The need for more dynamic and varied speeches;
- The public vs. private critique and feedback from the Board of Regents to the president and key administrators.

### **COMMITTEE UPDATES**

Laukka reported that the revised plans for the Alumni (Gateway) Center involve phased development: a basic building that will house the UMAA and the UMF but could expand to include all of the student services units or other University offices. The revised plan will be presented to the University Alumni Council on June 13, 1994.

Bruce Thorpe reported that the legislative network has approximately 900 participants. The UMAA has received very positive feedback on its legislative efforts this year, especially from Donna Peterson, University state relations director. Plans for next year include small

alumni group meetings with many of the gubernatorial candidates over the summer, as well as a fall legislative briefing event.

John Bergstrom reported that the UMAA Marketing Committee has developed an initial plan to grow the organization to 50,000 members by the year 2000, which includes tactics such as improving operations efficiency, implementing high levels of targeted marketing campaigns, developing relationship enhancement activities, and holding special events. In addition, the committee will be helping to develop plans for a UMAA overall communications/public relations plan.

Laura Langer reported that the Alumni Societies/Chapters/Student Relations Committee met on June 8, 1994, to plan for next year and beyond. Linda Mona reported on the U Partners program, which is nearly completely planned and ready to start this summer. Mayeron expressed a concern that a one-to-one mentoring component is missing from the program plans; Mona and Magnusson responded that the "partnering" will occur in a variety of ways--there will be "many touches by many people." Laukka encouraged Jean Marie Hamilton to publish a story in *Minnesota* about U Partners that would be picked up by local newspapers.

Carlson reported that the University Issues Committee meets today to prioritize goals and objectives for next year. Also, University officials will attend the meeting to update the committee on University 2000 and solicit its feedback on the proposed critical measures and benchmarks that will be identified to evaluate the success of the plan. Several executive committee members and UMAA staff will participate in this portion of the meeting.

Mayeron adjourned the meeting at 9:35 a.m.

*Making the Minnesota Connection*

**EXECUTIVE COMMITTEE**

501 Coffman Memorial Union  
300 Washington Avenue SE  
Minneapolis, MN 55455-0396  
612-624-2323  
Fax 612-626-8167

**Thursday, July 14, 1994  
7:30 a.m.**

**Popham, Haik, Schnobrich & Kaufman**

Present

John Bergstrom  
Laura Langer  
Larry Laukka  
Janie Mayeron  
Bruce Thorpe  
Marv Trammel  
Mike Unger

UMAA Staff Present

Al Anderson  
Margaret Carlson  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Deanne Magnusson  
Lori Winters

Unable to Attend

Ann Huntrods  
Ezell Jones  
Linda Mona

Staff Unable to Attend

Mark Allen

UMAA National President Larry Laukka called the meeting to order at 7:30 a.m.

**CONSENT AGENDA**

The consent agenda included the minutes of the June 9, 1994, executive committee meeting; the association membership report as of June 30, 1994 (27,719); and the association and club financial reports as of May 31, 1994. All agenda items were approved as mailed.

**UMAA GOALS AND OBJECTIVES FOR 1994-95**

Margaret Carlson explained that the UMAA five-year goals that were approved by the national board on May 7, 1994, have been revised to better reflect our major emphasis areas. The visibility goal (Increase UMAA Visibility Through a Public Relations Plan) is now included in Goal II (Grow a Visible, Vibrant Organization of 50,000 Members). The alumni center is the sole emphasis of Goal I to reflect its importance (Build a Campus Alumni Center at Oak and Washington).

The committee reviewed the new initiatives and new expenses reflected under each goal (Exhibits 4C and D; attached):

GOAL I: Build a Campus Alumni Center at Oak and Washington. Laukka provided an update on this project, which has advanced from the concept stage to the feasibility stage. Laukka and Carlson will meet with members of the University's Master Planning Committee in August. It was suggested that Marv Trammel join the Alumni Center Committee, in his role as treasurer of the board. Fifty thousand dollars in expenses will be added to the budget to achieve the strategies in Goal I.

GOAL II: Grow a Visible, Vibrant Organization of 50,000 Members by the Year 2000. John Bergstrom explained the new initiatives. There was considerable discussion about the programs, benefits, and technology outlined within this goal. There was consensus that retaining members is the key to meeting our 1994-95 membership goal of 29,000.

To help get the word out about the UMAA, the UMAA will hire Mona, Meyer, McGrath, and Gavin to assist with a public relations plan for the association. Two new staff person will be hired: one to implement the public relations initiatives and the other to assist with membership. Laukka suggested that the UMAA be prepared to sign the contract with Mona, Meyer and hire the staff person as soon as possible following the national board meeting on July 28, 1994.

The technology to support the membership program, as well as Internet as a membership benefit, was discussed. While the UMF is providing the UMAA with a \$50,000 rebate on data management charges, so that we might explore new membership packages, we will need to expend an additional \$20,000 to purchase new Internet modems.

**To implement all the new initiatives in Goal II, \$167,500 will need to be added to the budget.**

GOAL III: Enhance the Student Experience. Carlson explained the expected outcomes within the mentoring and student recruitment programs, and she noted that these expenses are currently funded by the University and the UMAA endowments on a non-recurring basis. Long-term funding for these initiatives will need to be addressed next year.

GOAL IV: Continue the UMAA's Advocacy Efforts. Carlson reviewed the objectives of the University Issues Committee and the Legislative Network. There was discussion about a proposed rally at the state capitol; Carlson explained that Mel George, University vice president for institutional relations, has asked that some new, bold high visibility activity during the legislative session. This activity might be a rally, but plans for this are not firm. The UMAA Legislative Committee will continue to consider this issue.

General Administrative/Operations. Carlson explained that the UMAA is committed to pay \$20,000 in cash and/or in-kind contributions to help renovate the Campus Club in the third and fourth years of our lease (1994 and 1995). Carlson would like to resolve this two-year \$40,000 commitment. She will send a proposal to Jim Stirratt, executive vice president of Dayton-Hudson Corporation and new at-large member of the UMAA board, for a tradeout on \$30,000 advertising in *Minnesota* in return for a contribution of Dayton's merchandise. An additional \$10,000 will be reserved for paint and wallpaper.

Following the review of the new initiatives, the revenue and expenditures were reviewed. There was considerable discussion regarding salary issues that date back to the restructuring of the UMAA staff one year ago. Several UMAA staff persons that have been performing significantly expanded roles since last summer are expecting salary adjustments. Carlson explained that she has requested approval from the University to use UMAA funds for this purpose, but that she has previously encountered difficulties with this request. She will not have a firm answer from Mel George until August.

Marv Trammel stated that it is the recommendation of the UMAA Finance Committee to approve the proposed 1994-95 UMAA budget, covering the deficit by utilizing the 1993-94 budget surplus rather than endowments.

Page 3  
UMAA Executive Committee Meeting  
July 14, 1994

The motion was approved with the understanding that the budget may need to be restructured in regard to the salary adjustments. It was also agreed that the UMAA staff would present the budget expenses by function and long-range expected revenues for presentation to the national board on July 28, 1994.

The meeting adjourned at 9:35 a.m.

Submitted by,

Cheryl Jones, Executive Assistant  
(for Laura Langer, UMAA Secretary)

**Proposed New Initiatives: To Be Prioritized Depending upon Revenue Availability**

**Goal I: Alumni Center** 1/4 current staff members will be shifted until project underway; then 1/2 support staff position funded by the project; executive director involved in overall steering/University meetings, select solicitation calls

Other expenses to be shared equally by UMAA and UMF and paid back out of fund raising proceeds if project successful      TBD

**Goal II: 50,000 Members**

<b><u>Public Relations</u></b>	Phone visibility survey/measure every 3 years/4 reference groups	\$10,000
	UMAA public relations plan	10,000
	New materials per PR plan	15,000
	Advertising	14,500
	1FTE public relations	35,000 (9 mo/incl. benefits)
<b><u>Expanded Programs/Benefits</u></b>	Chapter expansion expenses	\$22,000
	New community building	10,000
	International alumni pilot (\$7-20,000 funded by U if priority)	
	1/2 student support chapters	3,500 (work study)
	3 month student/special events	2,500
<b><u>Technology</u></b>	System design; rebate/UMF(\$50,000)	
	Modem for Internet	TBD
	(possibly \$20,000 from increased user fees or additional one-time expense)	
<b><u>Membership Strategies</u></b>	Complimentary new grad members (\$60,000 in FY96 per June graduations)	
	1FTE membership/customer service	\$25,000 (9mo/incl. benefits)

**Goal III: Student Experience**

<b><u>Mentoring</u></b>	Soft funding approved from UMAA endowments for one more year (\$44,640)	
<b><u>Recruiting</u></b>	Soft funding from University for next year (\$80,000)	
<b><u>Scholarships</u></b>	Special appropriation from University if joint venture with UMF	
<b><u>U Partners</u></b>	Programming and promotion	\$5,000

**Goal IV: Advocacy**

<b><u>Student Experience and Other Issues</u></b>	Shift some U Issues agendas to legislative coordinator	
<b><u>Legislative Network</u></b>	Coordinator on soft funding from UMAA endowment (\$86,500)	
	1/2 student per U Issues responsibilities	\$8,000
	Rally at the State Capitol	5,000
<b><u>Administrative</u></b>	Commitment to Campus Club (cash or in-kind donation)	\$20,000

**GOAL I: Build a Campus Alumni Center at Oak & Washington**

MAINTAIN

- General planning
- Visits to other campus alumni centers

NEW INITIATIVES: YEAR ONE

- Finalize concept with the University (tenants, size, cost, funding sources, etc.)
- Refine case statement materials to reflect fund-raising goal (\$4 million - \$5 million)
- Develop public relations plan for the project (need to decide whether to include in UMAA public relations plan or design/fund from the project expenses)

## GOAL II. Grow a Visible, Vibrant Organization of 50,000 Members

### Increase UMAA Visibility Through A Public Relations Plan

#### MAINTAIN

- *Minnesota*
- *U Connect*
- Awards (Morse-Alumni, Student Leadership Awards, UMAA Volunteer Awards)
- Collaboration with other units (cover wraps, etc.)
- Effort to make *Minnesota* self-supporting via advertising

#### NEW INITIATIVES: YEAR ONE

- Develop an overall UMAA public relations plan:
  - Evaluate content and effectiveness of *U Connect* and UMAA section in *Minnesota*
  - Assess need for and "fit" of subgroup newsletters (Life Member News, geographic outreach newsletter, alumni society newsletters, mentoring, recruiting and legislative newsletters)
- In tandem with overall plan, address short-term public relations issues that need immediate attention or provide a window of opportunity:
  - Develop tools (e.g. logo; communication survey, brochure)
  - Distribute highly visible give-away items at events to build UMAA identity and sense of community
  - Increase the number of press releases in local community newspapers on the activities of UMAA volunteers and programs immediately; include paid advertising in campus community, minority community newspapers, and greater Minnesota newspapers
  - Promote "Gopher Gear Day" on Fridays, campus-wide
  - Signage in Coffman Union
  - Arrange for a local construction firm to paint the Washington Avenue footbridges
- Coordinate and collaborate with University Relations as it develops the University's public relations plan

## Expand Programs and Benefits to Connect Alumni to the University

### MAINTAIN

- Alumni society and chapter programming (184 events, projects, and activities in 1994-95)
- UMAA Annual Meeting
- Special events: Homecoming, reunions, post-season/NCAA play, etc.)
- Collaboration/support of University outreach efforts, including collegiate unit activities, President's visits, athletic events, etc.
- Volunteer recruitment and training, including development of materials and tools
- Working with benefits partners to provide tangible services: Internet, library privileges, athletic ticket discounts, insurance, etc.

### NEW INITIATIVES: YEAR ONE

- Expand community/spirit building activities, particularly those that reach students
  - Work with University to pilot a new commencement involvement/activity
  - Provide alumni speakers and UMAA give-aways for New Student Orientation Camp (800 students)
  - Provide welcome remarks and promotion packet for Campus New Student/Parent Orientation Sessions (1600 students and parents)
  - Provide UMAA give-away and staffing for Fall Lunch with Leaders (3,000 students and 2,000 staff)
  - Cosponsor the CLA 125th anniversary celebrations
- Pilot an international alumni project in collaboration with UMF, if funded by University
- Pilot U of M Founder's Day in February as initiative to begin awareness for University's 150th anniversary in 2001 and UMAA's 100th anniversary in 2004
- Increase participation in all events sponsored by the UMAA
- Evaluate alumni society programming as related to UMAA goals and University 2000; improve linkages between national board and societies
- Increase number of active geographical chapters nationwide from 26 to 38; including regional activities and orientation of U of M speakers
- Reinststitute a Leadership Day for volunteers to educate them about UMAA vision/goals/programs
- Explore career placement service through vendors that work with other major alumni associations

## Invest in Technology to Identify and Track Alumni

### MAINTAIN

- Utilizing DMS for membership solicitations, program promotions, and communications
- Participating in TQM

### NEW INITIATIVES: YEAR ONE

- Promotion response tracking
- Develop system for internal membership processing
- Explore development and implementation of electronic yearbook (tracking of student activities while on campus)

## Develop and Implement Targeting Membership Strategies, Including to Students

### MAINTAIN

- Partnerships for memberships (rebates to collegiate units and chapters)
- Special discounts (\$10 student membership, etc.)
- Renewal solicitations and tracking
- New membership promotions
- Life membership solicitations
- Promotional materials for all programs and membership development efforts

### NEW INITIATIVES: YEAR ONE

#### Goal 29,000 members

- Identify groups of trackable alumni; produce specially-designed promotional materials and offers/incentives for these target market segments
  - Develop data base of participants in UMAA events and activities and other high priority market segments with 2,500 - 10,000 alumni
  - Produce a comprehensive membership benefits package
  - Aggressively promote the life membership plan
  - Increase direct membership sales at campus and community events
  - Expand product and benefit offerings, particularly for non-metro area members
- Seek to better understand why members do not renew and what benefits they desire through a random survey; cross reference responses by level of hands-on participation with the UMAA and/or University
- Produce a UMAA Membership Directory
- Offer a free first year membership to new graduates, with incentives for involvement (test market plan)

## GOAL III. Enhance the Student Experience

### Expand the Mentoring Program

#### MAINTAIN

- 1,300 participants (650 mentors, 650 students)
- Programs in 14 of 17 collegiate units/alumni societies and 3 University-wide units
- Alumni mentor data base
- Kickoff/training/evaluation sessions
- Mentor data base

#### NEW INITIATIVES: YEAR ONE

- Increase participants to 2,400 (1,200 mentors, 1,200 students)
  - Graduate and professional school students
  - All four cultural learning resource centers
  - New Student Programs
  - Winners of UMAA Freshmen Leadership Scholarships
- Develop training materials and tools, including evaluation instruments
- Continue to expand and upgrade mentor data base
- Recognize participants
- Publicity in a variety of publications

### Expand Student Recruitment Efforts

#### MAINTAIN (1993-94 was the initial year for this effort):

- 18 events held in collaboration with the Admissions Office
- Alumni participation in Campus Preview Days
- Collaborative partnerships with Admissions, Student Activities, New Student Programs

#### NEW INITIATIVES: YEAR ONE

- Expand events to 45
  - 35 schools (20 Twin Cities, 15 community)
  - 4 of 5 colleges that admit freshmen
  - 6 University-wide programs, including Post Secondary Option Student forum, etc.
- Increase parent/student contacts from 4,500 to 10,000
- Develop training materials
- Hold training sessions for 150 volunteers
- Recognize participants
- Publicity in a variety of publications

**Collaborate with the University of Minnesota Foundation and Other Units  
to Fund Scholarships and Teaching Awards**

**MAINTAIN**

- Joint Task Force, identified undergraduate scholarships as a priority; select alumni chapters and societies are currently funding scholarships through fund-raising, endowments, and/or other funding sources
- Award 17 Freshman Leadership Incentive scholarships
- Award 10 Student Leadership Awards
- Award 10 Morse-Alumni Teaching Awards
- Numerous other awards within University, collegiate units, and geographical chapters (men's and women's outstanding athletes of the year, etc.)

**NEW INITIATIVES: YEAR ONE**

- Award senior recognition awards to participants in the four cultural learning centers
- Collaborate with the UMF to develop a scholarship fund-raising effort with target chapters; implement plan; begin fund-raising
- Determine immediate and long-term funding for the Morse-Alumni Awards
- Work with the UMF as it selects a consultant to determine the feasibility of an upcoming capital campaign and/or tax credits for scholarships
- Publicity in a variety of publications

**Develop Community-Based Programs (U Partners)**

**MAINTAIN**

- Plan completed

**NEW INITIATIVES: YEAR ONE**

- Implement plan in five communities to involve 165 participants

## GOAL IV. Continue the UMAA's Advocacy Efforts

### Work to Influence the University to Improve the Student Experience

#### MAINTAIN

- Collegiate alumni society and chapter efforts
- Participation in the University Community Building Project

#### NEW INITIATIVES: YEAR ONE

- Take a leadership role in issues relating to University 2000, specifically user-friendly environment, University College, diversity, etc.
- Re-assess criteria for Freshmen Leadership Incentive Scholarships (per diversity objectives)

### Continue to Identify and Address Issues Pertinent to the University and Alumni

#### MAINTAIN

- Re-assess UMAA relationship and roles in regard to Board of Regents issues and University 2000
- Take a proactive role with respect to diversity within the UMAA and the University (annual diversity report in *Minnesota*; recruiting alumni of color on volunteer boards and staff)
- Serve on search committees and review committees
- Speak out through editorials in newspapers

#### NEW INITIATIVES: YEAR ONE

- Work with the Regent Candidate Advisory Council (RCAC) to:
  - evaluate sitting regents and the board as a whole
  - recruit candidates for regent
  - cosponsor "user-friendly" orientation forums for regent candidates
  - submit a list of possible candidates for openings on the RCAC to the Speaker of the House and the Senate on an annual basis
  - change the process for appointing regents when the legislature is not in session
- Monitor Board of Regents meetings and the regents relationship to the president
- Monitor regents' conflict of interest policy
- Increase the number of advocacy editorials to the press in metropolitan and greater Minnesota newspapers

## Continue to Expand the Legislative Network

### MAINTAIN

- Communication with relevant audiences
- Alumni Network membership of 900
- Tiers of involvement
- Calls to Action
- Continue to upgrade data base

### NEW INITIATIVES: YEAR ONE

- Become a key participant supplying alumni power and visibility for the University's new legislative strategy/messages
- Expand legislative network from 900 to 2,000 participants
- Develop a pyramid structure within the network, identifying district captains, key personal contacts of legislators, etc.
- Organize a U of M Rally at the State Capitol to support the University's request, in coordination with the student and faculty groups in late March/early April 1995
- Utilize the UMAA national president to testify at the legislature when appropriate
- Select a House and Senate Legislator of the Year, chosen by the UMAA awards committee, and present them with a plaque and story in *U Connect*, which is sent to 350,000 alumni households
- Determine the value/feasibility of hosting "meet the gubernatorial candidates" forums for UMAA and UMF volunteer leaders in fall 1994
- Develop new materials and tools to help enlarge the network
- Plan and hold legislative briefing/training in January 1995

## General Administrative/Operations

### MAINTENANCE

6 National Board Meetings  
6 Executive Committee Meetings  
Holiday Social  
National Board Committees  
Joint Task Force Meetings  
University Alumni Council Meetings  
Personnel  
Finance

### NEW INITIATIVES: YEAR ONE

- Campus Club Contract

Overhead/staff: Either renegotiate contract or be prepared to make \$20,000 in-kind contributions and/or cash; this is in addition to \$10,000 in "offset expenses " such as banqueting, magazines, membership assistance, etc.

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**

**NATIONAL BOARD MEETING**

**Thursday, July 28, 1994  
The Campus Club**

Board Members Present

John Adams  
David Beaulieu  
John Bergstrom  
Kris Bettin  
Ken Blomquist  
Mark Bregmann  
Sheila Corbett  
Ken Edberg (for Pat Duncanson)  
Dan Erkkila  
Jean Fountain  
Curman Gaines  
Joe Glenn  
Roxann Goertz  
Bruce Hawkinson  
Ann Huntrods  
Howard Juni  
Jay Kiedrowski  
Larry Laukka  
Audrey McGregor  
Dale Olseth  
Katie Sasseville  
Wendy Sharpe  
Cecil Smith  
Bruce Thorpe  
Patricia Todd  
Marvin Trammel  
Ted Tulashie  
Dick Whitney

UMAA Staff Present

Mark Allen  
Al Anderson  
Leanne Baylor  
Sam Berens  
Margaret Carlson  
Chris Coughlan-Smith  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Carla Maxwell  
Terri Mische-Riebel  
Rachel Pocras  
Frank Robertson  
Lori Winters  
Karen Woyak

Other Staff Present

Jerry Fischer  
Maddy Maxeiner

Board/Staff Unable to Attend

John Adams  
Concha Brown  
Pat Duncanson  
Georgiann Errigo  
Travelle Evans-Vann  
Mary Flinn  
Carol Johnson  
Ezell Jones  
Carmela Kranz  
Keith Krueger  
Duane Kullberg  
Laura Langer  
Dick Lindgren  
Janie Mayeron  
Linda Mona  
John O'Leary  
Angela Pierce  
Karen Riggs

University of Minnesota Alumni Association (UMAA) National President Larry Laukka called the meeting to order at 5:35 p.m. Board members introduced themselves and shared a memory from when they attended the University.

Laukka said that he was very impressed with the caliber of the current UMAA board, and that he is looking forward to this year. He commended the UMAA staff and noted that the University's new vice president for institutional relations, Mel George, is sure to be of great help to the UMAA in accomplishing its ambitious goals.

### **CONSENT AGENDA**

The consent agenda included the minutes from the May 7, 1994, national board meeting; the association membership report dated June 30, 1994 (total members: 27,719); the association and club financial reports dated May 31, 1994; all of which were approved as mailed. In regard to the UMAA Conflict of Interest Statement and Guidelines, Diane Fisher, UMAA finance and operations director, explained that each year the auditors write to the UMAA with suggestions for improving the organization. They suggested that the UMAA consider having a conflict of interest policy for staff and volunteers. The proposed policy was approved as mailed.

### **MAJOR DISCUSSION ITEM: 1994-95 UMAA GOALS AND OBJECTIVES**

Laukka noted that the document entitled "UMAA Goals, Objectives, and New Initiative Expenses" is the result of more than six months of planning by UMAA staff and volunteers. Margaret Carlson noted that two changes has been made in the major goals since they were approved by this board on May 7, 1994. Goal I has been changed to "Build a Campus Alumni Center at Oak and Washington" to reflect the importance of this goal. Goal II has been modified to read, "Grow a Visible, Vibrant Organization, Expanding to 50,000 Members by 2000," and the public relations plan has been included under this goal.

Carlson presented the goals and objectives in detail; there was considerable discussion throughout.

Diane Fisher presented the proposed 1994-95 UMAA budget. Al Anderson, UMAA marketing/membership director, explained the portion of the budget relating to membership revenue and expenses.

The 1994-95 UMAA goals, objectives, and budget were approved as mailed.

### **NEW GEOGRAPHIC REPRESENTATIVE TO THE NATIONAL BOARD**

The resolution to appoint Dan Erkkila to the national board was approved.

### **EXECUTIVE DIRECTOR'S REPORT**

Carlson thanked the board members for their time and attention to the detailed UMAA goals and budget, and encouraged them to carefully review the 1993-94 UMAA Achievement Report.

Carlson updated the board on the status of three UMAA searches: mentoring program director, outreach director, and special events program director. All positions are expected to be filled by mid-August.

Institutional Relations initiated the Pedestal Awards this year. Four of the ten awards were recently presented to UMAA staff members: Diane Fisher, Lanaya Folk, Jean Peterson, and Chris Coughlan-Smith. These awards recognize outstanding staff effort within the departments that report to Vice President Mel George. Carlson reiterated the importance of Mel George to the UMAA and the University, and noted that the University is extremely lucky to have him on board.

The 1994 UMAA Leadership Conference will be Saturday, September 10, 1994. All board members are invited and encouraged to attend. The 1993-94 UMAA awards will be presented on that day; the deadline for nominations is July 30, 1994.

Carlson and Laukka again thanked the board for its careful attention to the UMAA goals and budget and for its confidence in the UMAA staff. Laukka adjourned the meeting at 8:30 p.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

Laura Langer  
UMAA Secretary

## *UMAA Goals, Objectives, and New Initiative Expenses 1994-95*

### **GOAL I: Build a Campus Alumni Center at Oak & Washington**

#### MAINTENANCE

- General planning
- Visits to other campus alumni centers

#### NEW INITIATIVES: 1994-95

- Finalize concept with the University (tenants, program, design, size, cost, funding sources, etc.)
- Refine case statement materials to reflect fund-raising goal (\$4 million - \$5 million)
- Develop public relations plan for the project (need to decide whether to include in UMAA public relations plan or design/fund from the project expenses)

#### NEW INITIATIVE EXPENSES: 1994-95

- |  |          |
|--|----------|
| <ul style="list-style-type: none"> <li>• 1/4 current staff members will be shifted until project underway; then 1/2 support staff position funded by the project; executive director involved in overall steering/University meetings and select solicitation calls</li> </ul> | \$13,000 |
| <ul style="list-style-type: none"> <li>• Other expenses to be shared equally by UMAA and UMF and paid back out of fund raising proceeds if project successful</li> </ul>   | 37,000   |

## GOAL II. Grow a Visible, Vibrant Organization of 50,000 Members

### I. Increase UMAA Visibility Through A Public Relations Plan

#### MAINTENANCE

- *Minnesota*
- *U Connect*
- Awards (Morse-Alumni, Student Leadership Awards, UMAA Volunteer Awards)
- Collaboration with other units (cover wraps, etc.)
- Effort to make *Minnesota* self-supporting via advertising

#### NEW INITIATIVES: 1994-95

- Develop an overall UMAA public relations plan:
  - Evaluate content and effectiveness of *U Connect* and UMAA section in *Minnesota*
  - Assess need for and "fit" of subgroup newsletters (Life Member News, geographic outreach newsletter, alumni society newsletters, mentoring, recruiting and legislative newsletters)
- In tandem with overall plan, address short-term public relations issues that need immediate attention or provide a window of opportunity:
  - Develop tools (e.g. logo; communication survey, brochure)
  - Distribute highly visible give-away items at events to build UMAA identity and sense of community
  - Increase the number of press releases in local community newspapers on the activities of UMAA volunteers and programs immediately; include paid advertising in campus community, minority community newspapers, and greater Minnesota newspapers
  - Promote "Gopher Gear Day" on Fridays, campus-wide
  - Signage in Coffman Union
  - Arrange for a local construction firm to paint the Washington Avenue footbridges
- Coordinate and collaborate with University Relations as it develops the University's public relations plan

#### NEW INITIATIVE EXPENSES: 1994-95

• Phone visibility survey/measure every 3 years/4 reference groups	\$10,000
• UMAA public relations plan	10,000
• New materials per PR plan	15,000
• Advertising	14,500
• 1 FTE public relations (9 mo./inc. benefits)	35,000

## 2. Expand Programs and Benefits to Connect Alumni to the University

### MAINTENANCE

- Alumni society and chapter programming (184 events, projects, and activities in 1994-95)
- UMAA Annual Meeting
- Special events: Homecoming, reunions, post-season/NCAA play, etc.)
- Collaboration/support of University outreach efforts, including collegiate unit activities, President's visits, athletic events, etc.
- Volunteer recruitment and training, including development of materials and tools
- Working with benefits partners to provide tangible services: Internet, library privileges, athletic ticket discounts, insurance, etc.

### NEW INITIATIVES: 1994-95

- Expand community/spirit building activities, particularly those that reach students
  - Work with University to pilot a new commencement involvement/activity
  - Provide alumni speakers and UMAA give-aways for New Student Orientation Camp (800 students)
  - Provide welcome remarks and promotion packet for Campus New Student/Parent Orientation Sessions (1600 students and parents)
  - Provide UMAA give-away and staffing for Fall Lunch with Leaders (3,000 students and 2,000 staff)
  - Cosponsor the CLA 125th anniversary celebrations
- Pilot U of M Founder's Day in February as initiative to begin awareness for University's 150th anniversary in 2001 and UMAA's 100th anniversary in 2004
- Increase participation in all events sponsored by the UMAA
- Evaluate alumni society programming as related to UMAA goals and University 2000; improve linkages between national board and societies
- Increase number of active geographical chapters nationwide from 26 to 38; including regional activities and orientation of U of M speakers
- Reinstigate a Leadership Day for volunteers to educate them about UMAA vision/goals/programs
- Explore career placement service through vendors that work with other major alumni associations

### NEW INITIATIVE EXPENSES: 1994-95

• Chapter expansion expenses	\$22,000
• New community building	10,000
• 1/2 student support chapters (work study)	3,500
• 3 month student/special events	2,500

### 3. Invest in Technology to Identify and Track Alumni

#### MAINTENANCE

- Utilizing DMS for membership solicitations, program promotions, and communications
- Participating in TQM

#### NEW INITIATIVES: 1994-95

- Promotion response tracking
- Develop system for internal membership processing
- Explore development and implementation of electronic yearbook (tracking of student activities while on campus)
- Install new modems for alumni Internet users

#### NEW INITIATIVE EXPENSES: 1994-95

- System design (rebate/UMF/\$50,000)
- Modem for Internet \$20,000

4. Develop and Implement Targeting Membership Strategies,  
Including to Students

MAINTENANCE

- Partnerships for memberships (rebates to collegiate units and chapters)
- Special discounts (\$10 student membership, etc.)
- Renewal solicitations and tracking
- New membership promotions
- Life membership solicitations
- Promotional materials for all programs and membership development efforts

NEW INITIATIVES: 1994-95

Goal 29,000 members

- Identify groups of trackable alumni; produce specially-designed promotional materials and offers/incentives for these target market segments
  - Develop data base of participants in UMAA events and activities and other high priority market segments with 2,500 - 10,000 alumni
  - Produce a comprehensive membership benefits package
  - Aggressively promote the life membership plan
  - Increase direct membership sales at campus and community events
  - Expand product and benefit offerings, particularly for non-metro area members
- Seek to better understand why members do not renew and what benefits they desire through a random survey; cross reference responses by level of hands-on participation with the UMAA and/or University
- Produce a UMAA Membership Directory
- Offer a free first year membership to new graduates, with incentives for involvement (test market plan)

NEW INITIATIVE EXPENSES: 1994-95

- |  |          |
|--|----------|
| • Complimentary new grad members (\$60,000 in FY96 per June graduations) | -0-      |
| • 1 FTE membership/customer service (9 mo./incl. benefits)               | \$25,000 |

## GOAL III. Enhance the Student Experience

### 1. Expand the Mentoring Program

#### MAINTENANCE

- 1,300 participants (650 mentors, 650 students)
- Programs in 14 of 17 collegiate units/alumni societies and 3 University-wide units
- Alumni mentor data base
- Kickoff/training/evaluation sessions
- Mentor data base

#### NEW INITIATIVES: 1994-95

- Increase participants to 2,400 (1,200 mentors, 1,200 students)
  - Graduate and professional school students
  - All four cultural learning resource centers
  - New Student Programs
  - Winners of UMAA Freshmen Leadership Scholarships
- Develop training materials and tools, including evaluation instruments
- Continue to expand and upgrade mentor data base
- Recognize participants
- Publicity in a variety of publications

NEW INITIATIVE EXPENSES: 1994-95

\$ -0-

### 2. Expand Student Recruitment Efforts

#### MAINTENANCE (1993-94 was the initial year for this effort):

- 18 events held in collaboration with the Admissions Office
- Alumni participation in Campus Preview Days
- Collaborative partnerships with Admissions, Student Activities, New Student Programs

#### NEW INITIATIVES: 1994-95

- Expand events to 45
  - 35 schools (20 Twin Cities, 15 community)
  - 4 of 5 colleges that admit freshmen
  - 6 University-wide programs, including Post Secondary Option Student forum, etc.
- Increase parent/student contacts from 4,500 to 10,000
- Develop training materials
- Hold training sessions for 150 volunteers
- Recognize participants
- Publicity in a variety of publications

NEW INITIATIVE EXPENSES: 1994-95

\$ -0-

### 3. Collaborate with the University of Minnesota Foundation and Other Units to Fund Scholarships and Teaching Awards

#### MAINTENANCE

- Joint Task Force, identified undergraduate scholarships as a priority; select alumni chapters and societies are currently funding scholarships through fund-raising, endowments, and/or other funding sources
- Award 17 Freshman Leadership Incentive scholarships
- Award 10 Student Leadership Awards
- Award 10 Morse-Alumni Teaching Awards
- Numerous other awards within University, collegiate units, and geographical chapters (men's and women's outstanding athletes of the year, etc.)

#### NEW INITIATIVES: 1994-95

- Award senior recognition awards to participants in the four cultural learning centers
- Collaborate with the UMF to develop a scholarship fund-raising effort with target chapters; implement plan; begin fund-raising
- Determine immediate and long-term funding for the Morse-Alumni Awards
- Work with the UMF as it selects a consultant to determine the feasibility of an upcoming capital campaign and/or tax credits for scholarships
- Publicity in a variety of publications

#### NEW INITIATIVE EXPENSES: 1994-95

- (Special appropriation from University if joint venture with UMF) \$ -0-

### 4. Develop Community-Based Programs (U Partners)

#### MAINTENANCE

- Plan completed

#### NEW INITIATIVES: 1994-95

- Implement plan in five communities to involve 165 participants

#### NEW INITIATIVE EXPENSES: 1994-95

- Programming and promotion \$ 5,000

## GOAL IV. Continue the UMAA's Advocacy Efforts

### 1. Work to Influence the University to Improve the Student Experience

#### MAINTENANCE

- Collegiate alumni society and chapter efforts
- Participation in the University Community Building Project

#### NEW INITIATIVES: 1994-95

- Take a leadership role in issues relating to University 2000, specifically user-friendly environment, University College, diversity, etc.
- Re-assess criteria for Freshmen Leadership Incentive Scholarships (per diversity objectives)

#### NEW INITIATIVE EXPENSES: 1994-95

- Shift some responsibilities to legislative network coordinator \$ -0-

### 2. Continue to Identify and Address Issues Pertinent to the University and Alumni

#### MAINTENANCE

- Re-assess UMAA relationship and roles in regard to Board of Regents issues and University 2000
- Take a proactive role with respect to diversity within the UMAA and the University (annual diversity report in *Minnesota*; recruiting alumni of color on volunteer boards and staff)
- Serve on search committees and review committees
- Speak out through editorials in newspapers

#### NEW INITIATIVES: 1994-95

- Work with the Regent Candidate Advisory Council (RCAC) to:
  - evaluate sitting regents and the board as a whole
  - recruit candidates for regent
  - cosponsor "user-friendly" orientation forums for regent candidates
  - submit a list of possible candidates for openings on the RCAC to the Speaker of the House and the Senate on an annual basis
  - change the process for appointing regents when the legislature is not in session
- Monitor Board of Regents meetings and the regents relationship to the president
- Monitor regents' conflict of interest policy
- Increase the number of advocacy editorials to the press in metropolitan and greater Minnesota newspapers

#### NEW INITIATIVE EXPENSES: 1994-95

- Shift some responsibilities to legislative network coordinator \$ -0-

### 3. Continue to Expand the Legislative Network

#### MAINTENANCE

- Communication with relevant audiences
- Alumni Network membership of 900
- Tiers of involvement
- Calls to Action
- Continue to upgrade data base

#### NEW INITIATIVES: 1994-95

- Become a key participant supplying alumni power and visibility for the University's new legislative strategy/messages
- Expand legislative network from 900 to 2,000 participants
- Develop a pyramid structure within the network, identifying district captains, key personal contacts of legislators, etc.
- Organize a visibility campaign at the State Capitol to support the University's request, in coordination with the student and faculty groups (i.e., large buttons worn by supporters who monitor hearings, rally, etc.)
- Utilize the UMAA national president to testify at the legislature when appropriate
- Select a House and Senate Legislator of the Year, chosen by the UMAA awards committee, and present them with a plaque and story in *U Connect*, which is sent to 350,000 alumni households
- Determine the value/feasibility of hosting "meet the gubernatorial candidates" forums for UMAA and UMF volunteer leaders in fall 1994
- Develop new materials and tools to help enlarge the network
- Plan and hold legislative briefing/training in January 1995

#### NEW INITIATIVE EXPENSES: 1994-95

- |   |          |
|---|----------|
| • 1/2 student per added U Issues responsibilities       | \$ 8,000 |
| • Visibility project (e.g., rally at the State Capitol) | \$ 5,000 |

## General Administrative/Operations

### MAINTENANCE

6 National Board Meetings  
6 Executive Committee Meetings  
Holiday Social  
National Board Committees  
Joint Task Force Meetings  
University Alumni Council Meetings  
Personnel  
Finance

### NEW INITIATIVES/EXPENSES: 1994-95

- Campus Club Contract: Overhead/staff: Either renegotiate contract or be prepared to make \$20,000 in-kind contributions and/or cash; this is in addition to \$10,000 in "offset expenses " such as banqueting, magazines, membership assistance, etc. \$ 20,000

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS (UMAA/AR)

Achievement Report for 1993-1994

*Finalized July 15, 1994*

In 1994 the University of Minnesota Alumni Association (UMAA) is celebrating its 90th year of involvement at the University by reaffirming its mission of connecting alumni to the University to support the tradition of excellence in education and to build spirit and community through alumni service, advocacy, and fellowship.

**Student Experience**

- Began utilizing unused endowment money to assist the University in its efforts to recruit top high school students; offered 24 \$1,000 scholarships to incoming freshmen based on leadership; an additional four \$1,500 leadership scholarships offered to students with demonstrated financial need; not restricted to students of color, but awarding the scholarships to a diverse group of student is a priority.
- Continued to expand the student-alumni mentoring programs in fourteen of the seventeen collegiate alumni societies; began new initiatives working with University Scholars and the four Twin Cities campus learning resource centers; involved 551 alumni and 548 students in these programs; held 17 training programs for students and volunteers.
- Mobilized alumni support for a total of 18 student recruitment activities in Albert Lea, Austin, Blue Earth, New Ulm, Red Wing, Redwood Falls, Rochester, Sleepy Eye, Wabasso, and Wadena, as well as targeted high schools in the metropolitan area: Minneapolis South, Edina, Wayzata, and St. Paul Highland Park neighborhood of St. Paul; a total of 4,500 students were contacted by letter and 664 students and parents attended the events held in cooperation with the Office of Prospective Students and with special funding from University President Nils Hasselmo's office.
- Held a CLA student recruitment phonathon to call 272 prospective students; utilized the service of 85 alumni, 33 University staff, and 14 current University students.
- Set in a motion a new idea to connect alumni and students in their home communities--U Partners, our community-based partnership program; alumni volunteers will help recruit students from their hometown high school, become long-term partners helping students feel the University presence in their community, and hold mentoring and social activities throughout the students' four years at the University. Pilot cities for the project are Rochester, Edina, Minneapolis, and St. Paul. Alumni in these areas are planning summer kickoff events for new and returning students.
- Continued to fund and select winners of the Horace T. Morse-Minnesota Alumni Association Award for outstanding undergraduate teaching; featured the ten winners in May/June issue of *Minnesota*.
- Hosted the REACH phoning program through use of the UMAA/AR offices/phones/refreshments; over the eight-day calling period, 100 students, staff, and alumni called newly enrolled students to check on their student experience and answer questions
- Donated 10 Macintosh computers to student organizations when the UMAA upgraded its computer hardware.

## Communications

- Began producing a 4-page insert for inclusion in *Update*, the University's tabloid that is sent to nearly 300,000 alumni; *U Alumni Connection*, which made its debut in May 1994, will remind alumni how they can make the U connection with the help of the UMAA.
- Sent each issue of *Minnesota* to 25,000 alumni member households; in addition, issues with specially designed cover wraps were sent to an additional 15,000 non-members in the following schools and colleges: Carlson School of Management, Institute of Technology, Architecture, and Cancer Center.
- Sent the Fall Issue of *Minnesota* to 100,000 households, and the outer cover wrap explained the unique and important programs and services of the UMAA; total distribution of *Minnesota* for the year was 300,000 copies.
- Sent strong messages in *Minnesota* about the importance of the UMF and fund-raising; explained the different but complimentary roles of the UMAA and UMF in *Minnesota* and membership materials.
- Began an editorial survey of *Minnesota*; sent to 300 readers each issue.

## Advocacy

- Continued to mobilize the Alumni Legislative Network to support the University's legislative requests; 850+ participants received 6 alerts/calls to action; briefings and training sessions were held with 15 collegiate societies and 8 geographical chapters.
- Sent letters and opinions to the press on a number of issues and have emphasized the importance of the University. Alumni wrote on Nils Hasselmo's leadership in August in the *Twin Cities Reader* and *The Minnesota Daily*, on the Medical School in January in the *Daily*, on the University 2000 plan in January in the *Star Tribune*, and on the need for legislative support for the University in April in the *Daily*.
- Published third annual report on diversity at the University (May/June 1994 issue of *Minnesota*) that focused on the Twin Cities climate for students of color; statistical comparison of progress over the past five years for hiring and retaining faculty and administrators of color, recruiting and retaining students of color, and academic performance and graduation rates.
- Cosponsored and donated medals for the graduating seniors through the African-American Learning Resource Center.
- Renewed involvement in the regent selection process, including the formation of a collaboration plan with the Regent Candidate Advisory Council to help recruit board candidates; interacted with the regents on their conflict of interest policy.

## Spirit and Community

- Held NCAA playoff pep rallies in South Bend, Indiana, and Nashville, Tennessee, for the women's basketball team; and in Sacramento, California, for the men's basketball team; held a hometown rally in downtown St. Paul for the hockey team's NCAA Final Four; a total of 1,250 alumni and fans attended these events held in cooperation with University Relations, the UMF, and men's and women's intercollegiate athletics.
- Promoted Maroon and Gold Days, urging companies and groups to pledge that their employees and members wear University colors on Gopher basketball playoff days; with the help of WCCO Radio, more than 360 organizations signed up and were saluted in a full-page UMAA ad in the *Minnesota Daily*.
- Held a homecoming pep rally before the Minnesota-Wisconsin game; 2,500 alumni and fans attended.
- Celebrated the 90th anniversary at the UMAA annual meeting; University of Minnesota President Nils Hasselmo was the keynote speaker (substituting for alumnus Harvey B. Mackay who was ill); 1,700 alumni, friends, students, and University staff attended; had gathering areas for 14 collegiate units.

### **Geographic Chapters and Collegiate Societies**

- Carried out many of the association's activities listed above through the 24 geographic chapters and 17 collegiate societies, which are the primary link between many alumni and the University (lists attached).
- Hosted a total of 184 special events, projects, and activities attended by 15,949 alumni and friends.
- Collaborated with the UMF to cohost 5 events.

### **Membership/Membership Benefits**

- Increased membership from 25,136 to 27,719; attracted more than 800 members through Internet, a new member service.
- Moved the Alumni Club from the IDS Center to the Minneapolis Athletic Club when IDS closed its restaurant operation on the 50th floor.
- Began an affinity credit card with Visa, which attracted more than 8,000 users.
- Began "What's New At The U" meetings in 4 Minneapolis companies.

### **Volunteer Association**

- Carried out a comprehensive strategic planning process, per U2000, with extensive participation of the volunteers and including two focus groups of alumni; 8 meetings that resulted in the four goal statements listed on the next page.
- Formed a U/UMAA/UMF Joint Task Force to explore ways of working better together; held two meetings and decided to jointly pursue raising funds for scholarships and enhancing the public relations of the University.
- Formed a University Alumni Council to establish direction and strategies for alumni relations through the collaboration of the UMAA and other units within the University.
- Held 6 national board meetings, 7 executive committee meetings, and 22 meetings of the six standing committees of the national board.
- Held 102 board meetings and 468 planning committee meetings in the geographical chapters and alumni societies (includes 68 geographic and 400 collegiate society committee meetings).

### **Staff Operation**

- Facilitated the restructuring of the staff, including changes in job responsibilities, organizational culture, and reporting relationships.
- Upgraded entire office computer system--including software--to the latest versions of Macintosh and IBM, which included 32 computers.
- Brought financial accounting systems inside UMAA rather than through an outside vendor at a savings of \$1,000 per month.

University of Minnesota Alumni Association  
**Geographic Outreach Activity Summary**

June 30, 1994

**92-93**

**93-94**

<b>Number of Chapters</b> Organized core leadership groups with annual plans in place.		
<b>Minnesota</b> 93-94: Austin/Albert Lea, Brown-Nicollet, Red Wing, Rice-Steele, Redwood Falls, Rochester, Wadena, Fergus Falls, Mankato, Martin County	10	10
<b>National</b> 93-94 Chicago, Detroit, Los Angeles, Madison, San Diego, Washington, DC, Atlanta, Austin, Dallas, Phoenix, Seattle, Sun Cities, St. Louis, Dayton, Naples, Suncoast.	14	16
<b>Total Chapters</b>	<b>24</b>	<b>26</b>
<b>Additional Geographic Areas with Alumni Activity</b> (Contact Areas, UMF Collaborative events, NCAA pep fests, other alumni events)		
<b>Minnesota</b> 93-94: Brainerd, Fargo/Moorhead, Grand Rapids, St. Cloud	4	4
<b>National</b> 93-94: San Francisco and Sacramento CA, Boston, Houston, Charlotte and Raleigh/Durham NC, Kansas City, Spokane, New York, Cincinnati and Columbus OH, Nashville, South Bend, Omaha	4	13
<b>Total Additional Areas with Activity</b>	<b>8</b>	<b>17</b>
<b>Number of Events</b> (Not including student recruitment events)		
<b>Minnesota</b>	22	20
<b>National</b>	36	63
<b>Total Events</b>	<b>59</b>	<b>83</b>
<b>Student Recruitment</b>	# Chp/# Events	# Chp/# Events
<b>Minnesota</b>	5/5	7/13
<b>Other Chapter Projects</b> (# of Chapters)		
Student award fund raising (\$5000 in 1993, \$8000 in 1994)	5	4
Legislative activity (MN - briefings, coffee parties)	10	8
<b>Event Attendance</b>		
<b>Minnesota</b>	1278	2200
<b>National</b>	1476	2654
<b>Total Event Attendance</b>	<b>2754</b>	<b>4854</b>
<b>Number of On-Site Staff Visits</b>		
<b>Minnesota</b>	28	45
<b>National</b>	5	23
<b>Total On-Site Visits</b>	<b>33</b>	<b>68</b>

University of Minnesota Alumni Association  
**Geographic Outreach Activity Summary**

June 30, 1994

**92-93**

**93-94**

<b>President visits</b>		
Minnesota	5	1
National		6
<b>Total President Visits</b>	<b>5</b>	<b>7</b>
<b>Men's Athletics Football Promotion Tour</b>		
	6	1
<b>University faculty/staff/volunteer representatives featured</b>	20	23
<b>University Departments/units featured</b>	13	17

# 1993-94 ALUMNI SOCIETY ACTIVITY SUMMARY

July 13, 1994

## STUDENT RELATIONS

### Mentoring Programs

Society	Mentors/Students		Attendance Program Orientation	Attendance Program Closing
Architecture	5	5	10	
Agriculture	25	25	40	35
Biological Sciences	20	20	30	20
CLA	24	24	48	42
Dentistry	11 groups	37	-	-
Humphrey Institute	61	61	124	80
Human Ecology	22	22	40	30
IT	156	99	165	75
Journalism	35	35	50	45
Management	60	60	100	100
Pharmacy	28	56	60	-
Public Health	4	8	10	-
Veterinary Medicine	24	48	46	-
<b>Totals:</b>	<b>475</b>	<b>500</b>	<b>718</b>	<b>427</b>

### Student Recruitment

CLA Student recruitment phone tree: 30 alumni  
 Carlson SOM 4 Prospective Student Preview Days: 100 alumni, 100 students  
 Medicine Student recruitment: 100 alumni  
 Public Health New Student breakfast: 20

### Career Development

Agriculture Career Fair: 150  
 Biological Sciences Career Information Fair: 500  
 Carlson SOM 2 Student Networking seminars: 1000  
 Carlson SOM Alumni Career Networking: 700 alumni,  
 1000 students and alumni users  
 Humphrey Institute Career Action Fair: 150  
 Humphrey Institute Mentor Career Program: 100  
 IT Career Networking Seminar: 15 alumni, 55 students  
 IT Student assistance with dean's California visit and IT week  
 Nursing Career Day: Résumé writing class: 12  
 Pharmacy 2 License Review sessions: 100  
 Public Health Career Action Day: 200

## Faculty Awards

Biological Sciences  
CLA/UC

Stanley Dagley Faculty Award (\$500)  
Morse-Alumni Award Recipient  
Red Motley Award for Teaching Excellence

Human Ecology  
IT

Outstanding Faculty Award  
ITAS/George Taylor Distinguished Teacher Award  
Morse-Alumni Award Recipient

Education  
Nursing  
Pharmacy

Faculty Teaching Award  
Faculty Award (\$250)  
Teacher of the Year Award B.S. degree  
Teacher of the Year Award Pharm.D. degree

## Legislative

Carlson SOM

Legislative Network Development:

Contact 500, 100 students participated  
Alumni phoneathon: 20 alums - 200 contacts  
Alumni legislative volunteers included 100 students  
Carla Maxwell presentation at board: Increased network contacts  
15 of 17 Societies contacted by Carla Maxwell

CLA  
IT  
UMAA

## Membership Campaigns

Agriculture

Phone solicitation of past members: 30 new members  
New graduate solicitation at commencement: 17 new members

Allied Health

Solicitation of new graduates

Architecture & L A

*Minnesota Magazine* cover wrap to CALA alumni  
and donor non members

Biological Sciences

Recent graduates membership solicitation  
Itasca Weekend Workshop (membership required)

Dentistry

Mailing to 5200 graduates non members  
Dentistry Day (membership required for attendance)

Education

Solicitation of new graduates

Human Ecology

New graduate solicitation at commencement: 5 new members

Humphrey Institute

Solicitation of new members in May newsletter

IT

*Minnesota Magazine* cover wrap (letter from IT dean) to  
15,000 IT graduates - never members

Medicine

Reunion classes and residency alumni

Natural Resources

New graduate solicitation at commencement: 5 new members

Nursing

Solicitation of new graduates

Public Health

Solicitation of new graduates

July 6, 1994

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
PROSPECTIVE STUDENT RECRUITMENT PROGRAM  
YEAR END REPORT--1993-1994**

**Mission:**

The mission of the UMAA and the alumni volunteers is to assist the Office of Admissions and specified collegiate units with their freshmen recruitment efforts.

**Assumptions:**

Alumni involvement and advocacy is critical in the prospective student recruitment process. A collaborative partnership between UMAA and the Office of Admissions is essential for successful student recruitment activities.

**Goal:**

The goal of UMAA prospective student recruitment activities is for alumni to help promote the University of Minnesota as a viable option for a college education and as an exciting opportunity to receive a world-class education.

**Tactic:**

The major tactic of the UMAA Prospective Student Recruitment Program is to collaborate with the Office of Admissions and help provide current information about the University of Minnesota to prospective freshmen and their parents, high school administrators, instructors, and career/guidance counselors through alumni sponsored activities.

*This year, UMAA/AR Student Recruitment efforts have been successful in:*

- Determining and targeting alumni student recruitment markets in four Twin City area high schools and seven UMAA chapter sites throughout Minnesota
- Establishing and implementing student recruitment activities in four Twin City area high schools and seven Minnesota chapter communities
- Working with four collegiate unit societies and determining collaborative prospective student recruitment activities--College of Liberal Arts requested our assistance
- Holding programming brainstorming sessions with UMAA Outreach Program staff; three collegiate unit dean's offices, and the Office of Admissions
- Working with the Office of Admissions, Society and Geographic Outreach Program Directors, and targeted collegiate units, to establish priorities and action plan for the 1993-94 UMAA alumni student recruitment initiative
- Reviewing existing Big 10 university and targeted private college alumni student recruitment programs
- Establishing and now implementing a tracking system to document results of UMAA student recruitment
- Identifying and recruiting a network of 100 alumni student recruitment volunteers in targeted market areas including school administrators, counselors, and key teaching staff

- Establishing and maintaining a volunteer/student database
- Identifying and recruiting at least 50 volunteer student speakers for alumni-sponsored student recruitment events
- Developing primary promotional communications strategies and tools (i.e., press releases for local newspapers and local radio, flyers for schools)
- With Office of Admissions and Outreach Programs staff, planning, implementing school information sessions, open-houses, participation in college fairs
- Expanding visibility of UMAA Student Relations initiative with representatives from collegiate units and Student Affairs

### **Activities Results:**

- Collaborated with four collegiate units (CLA, Institute of Technology, Human Ecology, Agriculture) to facilitate their participation in school information sessions
- Collaborated with five University departments/organizations to facilitate their participation in student information sessions (Admissions, New Student Programs, Student Activities, Asian American Student Cultural Center, American Indian Learning Resource Center)
- Held 18 prospective student information sessions throughout the state
- 53 chapter volunteers were involved in planning events
- 4,500 students were contacted by letter; 400 were Office of Admissions targeted students
- 664 students and 48 parents/school staff participated in student information sessions
- 33 University staff, 14 current students and 22 alumni volunteers provided information about the University and/or their University experience at student information events
- 12 alumni participated in two Office of Admissions-sponsored Campus Previews Days; 2,400 prospective students and their parents attended
- 10 CLA/UC Alumni Society volunteers participated in a phonathon to contact 272 prospective CLA/UC students
- In conjunction with Office of Admissions, an alumnus participated in the Twin Cities catholic high schools annual college recruitment fair
- 4 alumni spoke to 30 Office of Admissions U Ambassadors for their University orientation session; alumni perspective is part of orientation and training
- Collaborated with Advanced High School Student Services; provided table tents, decals, UMAA pens for 600 prospective students and parents for Post-Secondary Enrollment Options Information Sessions

July 6, 1994

## **ADDITIONAL 1993-94 UMAA ALUMNI-STUDENT RELATIONS ACTIVITIES**

### **Mission:**

The mission of the UMAA Alumni-Student Relations initiative is to expand the visibility of the association through activities that promote University-alumni-student connection.

### **Assumptions:**

Alumni-student involvement, and participation in campus activities builds tradition, alumni student relationships, and increases alumni-student loyalty and support for the University and the University of Minnesota Alumni Association

### **Goal:**

To increase the level of alumni participation in student relations activities both on and off campus

### ***On-going alumni-student relations activities:***

UMAA participation on New Student Weekend, Campus Kick-Off and Community Building committees

Representative alumni serving as panelists, speakers during 1994-95 New Student Weekend sessions; hosts for Parents Orientation

Alumni-student Paint the Bridge Project, 1994-95 Campus Kick-Off Days

UMAA/alumni participation , 1994-95 Campus Kick-Off Days Black and White Ball (Weisman Art Museum location)

U Partners, August, 1994 Kick-Off

University of Minnesota Alumni Association

DRAFT PROPOSAL

***U-Partners: Alumni and Students Making the Minnesota Connection***

**Goal:**

To develop a long-term alumni-sponsored program that enhances the student experience for new and current undergraduate students, and, thereby, develops a life-long connection to the University and the University of Minnesota Alumni Association (UMAA).

**Target Audience:**

New and current undergraduates; alumni in students' home community area

**Assumptions:**

By developing long-term student and alumni mentoring partnerships, the program will support the University in its efforts to:

- enhance the student experience
- recruit and retain a diverse student population
- improve student graduation rates
- increase current and future alumni support for the University

**The project will:**

- be volunteer-driven and student home community-based
- include one-to-one and group mentoring opportunities
- include a prototype activities format to provide for rapid expansion of alumni and student involvement
- integrate University of Minnesota Alumni Association themes and messages

**Project Scope:**

	Communities	Students	Alumni Mentors	Other * Participants	Total Participants
Year One (Pilot)	5	60	60	75	195
Year Two	10	150	120	150	420
Year Three	25	450	250	300	1000
Year Four	45	900	450	650	2000

\* Includes family members, community educators, other alumni attending events

**Pilot Implementation:**

June, 1994

**Measurable Results/Outcomes:**

By Year Four:

- student and alumni partnerships established in 45 communities, including all Minnesota chapters
- 900 students, 450 alumni mentors, and 650 additional participants
- higher than average four-year graduation rates for participating students
- identified alumni volunteer leaders/organizers in 45 sites

## UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

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### WE VIEW OUR STRONGEST ASSETS TO BE:

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- *Minnesota*, our alumni magazine, which takes the University of Minnesota story to our members on a regular basis
- Our team of volunteers, providing hands-on, active involvement
- Our ability to address issues of importance to the University
- The positive feelings of alumni for the University
- Our network of college and geographical alumni groups
- Our 25,000+ members

TO SUCCEED, WE MUST BECOME BETTER AT:

---

- Clarifying and telling UMAA's story
- Recruiting and retaining members
- Building personal connections with alumni and students
- Involving more alumni as active volunteers
- Building stronger relationships with college and geographical alumni groups
- Becoming more diverse by focusing on people of color

WE SEE OUR GREATEST OPPORTUNITIES AS:

---

- Being an important force in influencing and implementing University 2000
- Reaffirming the University's preeminence
- Increasing the effectiveness of the alumni voice
- Effectively impacting the legislature and the University
- Improving the student experience

## THE BARRIERS THAT STAND IN OUR WAY INCLUDE:

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- The impersonal and unsatisfactory University student experience of many of our alumni
- Insufficient resources (including staff, funding, and data)
- Varying perceptions of the University

THE MOST IMPORTANT SERVICES  
WE PROVIDE TODAY INCLUDE:

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- A communications link with members
- Multiple opportunities for alumni to become involved and to serve the University
- Providing support to the University, an alumni link to the president, and a sounding board for the administration
- Member services that connect alumni to the University (e.g., Internet/E-mail, the Alumni Club, etc.)
- Opportunities for alumni to gather to express loyalty and friendship to the University and each other (e.g., collegiate and geographical group events)

OUR MISSION IS:

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The University of Minnesota Alumni Association  
connects alumni to the University,  
advocating and supporting  
excellence in education,  
and building pride, spirit,  
and community.

## UMAA BELIEVES:

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- High quality public education is essential
- Alumni and friends can make a difference
- Alumni have a responsibility to the University and the University has a responsibility to alumni
- Alumni involvement and input is essential to be effective
- A positive student experience is important to a long-term relationship with the University

OUR VISION OF OUR FUTURE IS TO BE:

---

- A critical resource to the University in regaining its pre-eminence and achieving its goals
- An effective agent in communicating alumni concerns to the University--and University concerns to alumni
- A growing, visible organization with a membership base that speaks to its importance, vitality, and diversity
- A prominent physical presence on campus that is readily identifiable as the home of the alumni and future alumni and where programming can be effectively carried out
- An important partner in enhancing the student experience, which will create new generations of committed alumni to serve the University

## OUR FIVE-YEAR GOALS INCLUDE:

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1. Build a campus alumni center at Oak & Washington, to be completed by 2000
  
2. Grow a visible, vibrant organization, expanding to 50,000 members
  - *Implement a comprehensive, ongoing public relations campaign*
  - *Expand programs and benefits to connect alumni to the University*
  - *Invest in technology to identify and track alumni*
  - *Continue developing and implementing targeted membership strategies, including to students*

### 3. Enhance the student experience

- *Expand the mentoring program*
- *Expand student recruitment efforts*
- *Collaborate with the University of Minnesota Foundation and other units to fund scholarships and teaching awards*
- *Develop community-based programs*

### 4. Continue the UMAA's advocacy efforts

- *Work to influence the University to improve the student experience*
- *Continue to identify and address issues pertinent to the University and to alumni*
- *Continue legislative network efforts*

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**

**NATIONAL BOARD MEETING**

**Thursday, July 28, 1994  
The Campus Club**

Board Members Present

John Adams  
David Beaulieu  
John Bergstrom  
Kris Bettin  
Ken Blomquist  
Mark Bregmann  
Sheila Corbett  
Ken Edberg (for Pat Duncanson)  
Dan Erkkila  
Jean Fountain  
Curman Gaines  
Joe Glenn  
Roxann Goertz  
Bruce Hawkinson  
Ann Huntrods  
Howard Juni  
Jay Kiedrowski  
Larry Laukka  
Audrey McGregor  
Dale Olseth  
Katie Sasseville  
Wendy Sharpe  
Cecil Smith  
Bruce Thorpe  
Patricia Todd  
Marvin Trammel  
Ted Tulashie  
Dick Whitney

UMAA Staff Present

Mark Allen  
Al Anderson  
Leanne Baylor  
Sam Berens  
Margaret Carlson  
Chris Coughlan-Smith  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Carla Maxwell  
Terri Mische-Riebel  
Rachel Pocras  
Frank Robertson  
Lori Winters  
Karen Woyak

Other Staff Present

Jerry Fischer  
Maddy Maxeiner

Board/Staff Unable to Attend

John Adams  
Concha Brown  
Pat Duncanson  
Georgiann Errigo  
Travelle Evans-Vann  
Mary Flinn  
Carol Johnson  
Ezell Jones  
Carmela Kranz  
Keith Krueger  
Duane Kullberg  
Laura Langer  
Dick Lindgren  
Janie Mayeron  
Linda Mona  
John O'Leary  
Angela Pierce  
Karen Riggs

University of Minnesota Alumni Association (UMAA) National President Larry Laukka called the meeting to order at 5:35 p.m. Board members introduced themselves and shared a memory from when they attended the University.

Laukka said that he was very impressed with the caliber of the current UMAA board, and that he is looking forward to this year. He commended the UMAA staff and noted that the University's new vice president for institutional relations, Mel George, is sure to be of great help to the UMAA in accomplishing its ambitious goals.

### **CONSENT AGENDA**

The consent agenda included the minutes from the May 7, 1994, national board meeting; the association membership report dated June 30, 1994 (total members: 27,719); the association and club financial reports dated May 31, 1994; all of which were approved as mailed. In regard to the UMAA Conflict of Interest Statement and Guidelines, Diane Fisher, UMAA finance and operations director, explained that each year the auditors write to the UMAA with suggestions for improving the organization. They suggested that the UMAA consider having a conflict of interest policy for staff and volunteers. The proposed policy was approved as mailed.

### **MAJOR DISCUSSION ITEM: 1994-95 UMAA GOALS AND OBJECTIVES**

Laukka noted that the document entitled "UMAA Goals, Objectives, and New Initiative Expenses" is the result of more than six months of planning by UMAA staff and volunteers. Margaret Carlson noted that two changes has been made in the major goals since they were approved by this board on May 7, 1994. Goal I has been changed to "Build a Campus Alumni Center at Oak and Washington" to reflect the importance of this goal. Goal II has been modified to read, "Grow a Visible, Vibrant Organization, Expanding to 50,000 Members by 2000," and the public relations plan has been included under this goal.

Carlson presented the goals and objectives in detail; there was considerable discussion throughout.

Diane Fisher presented the proposed 1994-95 UMAA budget. Al Anderson, UMAA marketing/membership director, explained the portion of the budget relating to membership revenue and expenses.

The 1994-95 UMAA goals, objectives, and budget were approved as mailed.

### **NEW GEOGRAPHIC REPRESENTATIVE TO THE NATIONAL BOARD**

The resolution to appoint Dan Erkkila to the national board was approved.

### **EXECUTIVE DIRECTOR'S REPORT**

Carlson thanked the board members for their time and attention to the detailed UMAA goals and budget, and encouraged them to carefully review the 1993-94 UMAA Achievement Report.

Page 3  
UMAA National Board Meeting  
July 28, 1994

Carlson updated the board on the status of three UMAA searches: mentoring program director, outreach director, and special events program director. All positions are expected to be filled by mid-August.

Institutional Relations initiated the Pedestal Awards this year. Four of the ten awards were recently presented to UMAA staff members: Diane Fisher, Lanaya Folk, Jean Peterson, and Chris Coughlan-Smith. These awards recognize outstanding staff effort within the departments that report to Vice President Mel George. Carlson reiterated the importance of Mel George to the UMAA and the University, and noted that the University is extremely lucky to have him on board.

The 1994 UMAA Leadership Conference will be Saturday, September 10, 1994. All board members are invited and encouraged to attend. The 1993-94 UMAA awards will be presented on that day; the deadline for nominations is July 30, 1994.

Carlson and Laukka again thanked the board for its careful attention to the UMAA goals and budget and for its confidence in the UMAA staff. Laukka adjourned the meeting at 8:30 p.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

Laura Langer  
UMAA Secretary

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

## EXECUTIVE COMMITTEE

August 11, 1994

7:30 a.m.

Edina County Club

### Committee Members Attending

John Bergstrom  
 Laura Langer  
 Larry Laukka  
 Bruce Thorpe

### Unable to Attend

Ann Huntrods  
 Janie Mayeron  
 Linda Mona  
 Marv Trammel

### UMAA Staff Attending

Mark Allen  
 Al Anderson  
 Margaret Carlson  
 Diane Fisher  
 Jean Marie Hamilton  
 Cheryl Jones  
 Lori Winters

### Other Staff Attending

Mel George

UMAA national president Larry Laukka called the meeting to order at 7:30 a.m.

### Mel George

Laukka introduced Mel George, the University's new vice president for institutional relations. George comes to the University of Minnesota after serving as president of St. Olaf College for nine and one-half years. George said that he is looking forward to working with the UMAA volunteers and staff, especially on the Gateway Alumni/Visitor Center and improving the student experience. He truly appreciates the UMAA's involvement in these areas. He reported that the University is nearly ready to launch a long-term campaign to promote the University and U2000; the Institutional Relations team is heavily involved in this effort, including Margaret Carlson.

### Consent Agenda

The consent agenda included the minutes of the July 1, 1994, Executive Committee meeting and the association membership report dated August 5, 1994 (total UMAA membership: 27,599). These were approved as mailed.

### UMAA Public Relations Plan

Laukka reported that UMAA volunteers and staff met on August 10, 1994, with Dennis McGrath, Scott Meyer, and Dave Mona of Mona Meyer McGrath and Gavin (MMMG) to discuss the UMAA's public relations plan. In advance of the meeting, Hamilton, Anderson, and Carlson prepared a document that outlined the philosophical and structural issues, UMAA/AR goals for the year 2000, public relations objectives, short-term communication challenges, long-term communications challenges, new resources, and current resources. Hamilton walked the group through this document.

Anderson reported that MMMG recommended that the Gateway Alumni/Visitor Center be moved "front and center" and become the focus of the UMAA's goals and public relations plan. MMMG believes that building the center will help the UMAA accomplish its other goals of membership growth, enhancing the student experience, and advocacy.

Laukka reviewed the current status of the Gateway Alumni/Visitor Center project. Plans for the building have been downsized to an 80,000-square-foot, expandable, facility that will cost \$10 million to \$11 million, including \$2 million to \$3 million for parking. The University will be asked to donate the land and parking, which means \$8 million to \$9 million is needed. Part of this will be supplied by rent-paying tenants--the UMAA, the University of Minnesota Foundation (UMF), etc.--so \$4 million to \$5 million is needed to begin building. The UMAA and the UMF--which is now a true partner in this effort--may borrow the money (all debt would be recovered by fundraising), or utilize endowments to be able to fast-track the project.

George stated that University President Nils Hasselmo had asked him to be in charge of moving the Gateway Alumni/Visitor Center along within central administration. George has met with Robert Erickson, vice president for finance and operations, and Jim Infante, vice president for academic affairs, several times. There are several "Morrill Hall" components of the project that need to be worked through. He has prepared a memo to Carlson and Jerry Fischer, UMF president, proposing a timeline for building the center.

There was discussion about shifting UMAA staff resources to adequately staff the center on a fast-track schedule, which would affect Carlson's work load. Carlson noted that she had only the prior evening to think about the situation (per the meeting with MMMG the day before) but she knew that she could not continue to perform her already-overloaded schedule as well as to take on major new responsibilities for the center. She noted that she would like to help bring the center to completion, and the program area that would need alternative staffing would be the advocacy initiatives and the University Issues Committee.

Laukka asked Carlson if she could outline her current job responsibilities, and anticipated new responsibilities per the Center, and share these with him and George. He further requested that Carlson make recommendations on how to continue to keep the advocacy initiatives moving from a staff perspective.

It was agreed that: 1) the Gateway Alumni/Visitor Center should be the major priority for the coming year; 2) MMMG should proceed with the UMAA public relations plan, building it around the Gateway Alumni/Visitor Center; 3) Carlson, George, and Laukka will review and make recommendations on the UMAA staffing situation; 4) Laukka will write to the executive committee members who could not attend this meeting and inform them of the discussion and recommendations; and 5) these changes to the UMAA goals and staffing will be presented to the national board on September 10, 1994.

### **Geographic Outreach**

Lori Winters, UMAA geographic outreach team leader, reported on the recent history and status of the UMAA's geographic outreach programs. Last year was a key year for outreach: staff members were added, detailed plans were completed, prospective student programs were enhanced, and there was highly successful collaboration with the UMF, Admissions, Men's and Women's Intercollegiate Athletics, etc. Winters distributed a geographic outreach activity summary for 1993-94, the geographic outreach mission, the definition and criteria for chapters and contact areas, and an activity schedule for 1994-95.

Key geographic outreach goals for the coming year include working to:

- Ensure capable chapter leadership and volunteer ownership;
- Meet the UMAA's goals and objectives per the strategic plan;
- Expand the number of active chapters;
- Begin chartering chapters;
- Encourage projects in support of the University, providing a menu of options for service; and
- Continue collaborating with the UMF and a variety of University units.

Winters believes that the geographic outreach program now has the vision, staff, and funding to be highly active and successful. She asked the volunteers to assist the program by identifying and recruiting alumni in the UMAA target areas with which they are familiar and to review the geographic outreach calendar of events to determine which locations/events they might be able to visit/attend. There was a question regarding collaborating with the colleges/alumni societies; this is an area in which George could assist the UMAA.

### **Executive Director**

Carlson thanked Winters for her report and commended the members of the geographic outreach team. She reported the following:

- The University has appointed Jack Imholte, former chancellor of the Morris campus, as interim vice president for student affairs.
- The new executive director for the Board of Regents is Steve Bosacker.
- Carlson has written a memo to Vice President Infante, requesting that the UMAA be represented on the University's Law School dean search committee.
- The UMAA's new mentoring program director, Gianna Bari, will begin on September 6. In regard to the director of outreach position, Carlson is checking references on a final candidate and hopes to negotiate with him next week.
- The UMAA Nominating/Awards Committee will meet immediately following this meeting to select the recipients of the 1993-94 UMAA volunteer awards. The awards will be announced during the UMAA Leadership Development Conference on September 10, 1994.
- Members of the national board have been asked to represent the UMAA at Parent Orientation sessions during the first two weeks of September.
- The UMAA's goals, objectives, and tactics will be shared with the entire UMAA staff at the next biweekly staff meeting on August 24.

Laukka adjourned the meeting at 9:35 a.m.

Submitted by,

Cheryl Jones, Executive Assistant

for

Laura Langer, UMAA Secretary

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

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Submitted by,

Cheryl Jones, Executive Assistant

for

Laura Langer, UMAA Secretary

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION (UMAA)

## National Board Meeting

Saturday, September 10, 1994

8:30 - 11:30 a.m.

University of Minnesota Alumni Club, Minneapolis, Minnesota

### Board Members Attending

Beaulieu, David  
Bergstrom, John  
Blomquist, Ken  
Brings, David (for Mark Bregmann)  
Brown, Concha  
Carlson, Rosalie (for Wendy Sharpe)  
Duncanson, Pat  
Erkkila, Dan  
Flinn, Mary  
Gibilisco, Joe  
Juni, Howard  
Kiedrowski, Jay  
Langer, Laura  
Laukka, Larry  
Mayeron, Janie  
Mona, Linda  
Olseth, Dale  
Peterson, Jennifer  
Sasseville, Katie  
Smith, Cecil  
Stirratt, Jim  
Todd, Patricia  
Trammel, Marv  
Tulashie, Ted  
Yapel, Anthony

### UMAA Staff Present

Anderson, Al  
Burgett, Bob  
Carlson, Margaret  
Coughlan-Smith, Chris  
Fisher, Diane  
Hamilton, Jean Marie  
Jones, Cheryl  
Maxwell, Carla  
Riggs, Karen  
Scalzo, Teresa  
Woyak, Karen

### Other Staff Present

Fischer, Jerry  
George, Mel  
Skomars, Diane  
Teslow, Dave

### Guests Present

Fred Friswold  
Dennis McGrath  
Sara Perlman

### Board Members/Staff Unable to Attend

Adams, John  
Bettin, Kris  
Corbett, Sheila  
Fountain, Jean  
Gaines, Curman  
Glenn, Joe  
Goertz, Roxann  
Green, Curt  
Hawkinson, Bruce  
Huntrods, Ann  
Johnson, Carol  
Krueger, Keith  
Kullberg, Duane  
Lindgren, Dick  
McGregor, Audrey  
Thorpe, Bruce  
Whitney, Dick  
UMAA Program Staff Involved in  
the Leadership Conference

UMAA National President Larry Laukka called the meeting to order at 8:32 a.m. Laukka explained that many UMAA staff members were not present because they were involved in the Leadership Development Conference. Laukka encouraged members of the national board to join the conference at lunchtime.

Board members introduced themselves and mentioned the UMAA committee that they would be involved with. Margaret Carlson, UMAA executive director, introduced several new UMAA staff members: Bob Burgett, director of outreach; Gianna Bari, mentoring program director; Karen Woyak, special events program director; and Leanne Baylor, alumni society program director.

### **Business Agenda**

The minutes of the July 28, 1994, national board meeting were approved with the following corrections: Tony Yapel, board member, and Teresa Scalzo, UMAA staff, were in attendance; Chris Coughlan-Smith, UMAA staff, was not in attendance.

Al Anderson, UMAA director of marketing/membership, reported UMAA membership to be 27,599 as of July 31, 1994, and 27,628 as of August 31, 1994. Anderson anticipates bringing in approximately 1,500 new members (net) over the next three to four months. The membership reports were approved.

Diane Fisher, UMAA director of finance and operations, presented the unaudited fiscal year-end financial statements for the UMAA and the Alumni Club. Fisher explained that the \$175,000 year-end surplus that had been projected two months ago is incorrect; the actual surplus is approximately \$124,000. The surplus was lower than expected due to the very high level of financial activity in June. However, this fiscal year there will be savings of approximately \$25,000 in the personnel area and credit program royalty income will be above what was projected. Fisher said that she will be monitoring the revenue from the recent membership appeals and will be prepared to present budget modifications if membership response is of concern. The financial reports were approved.

### **Major Discussion Item: The Gateway Alumni/Visitor Center**

John Bergstrom introduced the topic by explaining that the Marketing Committee has been working with Mona, Meyer, McGrath, and Gavin (MMMMG) to develop a UMAA public relations plan, per the UMAA strategic plan, which was approved by the national board on May 7, 1994. MMMMG recommends that the Gateway Alumni/Visitor Center be the main focus of the public relations plan.

Bergstrom introduced Dennis McGrath, MMMMG partner. McGrath, a University of Minnesota graduate and supporter, said that MMMMG had recommended that: a) the Gateway Alumni/Visitor Center be built as soon as possible; and b) moving the Gateway "center stage" in the public relations plan will help accomplish all of the other UMAA goals because of the newsworthiness and symbolic value of the center to University 2000. McGrath stated that public relations means "performance" and "recognition," and that building the center is a wonderful way to demonstrate performance. McGrath reviewed in detail the steps involved in the UMAA public relations plan: recommending the program approach, identifying the people (key groups and publics), positioning, and tactics.

Laukka thanked McGrath and said that he is grateful to have professional help to move the Gateway Alumni/Visitor Center project along after a long history of discussion rather than action. Laukka reviewed his history and involvement with the Gateway Alumni/Visitor Center. He said that he truly believes that now is the time to build; the project is enthusiastically endorsed by both the UMAA and the University of Minnesota Foundation (UMF). Laukka is convinced that the Gateway will be the home for many other University units, also.

Laukka updated the board on the Gateway Alumni/Visitor Center's current status/issues:

- The building plans have been downsized; the plan is now to build an 80,000-square-foot (expandable) facility that will cost \$10 million to \$11 million, including \$2 million to \$3 million for parking. The University will be asked to donate the land and parking, which means \$8 million to \$9 million is needed. Part of the \$8 million to \$9 million will be supplied by rent-paying tenants (the UMAA, UMF, and, hopefully, the Minnesota Medical Foundation--so \$4 million to \$5 million will be needed to begin building.
- The project fulfills the UMAA mission and vision, especially the "prominent physical presence," and will help accomplish the goals of U2000.
- It is very important that the Gateway be located on the corner of Oak and Washington if the building is to be a welcoming center where the outside world can come to the University. Laukka, Carlson, and Jerry Fischer, president of the UMF, will meet with the campus master planning consultants on September 13, 1994, and will reiterate the need for the Oak and Washington space.
- The Memorial Stadium arch will be preserved and restored within or near the building.

Fifteen board members spoke in support of moving the Gateway "front and center" to the UMAA's priorities and public relations plan. Following are some of their comments:

- We need to have all alumni "buy into" this project, and we need the full support of other University units and groups such as faculty, Student Affairs, M Club, etc.
- It will be important to consider the St. Paul campus in planning; one idea would be to feature St. Paul campus alumni and contributions in the Heritage Galleries; the West Bank should be considered, also.
- The building will provide the University much-needed space for great shared experiences; i.e., important University passages/events, which will help the UMAA accomplish its mission of building pride, spirit, and community and help the UMF increase the number of alumni donors/supporters of the University.
- The center would greatly assist the University in becoming more customer-oriented. Former generations of students have seen landmarks built that represent their time on campus; future students can say, "I saw the Alumni/Visitor Center go up." Student recruitment efforts will be greatly enhanced, also.
- It will be important to be inclusive in regard to the University coordinate campuses.
- The center might be able to help increase faculty/student interaction; The Campus Club should be included.
- The Board of Regents may want to be located in the building, also.
- It will be important to decide and settle upon a simple, descriptive name for the building; i.e., the Welcome Center.

David Brings asked if the UMAA was settling for less by downsizing the project. Jerry Fischer responded by saying that, when the project was set at \$20 million, the response from potential donors was that the need was legitimate, but that they would prefer to give to people and programs rather than "bricks and mortar." However, he believes the downsized project is doable and he is anxious to go back to lead donor prospects to explain the less costly building and emphasize the programmatic, user-friendly, and community-creating aspects of the building. "We could approach a financial institution about borrowing the money needed to get construction under way; the UMF has an excellent credit rating. If we borrow money, we lose the 'building won't get built without your help' fundraising angle; alternatively, borrowing money to start construction immediately would demonstrate to donors our strong commitment to the project. It will be important to develop a broad-based fundraising campaign so that we cooperate with the collegiate units and don't compete with the scholarship emphasis as prioritized by the University," said Fischer.

Laukka stated that Margaret Carlson is key to "overcoming the Gateway inertia." Carlson explained that, to be able to prioritize the Gateway, UMAA staff resources will need to be shifted. Carlson looked at what is on the UMAA's agenda that could be "packaged" most easily to be handed by someone other than herself, and the advocacy objectives of the University Issues Committee seemed to fit. Options to staff this area include hiring a staff member, hiring a consultant, or letting the area be entirely volunteer-driven. Carlson said that "fate" delivered consultant Jim Day to her; Day is the former associate director of the alumni association and former vice president of the Private College Council. Day has given the UMAA two proposals: one for \$30,000 and one for \$60,000. Laukka said there is a line item in the UMAA budget, currently earmarked for the Gateway Center, that could be used to fund the consultant; he would then come back to the board in November to seek approval for funding Gateway Alumni/Visitor expenses.

Questions were raised about the cost of Day's proposals, whether or not advocacy/public policy objectives have been underfunded in the past, how these objectives would be funded in the future, etc. Due to limited time, there was no further discussion.

The board approved the resolution to the University of Minnesota Master Planning Group to seek their enthusiastic support of the Gateway Alumni/Visitor project as the UMAA proceeds to bring the facility to realization in the months ahead (attached).

### **Reports**

Larry Laukka introduced Mel George, the University's new vice president for institutional relations. George said that he is delighted to be at the University and to be working with Laukka, Carlson, and Fischer on the Gateway Alumni/Visitor Center objective. At University President Nils Hasselmo's request, he will be responsible for moving this project along. He said that he is impressed that the UMAA takes student issues seriously and makes improving the student experience a priority, and he thanked the volunteers for their commitment and support.

George reported on the U2000 Partnership Initiative. The Board of Regents approved the legislative biennial budget request on September 9, which is actually two budget proposals. One proposal involves major budget/program cutting to be able to move forward with U2000; the other proposes entering into a state/University partnership, which

is really a campaign to have every person in the state stand up for the University. George reviewed the goals, audience, major messages, immediate steps, and long-term opportunities of the initiative.

**Executive Director**

Carlson thanked George and Fischer for their support and contributions to the Gateway project.

The UMAA mission/vision/goals statement was mailed to almost the entire University and feedback was positive.

Carlson encouraged board members to incorporate the messages in her August 30, 1994, letter to Governor Arne Carlson as they speak in support of the University to gubernatorial candidates, legislative candidates, etc.

A 100-page issue of *Minnesota*, the Fall Preview Issue, is being mailed next week. Copies of the College of Liberal Arts anniversary magazine and the *Gopher Guide* were shared with board members.

U Partners, the UMAA's prospective student program, kicks off next week with four events for prospective students and parents.

**Adjournment**

Laukka thanked George and McGrath for their participation in this meeting. He said that he would arrange for board members to receive an update/summary of University 2000. The meeting adjourned at 11:50 a.m.

Submitted by,

Cheryl Jones, Executive Assistant

for

Laura Langer, UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**

**I. AGENDA ITEM: NATIONAL BOARD**

**Saturday, September 10, 1994**

**II. TITLE: RESOLUTION TO THE UNIVERSITY OF MINNESOTA  
MASTER PLANNING GROUP REGARDING THE  
ALUMNI/VISITOR CENTER**

( ) Discussion      ( ) Information      ( X ) Recommendation to National  
Board for Ratification

**III. RECOMMENDED RESOLUTION OR PROPOSED ACTION:**

Whereas, the University of Minnesota has assigned the corner of Oak Street and Washington Avenue as the site for the Alumni/Visitor Center through 1995, subject to successful fundraising from private sources;

Whereas, the University intends to complete a Master Plan for the Twin Cities campus;

Whereas, the Alumni/Visitor Center is an opportunity for the Master Plan, a cornerstone with which to begin the plan, providing a concrete, tangible goal that can be achieved, and the spark that is needed to set the plan in motion;

Whereas, the Alumni/Visitor Center solves many problems at once: space for the University of Minnesota Alumni Association (UMAA) and the University of Minnesota Foundation (UMF), the need for a large and attractive meeting hall for the University, the lack of a visible entryway to the University, and others;

Whereas, the Alumni/Visitor Center is the physical representation of U2000, encompasses the vision and goals of U2000, is oriented to the future, and allows room for future expansion;

Whereas, the Alumni/Visitor Center has the support of the University president, UMAA National Board, and the UMF;

Whereas, the UMAA has adopted this project as its highest priority for the 1994-95 strategic plan;

Whereas, UMAA and UMF volunteers and staff have developed a programmatic and funding plan that is financially feasible;

Whereas, the Alumni/Visitor Center has a momentum of its own and is doable now;

Whereas, the Alumni/Visitor Center is an opportunity to create a visual symbol for the University, is the logical point of welcome and entry to the University, and will create a favorable impression of the University;

Therefore, the UMAA respectfully seeks your enthusiastic support of this project as we proceed to bring this important facility to realization in the months ahead.

**IV. PURPOSE OR INTENT OF ITEM:**

**V. PRESENTED BY: Larry Laukka**

**VI. ACTION:**

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION (UMAA)

EXECUTIVE COMMITTEE

October 6, 1994

7:30 a.m.

Edinborough Office Park

Committee Members Attending

John Bergstrom  
Ann Huntrods  
Laura Langer  
Larry Laukka  
Linda Mona  
Bruce Thorpe

Unable to Attend

Janie Mayeron  
Marvin Trammel

UMAA Staff Attending

Mark Allen  
Al Anderson  
Margaret Carlson  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones  
Lori Winters

Other Staff Attending

Mel George

UMAA National President Larry Laukka called the meeting to order at 7:33 a.m.

Consent Agenda

The consent agenda included the minutes of the August 11, 1994, Executive Committee meeting and the association and club financial reports of August 31, 1994. These were approved as mailed.

Goal I: Build an Alumni/Visitor Center

Laukka reported on past and future meetings involving himself, Jerry Fischer, and Margaret Carlson, as well as other Gateway Steering Committee members:

- Gateway Financial Matters Subcommittee, September 23;
- President's Development Committee, September 22 (copy attached);
- Toronto consultants advising the Campus Master Planning Committee, September 13;
- Campus Master Planning Committee, October 11;
- UMAA past national presidents, October 25;
- Julia Davis, dean of CLA, October 25.

Key issues to be resolved include parking, financing and tax status, program components/design, and architect selection.

Goal II: Build a Visible Association

Al Anderson, director of marketing and membership, reported that membership as of October 6, 1994, is 28,610. Anderson is pleased to report that UMAA is currently gaining new members and retaining current members.

John Bergstrom reported on the UMAA Public Relations and Communications Plan, which includes both an "umbrella" plan for the alumni association and a Gateway Alumni/Visitor Center plan. The public relations plan will be presented to the UMAA National Board for official adaptation on November 5, 1994.

Bergstrom reviewed the projected timelines and budget estimates for both components of the plan. The "umbrella" components are covered in the current UMAA budget; however, new expenses for the Gateway component will need to be proposed to the UMAA Finance Committee on November 4, 1994, and the national board on November 5, 1994. Laura Langer requested that the members of the Executive Committee be updated on these new expenses following the Finance Committee and prior to the board meeting. The committee unanimously endorsed the public relations plan. Bergstrom expressed thanks to the staff at Mona Meyer McGrath and Gavin and said that it was impressive to have had the attention of their key people.

Carlson explained that Jim Infante, University of Minnesota provost and associate vice president for academic affairs, told Mel George that the word "regain" in the UMAA vision statement was misleading. Carlson sought the advice of Mona Meyer McGrath and Gavin, who recommend that the word "renew" better reflects the spirit of U2000. The committee approved the change to read: "A critical resource to the University in renewing its pre-eminence and achieving its goals."

### **Goal III: Enhance the Student Experience**

Linda Mona reported that U-Partners was a great success this fall. Four "pilot" events were held for incoming students and their parents in Rochester, Edina, St. Paul, and Minneapolis locations. Parents were especially appreciative of the program; they will form an important new customer market for UMAA membership and the legislative network. The program had good volunteer ownership and cultural diversity. A directory of U-Partners attendees will be published and distributed to all of the participating students. The program is currently being evaluated; students were surveyed regarding future activities, and a joint event, involving all four groups, is tentatively scheduled for January 1995. Mel George said that the U-Partners program is an exciting one and requested that Carlson send him a one-page summary.

### **Goal IV: Advocacy/Legislative Network**

Ann Huntrods reported that the first meeting of the University Issues Committee will be October 26, 1994. The committee has been restructured into subgroups: regent monitoring, the Regents Candidate Advisory Council, advocacy/Legislative Network, and advocacy/issue editorials. The advocacy groups are currently researching key opportunities for alumni to play a role in U2000.

Carlson and Bruce Thorpe reported on the legislative network:

- network communication tools are being refined;
- the University coordinate campuses will be linked into the network;
- a proposal will be sent to Mel George to fund a mailing to all University alumni living in Minnesota urging them to join the network;
- 20 district captains have been identified for the network;
- a legislative briefing will be held on January 9, 1995.

Mona suggested that *U Connect* be used to inform the general public of legislative network news, University ranking information, etc.

**Executive Director's Report**

Carlson introduced Bob Burgett, the UMAA's new director of outreach. Burgett began work at UMAA on September 22, 1994.

The UMAA is preparing a document for Institutional Relations and the University that details the the roles, responsibilities, and requirements of the UMAA/Department of Alumni Relations as it relates to central administration, the provosts, collegiate units, and other University departments. Carlson said that among the key issues are developing a University-level policy on designation of official Twin Cities "alumni association" status, resolving issues of membership solicitation, etc.

**Vice President for Institutional Relations**

Mel George reported that the University is getting positive feedback from legislators on the U2000 Partnership Initiative; however, the state's budget outlook is not good. George said that it is important that people think of the U2000 Partnership Initiative as not just a biennial budget request but as a "Year 2001" proposal. U2000 Status Report #5 is expected to be available within the next two weeks and will focus on critical measures and the diversity agenda.

Submitted by,



Cheryl Jones  
UMAA Executive Assistant

for

Laura Langer  
UMAA Secretary

UNIVERSITY OF MINNESOTA  
FOUNDATION

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September 28, 1994

TO: Alumni-Student Welcome Center (Gateway) Steering Committee

FROM: Financial Matters Subcommittee  
Fred Friswold  
Tom LaSalle  
Jerry Fischer

RE: Meeting Minutes for September 23, 1994

Jerry Fischer summarized key points from the Presidents Development Committee meeting discussion of the prior day, namely:

**Master Planning and Design:** Nils Hasselmo emphasized that the project must be fully integrated with the Master Planning effort. He asked Fischer to consult with Harrison Fraker to be sure the project had an opportunity to be presented to the full committee. He asked that the Master Planning Committee provide an endorsement or recommendation for the ideal location. Hasselmo also stated his view that the design must be "distinctive" and he wants to ensure that the building's Phase I could stand on its own as a major presence, even if the later phases are not accomplished for 20, 30, or more years. Knowing how the University works, he said he believed this was certainly a possibility that should be planned on. Also, he said it was important to consult with Fraker on the process of architect selection. Fischer reported that some discussions had occurred earlier with Fraker on a possible contest among select UM alumni architects. Fischer agreed to be in communication with Fraker and the Welcome Center (Gateway) Steering Committee on these matters.

**Parking:** Bob Erickson said that it would be extremely difficult for the University to pay for underground parking at that location, given the other priorities and needs in the parking budget. Also, he said that he did not believe parking was needed on that site, as a new ramp has been built one to two blocks away. Parking Services is also considering adding one story to the transit lots, expanding capacity at that location from 2500 to 4000 cars. When Fischer pointed out the importance of this building being "user friendly," and that no visitor should have a problem with parking, Erickson said that could be handled with a few metered spaces on the site.

**Need for Solid Cost/Revenue Estimates:** Subcommittee discussion focused on nailing down the programmatic and design components of the project that would enable firm estimates of projects costs to be developed for planning and design, construction, and FFE. It is also important to identify precisely the amount of public space and rental space. It was pointed out, for example, that moving the project from 60,000 square feet to 80,000 square feet actually resulted in a reduction of net rental space with the incorporation of a large inner courtyard and related corridors.

**Smaller Footprint, Multiple Stories, Surface Parking:** There was other discussion, reflecting on comments by Hasselmo and Erickson that suggested the committee consider dropping the underground parking in favor of surface parking – say, 100 spaces for which the University would likely pay. To allow reducing the footprint of the building from 80,000 square feet to 20,000 or 30,000 square feet (equivalent to the FMC building), more stories would be added in the initial phase. Multiple stories with better access to windows would provide more easily divided and attractive space for rental. Also, a building of three or four stories in Phase I would address Hasselmo's concern that the building may need to stand on its own for many years. There were comments that it would be impossible to make an 80,000-square foot, one-level building "distinctive," and it would probably have the effect of a "pancake," or single-story warehouse, in appearance.

**Role of LRT:** Questions were raised about the implications of not providing for light rail transit (LRT) in the design -- i.e., are we sure that LRT should be the driving force in planning the site? And, if so, should we build a tunnel for it into the plan, thereby avoiding a one- to two-year disruption and the possible inability to use the entryway to the building for an extended period in the future? If we were to build the tunnel now, who would pay?

**Other Costs:** The committee reviewed the ancillary costs that had been prepared earlier by Tom LaSalle and added \$500,000 for fundraising expenses and \$1 million for furnishings, fixtures, and equipment. It was agreed that the building should include a catering kitchen to support receptions, as well as the other chairs, tables, audiovisual, etc. for this same purpose. The committee also felt that the issue of skyway connection with the Radisson should be addressed at an early stage of the project design planning. Apparently, a skyway is being built into the Radisson from the new parking garage on Washington Avenue, with a tunnel across Washington Avenue to the Health Sciences. Such a skyway

to the Welcome Center could be an important symbol and substantive connection to the rest of the campus.

**Financial Goals:** The committee put forth the following considerations as goals for an ideal financial structure.

1. Ownership by the Foundation (or jointly by UMF and UMAA).
2. University provides long-term lease to "qualified users" in such a way that would assure avoidance of property taxes by having University-related or 501(c)3 entities within the building.
3. Tax exempt financing -- Clint Schroeder, Counsel to the Foundation, believes that the related use of this facility would qualify. (This is key because it could lower our debt service costs by roughly one-third -- c. six percent vs. nine percent.)
4. Maintain management control by UMF (or jointly by UMF and UMAA).

Work needs to be done on each of these goals to be sure the committee is aware of all key issues and implications. Schroeder is sending Fischer material on tax exempt financing, as well as a possible pooled income financing scheme that was used by Gustavus Adolphus College to fund new buildings there.

**UMF Space Needs:** Regarding potential rent payers, Fischer pointed out that UMF is likely to need closer to 30,000 gross rental square footage than the 23,000 in the current plan, to provide for a possible campaign in the late 90s and increasing centralization of collegiate development activity with regard to major and lead gift prospects.

**MMF:** Friswold is going to consult with David Teslow to pursue the possibility of MMF becoming a lessee in this project.

**Cost Estimates:** LaSalle is going to meet with David Bennett and/or M.A. Mortenson Co. to pursue some concerns he has regarding pricing assumptions and other key functions and facets of the building.

**Other Issues:** In summary, it was agreed that to advance to a final project cost and financing plan that certain other issues need to be addressed in the near term.

1. Programmatic planning must be re-visited and key assumptions finalized with the help of an architect. A budget should be established to provide for this planning update.
2. The Steering Committee should address the issues of architectural selection, including the process -- i.e., a contest among invited alumni architects, or RFP, or whatever. The budget for this function needs to be established.
3. Parking. Given Laukka's and Fischer's recent meeting with Paul Tschida and Erickson's comments at PDC, this issue is unresolved. It should be resolved as soon as possible. Surface or ramp parking adjacent to the building, compared with an underground parking facility, would be a major cost saving.
4. Light Rail Transit (LRT). To what extent should long-term LRT concerns drive the design of this building? If it is inevitable, to what extent can the project planning incorporate aspects that will minimize future disruption?

After the meeting, Fischer called Fraker who assured him that the Welcome Center project was on an accelerated schedule for consideration by the Master Planning Committee. Fraker felt there would be a presentation within the next two months and that the Master Planning Committee could render an endorsement or recommendation to Hasselmo by November/December. Fraker indicated a clear distinction between a building with the mission of the Welcome Center designed for prospective students, returning alumni, and other major events and the kind of student services building that is being envisioned for the eastern bridgehead at the other end of Washington Avenue to serve primarily current students.

GBF/nbj

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION (UMAA)  
NATIONAL BOARD MEETING  
Saturday, November 5, 1994  
8:30 a.m.  
The Campus Club  
University of Minnesota**

Board Members Attending

Adams, John  
Beaulieu, David  
Bergstrom, John  
Bettin, Krisk  
Blomquist, Ken  
Bregmann, Mark  
Brown, Concha  
Carlson, Margaret Sughrue  
Flinn, Mary  
Fountain, Jean  
Garland, Rayk  
Gibilisco, Joe  
Glenn, Joe  
Goertz, Roxanne  
Green, Curt  
Hawkinson, Bruce  
Huntrods, Ann  
Kiedrowski, Jay  
Langer, Laura  
Laukka, Larry  
Lindgren, Dick  
Mayeron, Janie  
McGregor, Audrey  
Mona, Linda  
Olseth, Dale  
Smith, Cecil  
Thorpe, Bruce  
Todd, Patricia  
Trammel, Marv  
Tulashie, Ted  
Whitney, Dick  
Yapel, Tony

Board Members Unable to Attend

Corbett, Sheila  
Duncanson, Pat  
Erkkila, Dan  
Gaines, Curman  
Johnson, Carol  
Juni, Howard  
Krueger, Keith  
Kullberg, Duane  
Peterson, Jennifer  
Sasseville, Katie  
Sharpe, Wendy  
Stirratt, James

UMAA Staff Attending

Allen, Mark  
Anderson, Al  
Bari, Gianna  
Berens, Sam  
Baylor, Leanne  
Burgett, Bob  
Coughlan-Smith, Chris  
Fisher, Diane  
Hamilton, Jean Marie  
Jones, Cheryl  
Kranz, Carmela  
Maxwell, Carla  
Mische-Riebel, Terri  
Pocras, Rachel  
Riggs, Karen  
Robertson, Frank  
Scalzo, Teresa  
Winters, Lori  
Woyak, Karen

UMAA Staff Unable to Attend

Travelle Evans-Vann  
Angela Pierce

Other Staff/Guests Attending

Day, Jim  
Chesney, Scott  
George, Mel  
Fischer, Jerry  
Kvavik, Bob

UMAA National President Larry Laukka called the meeting to order at 8:35 a.m. Volunteers not in attendance at the last board meeting introduced themselves: Curt Green, Dick Lindgren, Ray Garland, Bruce Hawkinson, and Roxann Goertz. Laukka introduced Jerry Fischer, president of the University of Minnesota Foundation, and Scott Chesney, president of the UMAA Madison, Wisconsin, Alumni Chapter.

### Consent Agenda

The consent agenda included the minutes from the September 10, 1994, national board meeting; the UMAA first quarter financials for the association and the club; the recommended change in the UMAA vision statement (attached); the U-Partners update; and the UMAA highlights to date. All were approved as mailed.

### Goal: Membership, Visibility, Viability

John Bergstrom reported that UMAA membership as of October 31, 1994, was 29,698. It appears that membership revenue will exceed expectations by the end of the fiscal year. Bergstrom distributed a summary of the 1994-95 membership promotions budget and response rates. The response to the membership directory promotion is disappointing; Al Anderson, UMAA membership/marketing director, is working with Harris Publishing Company to determine possible reasons for this low response rate. Anderson is considering sending another mailing to improve the number of directory responses. Other promotions, however, have been more successful than expected; i.e., the past members solicitation.

Jean Marie Hamilton, UMAA director of communications, reported that magazine advertising sales are on target.

Bergstrom reviewed the UMAA 1994-96 Public Relations and Communications Plan, which was prepared with the assistance of Mona Meyer McGrath and Gavin. The purpose of the plan, which is divided into two components (the umbrella plan for the alumni association and the alumni/visitor center plan) is to help the UMAA achieve its four strategic goals and to use targeted, specific communications and marketing to make faster, more measurable progress toward the realization of the goals. The UMAA is in the process of hiring a public relations program director to work with Hamilton on both the umbrella and alumni/visitor center components of the plan. An important part of the plan is the "inner circle concept," which involves developing a core group--in addition to the national board members--of volunteer spokespersons who can be called upon to speak in support of the University, the UMAA, and the alumni/visitor center. The UMAA will develop a "signature speech" for these volunteers.

Bergstrom urged the board members to memorize and use the key messages that need to be conveyed: 1) The UMAA links alumni to the University; 2) the UMAA is a key partner in U2000; and 3) the UMAA is building an alumni center. The key messages for the alumni center are that the center: 1) Is the starting point for the U experience; 2) connects alumni, students, and friends to the U; 3) is the new symbol of the U in the 21st century; and 4) is being built by alumni. A "naming meeting" will be held on November 7, 1994, to arrive at two or three potential names for the center to recommend to the Gateway Alumni/Visitor Center Steering Committee.

Richard Lindgren asked about the benefits per the costs of developing and implementing the public relations plan. Laukka said that professional public relations help was needed to "organize ourselves" to be able to do public relations in-house in the future; visibility has just not happened in the past for the UMAA without professional advice. Roxann Goertz said that the UMAA is getting the best thinking of a great public relations firm to guide us for the next five years, and that the cost seems very reasonable.

Laura Langer reported on UMAA outreach activity. The Outreach Committee advises on the areas of the UMAA that reach out to alumni; specifically society, geographic, and student relations activities. Prospective and current student relations issues are addressed by the Student Relations Subcommittee. The goals of the Outreach Committee are to: 1) examine ways to build stronger connections between the national board and alumni societies; 2) develop strategies within societies and chapters to increase UMAA membership; 3) create program models and opportunities to encourage cross-collegiate unit collaboration on activities, particularly in the Twin Cities area; 4) encourage and assist interested groups in gaining affiliate/special interest status; 5) continue implementation and begin evaluation of the UMAA prospective student program; 6) continue growing and evaluating the mentoring program; 7) create and implement a scholarship fundraising program via the geographic chapter program as recommended by the Joint Task force of the UMAA and the UMF; 8) examine models for staffing of alumni societies; 9) investigate and make recommendations for implementing a UMAA data base; 10) examine the issue of dues in relation to geographic chapters; and 11) make recommendations for Leadership Day and Homecoming programming.

Langer reported on several successful recent and upcoming society, chapter, and student relations events, including the breakfast meeting for UMAA alumni society national board representatives and presidents on November 22, 1994.

Langer noted that the Outreach Committee would welcome additional members; names can be forwarded to her or Bob Burgett, UMAA outreach director.

**Goal: Build the Gateway Alumni/Visitor Center**

Marvin Trammel reported that the UMAA Finance Committee had met on November 4, 1994. The committee recommends that \$50,000, from the U of M Alumni Fund, be allocated to the Gateway Alumni/Visitor Center to accommodate for a shift in funds by the national board on September 10, 1994, to fund a public policy consultant from the previously budgeted monies for the center.

There was considerable discussion. Trammel and Jerry Fischer reiterated that the center is a joint effort/partnership with the UMF. On October 19, 1994, the UMF Executive Committee approved the new financial approach to building the center and agreed to spend \$50,000 to continue designing and planning the center. The UMF is willing to use its credit rating to obtain a loan to begin building. In response to a question from Lindgren as to whether a fundraising consultant would need to be hired, Fischer replied that, thanks to the help already provided by Mona Meyer McGrath and Gavin, we are in good shape to proceed. The UMF is excited about this partnership as the center will become a tangible expression that alumni are important to the University.

Dale Olseth, who will cochair the Gateway Fundraising Subcommittee, also spoke in support of the center. Olseth believes that \$4 million to \$5 million dollars will not be difficult to raise. The concept of the center has been around for many years, but people are now talking as if it will definitely happen. Olseth commended Laukka for his work and unflagging commitment to the center.

Laukka updated the board on the status of the center. Laukka, Carlson, and Fischer have talked to several individuals and groups about the project, including the Campus Master Planning Committee; past UMAA national presidents; the President's Development Council; Paul Tschida, assistant vice president for health and safety; Jack Imholte, interim vice president for student affairs; and Julia Davis, dean of the College of Liberal Arts. Key issues to be resolved include parking, financing/tax status, design/program components, and architect selection.

The recommendation of the Finance Committee to allocate \$50,000 for the center was approved.

Laukka and Trammel noted that the UMAA Finance Committee will present another recommendation to the national board in the near future, probably in January 1995, that addresses the UMAA's long-term financial commitments and the need to build UMAA endowments.

**Goal: Advocacy**

Ann Huntrods reported that the University Issues Committee has redefined its objectives to include: 1) strengthening the UMAA role as an ally of the Regent Candidate Advisory Council (RCAC) and a resource for its members (the committee has an immediate, unique opportunity as the RCAC has six open positions); 2) building a supportive dialogue and relationship with the Board of Regents; 3) serving as effective advocates for the U2000 Partnership Initiative; and 4) providing a strong alumni voice in the internal development of U2000, speaking to the importance of improving the student experience, especially relating to diversity.

A Citizens Committee for Assessment of the Regents was appointed. On October 13, 1994, UMAA and UMF volunteers were the first group to meet with this committee. Carlson and Fischer met individually with the group, also. The UMAA's primary message to the group was that the Board of Regents needs policies and procedures to raise its internal and external credibility.

There was discussion regarding the politics and partisanship inherent to the regent selection process; Olseth suggested that increasing the size of the Board of Regents might help. Fischer noted that although the University gets only 28% of its budget from the state, the state has total control over regent appointments; a fact that may support the case for increasing the size of the board. Olseth also suggested mandating that key alumni sit on the board. Carlson said she suggested to the Citizens Committee that key alumni be appointed to the board subcommittees--to increase citizen involvement in major policy and planning decisions; such a process is used with UMAA board committees.

John Adams, chair of the Faculty Consultative Committee (FCC), encouraged the UMAA board to keep up their efforts. He stated that there is nothing more crucial to the long-range future of the University than the quality of the Board of Regents, and that he would think about how the FCC could help with these issues.

Bruce Thorpe reported that the Legislative Network has a goal of increasing the network to 2,000 members. In response to a suggestion from Tom Reagan, vice chair of the Board of Regents, the UMAA submitted a proposal to Mel George to fund a mailing to all alumni in Minnesota that invites them to join the network. Key UMAA volunteers may soon have the opportunity to meet with Governor Carlson. The UMAA will hold a legislative briefing on Monday, January 9, 1995, from 5:00 to 8:00 p.m. Thorpe encouraged all board members to join the network and attend the briefing.

Laukka distributed a memo to board members asking them to invite their legislative representatives to campus for a half-day program. The purpose of this gathering would be to help board members personalize their relationships with their legislators and provide on-site, first-hand University information to legislators. By a show of hands, the majority of the board members agreed that this would be a good idea. In response to a statement from Patricia Todd that her legislature has some hard feelings about the University, Carlson said that board members should be passing along any comments from legislators to Carla Maxwell, UMAA legislative network coordinator, who in turn will inform Donna Peterson, the University's director of state relations.

Laukka introduced Mel George, vice president for institutional relations, and Bob Kvavik, associate vice president for academic affairs. George encouraged board members to "take the ball and run with it" in regard to regents issues and to try to think of ways to encourage qualified regent candidates to run who may be discouraged by the political, public process.

George stated that the University's primary message in the upcoming legislative session is U2000. Every dean has been asked to meet with five key legislators. George has visited the Duluth and Crookston campuses in the past week; he is finding that the vast majority of the business, education, and community leaders have heard of U2000, but almost no one understands it.

Bob Kvavik discussed the history of U2000, and reminded board members that it is a rolling plan; a vision with perimeters that can be continually adjusted. U2000 has six strategic directions: 1) research; 2) professional and graduate education; 3) undergraduate education; 4) outreach and accessibility; 5) user friendliness; and 6) diversity. Kvavik discussed the key concepts and improvements that need to be accomplished within each strategic direction; continuing themes include interdisciplinary research and teaching; recruiting and graduating more people of color and women; and improving the sense of community and limiting bureaucracy for students.

Kvavik said that U2000 has changed in the following ways: 1) it is premised on partnerships (with community groups, students and faculty, and the legislature; 2) the emphasis on quality; and 3) the realization that the University needs to build up its level of expectations. The biggest disappointment in regard to U2000 is that it has not "caught on;" people still don't understand it and have not gotten excited about it. There are "missing links" i.e., deans and unit heads who need to be better informed and distribute the message more effectively.

Several board members commented on issues relating to U2000. Kvavik thanked the board members and encouraged them to provide input to the University and to "get involved with U2000." Laukka thanked George and Kvavik for their presentations.

**Executive Director**

Carlson reported the following:

- *Minnesota* advertising sales are crucial to the UMAA budget. Board members are asked to call Hamilton if their firms could advertise in the magazine.
- The UMAA now organizes itself by the goals and objectives that were identified through the recent strategic planning process, which is a good way to stay on track. Board members are encouraged to read the "UMAA Highlights to Date" that were included with the board mailing; this summary shows the richness of programming within the association.
- The UMAA kicked off Maroon & Gold Casual Fridays on the day before Homecoming. To date, 110 University departments (5,000 employees) have signed up. The University community is grasping the concept that the UMAA is one of the key groups to help raise spirit and to help build a sense of community on campus.
- The membership surveys that were distributed with the September/October issue of *Minnesota* will be compiled and the results will be shared with board members.
- Campus reaction to the Alumni/Visitor Center appears to be turning around; Laukka is aggressively promoting the project on campus and people are responding very favorably.
- Working with Mona Meyer McGrath and Gavin has been a phenomenal experience; outside expertise has already proved very valuable.

Laukka asked board members to make a pledge to understand U2000 and dialogue with others about it. He thanked the board members for their continuing participation in the UMAA committees and thanked Carlson and the UMAA staff for their efforts and commitment.

The meeting was adjourned at 11:55 a.m.

Submitted by,



Cheryl Jones  
Executive Assistant

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION HIGHLIGHTS

July 1 through October 31, 1994

## ***Goal I. Build a Campus Alumni Center at Oak & Washington***

- UMAA national board endorsed the Center as the number one priority of the UMAA and compressed the timeline for completion; having the executive director shift job responsibilities to devote more time to the project; and hiring a consultant to handle the University Issues Committee and public policy activities. In addition, the board passed a resolution endorsing the Center concept and location to send to the campus master planning consultants.
- Updates were presented to the following individuals and groups: Harrison Fraker, chair of the Campus Master Planning Committee; the Toronto consulting firm that is advising the Campus Master Planning Committee; the Campus Master Planning Committee; UMAA past national presidents; President's Development Council; Paul Tschida, assistant vice president for health and safety; University President Nils Hasselmo; Mike Bognanno, associate to President Hasselmo; Jack Imholte, interim vice president for student affairs; and Julia Davis, dean of CLA.
- Numerous meetings with Mona Meyer McGrath and Gavin (MMMG) to identify the public relations needs for the center, to refine the division of responsibilities between the UMAA and MMMG staff, and to establish a FY95 budget.

## ***Goal II. Grow a Visible, Vibrant Organization of 50,000 Members***

### Membership

- See separate report

### Communications

- MINNESOTA: September/October 1994--mailed 107,000 copies; included 13 benefit partner ads, 4 promotional offers, and an alumni survey with targeted messages to members and nonmembers.
- Advertising: Ad sales for three issues are \$126,479 (approximately \$7,000 short of the projected goal; \$37,000 ahead of last year).
- U Alumni Connection: 301,000 copies sent as an insert in *Update*.
- Letter to the editor in the *Minnesota Daily* in support of funds to renovate the footbridges over Washington Avenue.
- UMAA Executive Committee endorsed the proposed Gateway Center and "umbrella" public relations plans.
- Distributed UMAA mission/goals/objectives campus-wide.

### Chapter Connections

- Alumni chapters held 22+ planning and organizational meetings involving 92 key volunteers, and hosted 26 activities and events involving approximately 650 alumni and friends.

- Sample activities included a Raptor Center program in the Suncoast chapter (Tampa, Florida) with 72 alums and friends; a Tennis Tournament raising about \$1,000 toward the Rochester scholarship fund; a Beach Party in Los Angeles involving nearly 50 alums; a presentation by Dean Bruininks, College of Education, to Puget Sound alumni; and a Fish Fry in Bemidji which attracted 50.
- A list of 100+ University faculty and staff willing to travel/speak to chapters was compiled.

#### Society Connections

- Alumni societies held and cosponsored approximately 20 events (excluding Homecoming events), involving nearly 800 alumni and friends.
- Six societies sponsored events during Homecoming 1994, involving nearly 500 alumni and friends.
- The College of Liberal Arts/University College Alumni Society sponsored a variety of events in celebration of the 125th anniversary of the college, including alumni/faculty symposia, an alumni reunion banquet, an "alumni of notable achievement" luncheon, and homecoming football game suite parties. Approximately 400 alumni participated in these activities.

#### All-University Connections

- The Class of 1944 held its 50th year reunion; events included a campus tour, banquet, and football game.
- The homecoming pepfest attracted 1,500 attendees.
- Gopher Game Faces (decal tattoos) were sold at men's and women's athletics events to raise spirit.
- Cosponsored a variety of student activities, such as Lunch with Leaders, a dance for freshmen at the Weisman Art Museum, and tailgating.
- Kicked off Maroon and Gold Casual Fridays with nearly 100 departments and 4,000+ faculty/staff participating.

### ***Goal III. Enhance the Student Experience***

#### Student Relations

- Participated in Campus Preview Weekends on October 8 and 22.
- Conducted prospective student recruitment activities in Red Wing.
- Participated in 10 Parent Orientation Sessions.
- UMAA staff and volunteers addressed the following student groups: Freshmen Camp, the Siggelkow Leadership Development Retreat participants, and the Sigma Phi Epsilon Scholarship Awardees.

#### Mentor Program

- Conducted initial meetings with Chicano Latino Learning Resource Center..
- Presented diversity sensitivity and mentor workshops at New Student Weekend, with 160 students participating.
- Assisted in coordinating American Indian Learning Resource Center Mentor Program, with 22 students and 27 alumni mentors.
- Expanded and updated mentor data base from 453 to 653 alumni volunteers via *Minnesota* magazine's alumni survey.
- Initiated planning for community-based mentor program through Edina ABC Foundation for 10 high school seniors.

### U Partners

- Hosted fall kick-off receptions in three metro communities and one in Rochester, attended by nearly 100 students, parents, and alumni from diverse populations (African, African-American, Asian-Pacific-Islander, German, Persian, and Russian).

### **Goal IV. Continue the UMAA's Advocacy Efforts**

#### University Issues Committee

- With the public policy consultant, redefined objectives to include: Strengthening the UMAA role as an ally of the Regent Candidate Advisory Council and a resource for its members (the committee is immediately focusing on this objective as the RCAC has six open positions); building a supportive dialogue and relationship with the Board of Regents; serving as effective advocates for the U2000 Partnership Initiative; and providing a strong alumni voice in the internal development of U2000, speaking to the importance of improving the student experience, especially relating to diversity.

#### Legislative Network

- Designed and produced a new informational brochure with activation card.
- Designed and produced network letterhead and envelopes.
- Redesigned the network newsletter.
- Created and implemented the network district captain program (13 of 67 senate districts currently have captains).
- Expanded the network to 1,044 members via the *Minnesota* magazine alumni survey.

### **Volunteer Development and Recognition**

- Held the annual UMAA Leadership Development Conference/Volunteer Awards Program on September 10. Nearly 120 volunteers attended.

### **Administrative/Operations**

- Presented major address on Internet and the UMAA at the annual meeting of the Council of Alumni Association Executives.
- Hired new staff: Bob Burgett, Gianna Bari.
- Contracted with public policy consultant: Jim Day.
- Began actuarial analysis of obligated fund.
- Completed FY94 audit.
- Installed Novell network for finance department and began conversion to internal accounting system.

### **Announcements**

- Thursday, December 1      UMAA Holiday Party  
5:30 - 7:30 p.m., Campus Club
- Thursday, January 5      U Scholars Mentor Program Kickoff
- Monday, January 9      Legislative Briefing  
5:00 - 8:30 p.m., Campus Club

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION (UMAA)

## EXECUTIVE COMMITTEE

December 8, 1994

7:30 a.m.

Campus Club, Coffman Memorial Union

### Committee Members Attending

John Bergstrom  
Margaret Carlson  
Ann Hantrods  
Laura Langer  
Larry Laukka  
Janie Mayeron  
Linda Mona  
Bruce Thorpe

### UMAA Staff Attending

Al Anderson  
Bob Burgett  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones

### Unable to Attend

Marv Trammel

### Guests

Gianna Bari, UMAA Staff

UMAA National President Larry Laukka called the meeting to order at 7:32 a.m.

### Consent Agenda

The consent agenda included the minutes of the October 6, 1994, Executive Committee meeting; the UMAA and club financials as of 10/31/94; and the UMAA and club fiscal year 1994 audited financial statements. These were approved as mailed.

### UMAA Revised Financial Policies

Diane Fisher, UMAA director of finance and operations, explained that the UMAA Finance Committee recommends approval of revised financial policies to protect the long-term stability of the organization (attached). There was considerable discussion: financial dependence per University support; window of time to assess the effectiveness of the pilot programs; the one-year presidency as it effects resource accountability.

It was agreed that the UMAA National Board members need to better understand the UMAA budget and finances, especially endowments. An effort will be made to strengthen their beginning-of-the-year orientation as well as to provide helpful information throughout the year.

A more detailed recommendation will be mailed to the board prior to the board meeting on January 14, 1994. The revised UMAA financial policies and guidelines were approved pending a minor revision in wording.

### Executive Director

Margaret Carlson proposed that the executive committee hold an all-day planning retreat in February to address issues that relate to fulfilling the UMAA's U2000 strategic plan. These issues include long-term funding for the UMAA, the potential University capital campaign, and the roles/relationships between the UMAA and the University. Carlson said that the intent of the retreat is not to change agreed-upon goals, but to consider the challenges and opportunities facing the UMAA before the organization prepares its 1995-96 budget. The committee agreed to meet for a day-long retreat in February.

Carlson announced that she has been asked to serve on the University's Blue Ribbon football commission. University President Nils Hasselmo has charged this commission with studying support systems at the University related to developing a successful football program. Their work will take approximately six months.

Carlson also updated the committee on the potential University of Minnesota capital campaign and the Campaign Readiness Report that Marts and Lundy is preparing for the University of Minnesota Foundation (UMF). The final report will be ready by the end of December 1994.

**Goal: Advocacy/Legislative Network**

Ann Huntrods, chair of the University Issues Committee, reported that she has received a letter from Jean Keffeler, chair of the board of regents, thanking the UMAA for its interest in the important policy issues facing the University. Keffeler welcomed the attendance of UMAA volunteers board meetings and thanked the UMAA for its initiative.

The UMAA is forwarding recommendations of people to serve on the Regent Candidate Advisory Council (RCAC). It was agreed that people who are recommended by the UMAA should have a UMAA and/or University connection; those without such connections might make very good RCAC members, but they should not be recommended by the UMAA.

Several UMAA and UMF volunteers recently met with the Citizens Committee for the Assessment of the University of Minnesota Board of Regents. Carlson and Jerry Fischer, president of the UMF, also met individually with two members of this assessment group.

Carlson distributed copies of a letter to the regents that stated the UMAA's strong support for President Hasselmo. The letter, which will be signed by Larry Laukka, Janie Mayeron, Mike Unger, and Ann Huntrods, will be mailed to each regent on December 8, 1994.

Bruce Thorpe, chair of the Legislative Advisory Committee, reported that the University has agreed to provide \$54,000 to mail to 170,000 Minnesota alumni, inviting them: 1) to send a post card to the governor asking him to support the University's legislative request, and 2) to participate in the UMAA Legislative Network. This appeal will be mailed in late December. National board members will be asked to invite their legislators to campus for a two-hour visit. Thorpe reminded committee members that a crucial legislative session will soon be underway and urged them to participate in all of the legislative network activities, including the legislative briefing, which will be held on January 18, 1995.

**Goal: Student Experience**

Laura Langer, chair of the Outreach Committee, introduced Gianna Bari, UMAA mentoring program director. Langer and Bari updated the committee on the status of the UMAA mentoring program. Mentoring program participation has increased from approximately 570 participants in 1993-94 to more than 1,500 participants projected for 1994-95. Currently, 865 mentor matches come from the UMAA alumni societies and 655 matches from general programs such as University Scholars; there has been real growth in the general program area during the past year.

It was agreed that the numbers of mentors and students participating in the College of Liberal Arts (CLA) mentoring program need to be increased substantially. Diversity goals are meeting success--nearly 45 percent are minority matches. Linda Mona reminded the committee that the U-Partners program will continue to increase the community programs numbers. Langer thanked Bari for her efforts and enthusiasm.

**Goal: Membership/Viability/Visibility**

John Bergstrom, chair of the Marketing Committee, reported that UMAA membership as of November 30, 1994, is 30,218. There have been some problems with the membership directory promotion; the directory appeal will be remailed. Retention rates are on target at 75 percent; retention rates and promotions will be analyzed this spring. Magazine advertising revenues are also on target at \$158,000, which represents an increase over last year.

Laukka complimented Bergstrom, Al Anderson, and Jean Marie Hamilton on the success of the Marketing Committee, and asked that the committee be charged with identifying new, more visible ways to market the UMAA. There was discussion about how the UMAA can/should "capture marketing opportunities" and speak out on behalf of alumni. Bergstrom noted that the UMAA is in the process of hiring a public relations program director who will work on these issues, per the 1994-95 goals.

**Goal: The Gateway**

Laukka updated the committee on the status of the Gateway. He is expecting to have the report of the Campus Master Planning Committee, which will address the site issue, by December 15. The parking issue needs to be resolved, also. The building program is being redesigned, and a limited number of Minnesota architects will be invited to submit proposals.

An alumni association past president has been asked to co-chair the fundraising effort, along with Dale Olseth. Laukka and Carlson have met with Julia Davis, dean of CLA, to address her concerns about competition for alumni funds. Laukka will meet with several other key University deans.

A special meeting on November 7, 1994, facilitated by Mona Meyer McGrath and Gavin, determined that "Gateway" remains the best name for the building. Carlson and Hamilton discussed the Gateway with the University Communications Council, which advised that "University Gateway" be the official building name. The Council was very enthusiastic about the project.

**Other**

Linda Mona noted that President Hasselmo's mother died several days ago in Sweden. It was agreed that a sympathy card would be sent on behalf of the UMAA and that volunteers should send individual communications if they so wished.

The meeting adjourned at 9:28 a.m.

Submitted by,

Cheryl Jones, Executive Assistant

for

Laura Langer, UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION (UMAA)  
NATIONAL BOARD MEETING  
Saturday, January 14, 1995  
8:30 a.m.**

**The Campus Club, University of Minnesota**

**Board Members Attending**

Adams, John  
Beaulieu, David  
Bettin, Kristine  
Blomquist, Ken  
Bregmann, Mark  
Duncanson, Pat  
Erkkila, Dan  
Fountain, N.Jean  
Garland, Ray  
Gibilisco, Joe  
Goertz, Roxanne  
Green, Curt  
Hawkinson, Bruce  
Huntrods, Ann  
Johnson, Carol  
Jones, David (for Mark Bregmann)  
Kiedrowski, Jay  
Langer, Laura  
Laukka, Larry  
Mona, Linda  
Olseth, Dale  
Peterson, Jennifer  
Sharpe, Wendy  
Smith, Cecil  
Stirratt, Jim  
Thorpe, Bruce  
Todd, Patricia  
Trammel, Marv  
Tulashie, Ted  
Whitney, Dick  
Yapel, Tony

**Board Members Unable to Attend**

Bergstrom, John  
Campbell, Jim  
Corbett, Sheila  
Gaines, Curman  
Glenn, Joe  
Juni, Howard  
Krueger, Keith  
Lindgren, Dick  
Mayeron, Janie  
McGregor, Audrey  
Sasseville, Katie

**UMAA Staff Attending**

Allen, Mark  
Anderson, Al  
Bari, Gianna  
Berens, Sam  
Burgett, Bob  
Carlson, Margaret  
Coughlan-Smith, Chris  
Evans-Vann, Travelle  
Fisher, Diane  
Hamilton, Jean Marie  
Jones, Cheryl  
Kranz, Carmela  
Maxwell, Carla  
Mische-Riebel, Terri  
Pierce, Angela  
Pocras, Rachel  
Riggs, Karen  
Scalzo, Teresa  
Winters, Lori  
Woyak, Karen

**UMAA Staff Unable to Attend**

Baylor, Leanne  
Robertson, Frank

**Other Staff/Guests Attending**

Day, Jim  
Fischer, Jerry  
George, Mel  
Kragness, Lucy  
Teslow, Dave

UMAA National President Larry Laukka called the meeting to order at 8:30 a.m. Volunteers and staff members introduced themselves.

### **Consent Agenda**

The consent agenda included the minutes from the November 5, 1994, national board meeting; the November 30, 1994, financial reports for the association and the club; the fiscal year 1994 audited financial statements; the 1994-95 UMAA Nominating Committee composition; and UMAA highlights for the period November 1 through December 31, 1994. All were approved as mailed.

### **UMAA Revised Financial Policies**

Marvin Trammel, treasurer, reported that the UMAA Finance Committee recommends that the board members adapt new financial policies designed to protect the long-term stability of the UMAA (attached). The financial policies were approved as recommended.

### **UMAA Executive Committee Planning Retreat**

Margaret Carlson, executive director, reported that the UMAA Executive Committee would hold a full day meeting/retreat on February 2, 1995, to address issues related to fulfilling the UMAA's strategic plan. Among these issues are UMAA financial challenges and long-term funding, a potential University capital campaign, international alumni programs, and improvements in the donor management system. The purpose of the retreat is not to change the four agreed-upon goals for the year 2000, but to discuss year-two challenges and opportunities before the UMAA FY96 budget is prepared.

Carlson described the financial challenges and opportunities facing the UMAA and provided some history and background regarding the UMAA budget. There was discussion regarding the growth of UMAA endowments over the years, which is due primarily to outstanding fund management by the University of Minnesota Foundation (UMF). The draw on UMAA endowment funds has been aggressive over the past few years due to new programming/staff positions and one-time renovations of space in Coffman Memorial Union.

### **Executive Director's Report**

Carlson said that the UMAA has recently received several complimentary letters, including thanks from a University staff member who described Maroon and Gold Casual Fridays as "the best spirit building activity in 1994"; gratitude from a University administrator for "gutsy and enthusiastic leadership"; and kudos from a regents professor on Laukka's recent column in *Minnesota* and "all the work you and your colleagues are doing to try to save what was not so long ago a truly great University." Carlson shared this positive feedback with the board members to illustrate the UMAA's growing visibility within the University, which will positively affect external visibility and membership down the road. Carlson thanked Laukka; Linda Mona, first vice president; and all of the UMAA volunteers and staff for their efforts and accomplishments.

### **Goal: Membership, Visibility, Viability**

Al Anderson, marketing and membership director, reported that membership as of December 31, 1994, is 30,602 (surpassing the goal of 29,000). Anderson reviewed the

success of recent membership promotions, including the Internet/E-mail (1,211 memberships) and magazine survey (95 memberships) promotions.

**Goal: Student Experience**

Laukka introduced McKinley Boston, director of men's intercollegiate athletics; and Chris Voelz, director of women's intercollegiate athletics.

Boston reported on the blue ribbon panel charged by University President Nils Hasselmo with the task of studying support systems at the University of Minnesota related to developing a successful football program. Boston said that the goal is to make the Gopher football program highly competitive within the Big Ten. Progress has been made, but this is a crucial time for the program and he and President Hasselmo want to make sure that the athletic department and the University are providing all the support needed to get the job done. The economic future of the men's athletic department depends upon a winning football program.

Boston also discussed the compatibility of athletic and academic excellence at the University. He said that eight years of experience with Proposition 48 has proved that it works and effectively addresses the "level playing field issue." Boston and President Hasselmo both believe that student athletes "at risk" should be admitted only if they have a reasonable chance to graduate. The University of Minnesota has in place an excellent academic support system/student development program for "at risk" student athletes, and the athletic department has made steady improvement in overall undergraduate GPAs and graduation rates. The football blue ribbon panel members believe that academic and athletic excellence are truly compatible and are eager to make sure the University has the same success in football that it has in other men's sports.

Voelz noted the increasing visibility and support for women's athletics at the University of Minnesota and said that the last two years of cooperation between women's athletics and the UMAA has been "historic." Next year will be the 20th anniversary of women's athletics as a separate, official department of the University, and the department will host a special 20th anniversary celebration.

Currently 200 women, representing five nations and 24 states, participate in women's athletic programs. Five sports are "on the charts" nationwide in terms of attendance. Voelz also strongly believes that athletic and academic success are compatible. She discussed several current and complex issues facing women's athletics, including gender and pay equity, which are national challenges to be considered from an overall perspective and not just the "sports page." Voelz stated that the situation regarding the volleyball coach is completely disconnected from the pay equity issue; the situation involves a management decision not to renew a coach's contract and data privacy laws must be respected.

Voelz thanked the UMAA for "lending" Linda Mona to women's athletics--Mona is cochairing the Women's Final Four to be held in April. She encouraged the board members to become familiar with women's sports at the University, and thanked the UMAA for the opportunity to address this group.

There was considerable discussion and several questions, including what can the UMAA as an organization do to help men's and women's athletics? Voelz said that open dialogues

such as this help immensely in that the participants come away with much better information than appears in the newspapers. Boston and Voelz encouraged board members to express their opinions and asked that the UMAA continue to help build community and athletic spirit. Laukka thanked Boston and Voelz for their participation and reiterated the UMAA's desire to help derail negative publicity and fill the stadiums.

#### **Goal: Advocacy/Legislative Network**

University Issues Committee Chair, Ann Huntrods, and consultant Jim Day reported on activities of the committee. The names of nineteen alumni were recommended to serve on the Regent Candidate Advisory Council (RCAC). Four committee members will be attending Board of Regents meetings. UMAA and UMF volunteers met with the Citizens Committee for the Assessment of the University of Minnesota Board of Regents. The committee report was issued at the January Board of Regents meeting. Key findings centered on the perceived role of the regents, the balance between policy and administration, and the lack of understanding/support for U2000.

Huntrods recommended that UMAA National Board members reiterate their unanimous support for U2000 and send this message to the Board of Regents. The recommendation was approved.

Carlson and board members commended Jean Keffeler, chair of the Board of Regents, on having the leadership to seek a citizen's evaluation of the board. A letter will be written to Keffeler commending the regents and the evaluation process and affirming the UMAA's continuing assistance.

Laukka reported that he has recently talked to Keffeler. Key association leaders will begin meeting with two to three regents on a regular basis to enhance communication and work together to advance the University's mission.

Bruce Thorpe reported on the UMAA legislative briefing that will be held on January 18, 1995. More than 150 participants are expected; Thorpe encouraged board members to attend. More than 2,000 postcards expressing support for the University were mailed to Governor Carlson as a result of the recent mass mailing to all alumni in Minnesota. Also as a result of this mailing, the legislative network has grown to more than 1,800 members. On January 24 and February 1, 1995, board members are encouraged to bring their legislators to campus for a two-hour visit. Carla Maxwell, UMAA legislative network coordinator, distributed legislative network Post-it notes and encouraged board members to clip interesting items about the University and send them to their legislators.

#### **UMAA Annual Meeting**

Anderson reported that President Hasselmo has sent another request to Walter Mondale to be the UMAA annual meeting keynote speaker; a reply is expected next week. Mark Bregmann will be the volunteer heading up ticket sales.

#### **Vice President for Institutional Relations**

Mel George noted that he is appreciative of Mac Boston and Chris Voelz's participation in today's meeting and that he found the discussion extremely valuable. George reported that at the Board of Regents meeting yesterday, Regent Keffeler stated that she wanted it clearly

known that the regents are 100 percent behind U2000. George also shared several "good news" items, including the fact that 72 percent of this year's University freshmen students reside in University dormitories, a trend which should favorably affect "University ambience" and alumni membership in years to come. Student credit loads and retention are also improving. Alumni giving is up by one-third. George is looking forward to speaking to the UMAA Sun Cities, Arizona, and Rochester, Minnesota, alumni groups in the near future. He welcomes the willingness of UMAA board members to speak to community groups about the University and U2000. George discussed the recent Minnesota Poll conducted by the *Minneapolis Star Tribune*, in which 81 percent of Minnesotans have a favorable or very favorable impression of the University.

Following up on George's comment about the Rochester alumni group, Laukka asked Laura Langer, chair of the Outreach Committee, to expand on alumni activity in that area. Langer commended Joe Gibilisco and the Rochester alumni chapter on their exciting scholarship program and other chapter activities. Langer stated that the Rochester group is a "model chapter," personifying spirit and volunteer ownership.

**Goal: University Gateway**

Laukka reported that the "University Gateway" is now the official name for the alumni/visitor center. The process of redefining space in the building, complete with "financial realities," will be completed by the end of February. The University's Campus Master Planning Committee has asked that the Gateway project be put on hold until April or May so that potential sites can be analyzed. The UMAA has agreed to support this process and time frame; Laukka has requested that the UMAA be represented on the Campus Master Planning Committee. Mel George sits on this committee, also. The Gateway Steering Committee will begin the process to select an architect. The Gateway project is within budget and on timeline. Campus support is building for the Gateway; Laukka continues to meet with key University deans and administrators.

Carlson thanked the board members for their commitment and effort and concluded by stating, "We aren't all we can be but we are definitely on the right track, thanks to you." Laukka adjourned the meeting at 11:50 a.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

Laura Langer  
UMAA Secretary

## UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

- I. AGENDA ITEM: UMAA NATIONAL BOARD  
Saturday January 14, 1995
- II. TITLE: University of Minnesota Alumni Association Financial  
Policies and Guidelines

( ) Discussion ( ) Information ( X ) Recommendation to  
National Board for  
Discussion and  
Approval

## III. RECOMMENDED RESOLUTION OR PROPOSED ACTION:

The finance and executive committees of the University of Minnesota Alumni Association National Board recommend approval of the following financial policies to protect the long-term stability of the UMAA.

1. All actions effecting the finances of the UMAA must be presented to the finance committee prior to being presented for action to the UMAA national board. This would include the annual budget and budget modifications.
2. The UMAA will set a desired operating fund balance level of \$100,000. Until that level is achieved, the UMAA finance committee and national board will not accept any budgeted deficits. Should an operating deficit occur in any given year, the deficit would need to be recouped in the subsequent year. Should an operating surplus occur in any year it would be added to the fund balance and the portion over the \$100,000 level may be used for future operations.
3. At mid-year, the finance committee will review the budget-to-actual results and recommend appropriate action.
4. For endowment and quasi-endowment funds\*:
  - a. spending should be restricted to 5.5% of the three year average balance of the fund (approved spending rate);
  - b. if an amount per the approved spending rate remains unspent for three years, it will be added back to the principal of the fund; and
  - c. use of endowment and quasi-endowment funds, in accordance with the above stated approved spending rate, shall be restricted to one-time strategic expenditures and one to two year pilot projects with firm goals and definite exit strategies.

\* exempting the Obligated Fund and Credit Card Advance Fund which are classified as quasi-endowment funds for investment purposes, but which were not established with the intention that they act as endowment funds.

#### IV. BACKGROUND INFORMATION:

Over the next few years, the UMAA will face serious budgeting challenges.

. The student recruitment program, which began in FY94, is currently funded with a one year appropriation from the University.

. The mentor and legislative programs, which were designed as UMAA pilot programs to be later funded by the University, are in their final year of funding from the Adrian Buttz Endowment Fund. University funding of these two programs is not assured.

. The FY95 budget includes the use of \$173,375 from the accumulated operating surplus from prior years (fund balance). Some of the \$173,375 is for one-time expenditures, but the bulk of it is for on-going operations. Since the total fund balance at July 1, 1994 was \$174,000, this will not be a source of funding beyond the current fiscal year.

. The development of the Gateway Center will require future funding for annual space rental.

Before the urgency of these funding issues is upon the organization, the finance and executive committees recommend that the above detailed Financial Policies and Guidelines be adopted. They will force the organization to look objectively at programs and how they are funded while protecting the UMAA's assets for future use.

Below is a discussion of how each of the proposed policies and guidelines would effect current operations.

1. Due to the timing of meetings and the desire for quick response, some actions effecting the finances of the UMAA have not been presented to the finance committee before being presented to the UMAA national board for action. To be responsive to the needs of the organization, the finance committee will call special meetings or conference calls to review time sensitive actions.

2. As of June 30, 1994 the UMAA had an operating fund balance of approximately \$174,000. A fund balance is simply the accumulation of previous years' operating surpluses and/or deficits. A fund balance serves as a "cushion" from having to make immediate or drastic changes in operations if the organization experiences some short-term financial difficulty. The size of the cushion needed varies with each non-profit organization. Because the UMAA's invested funds also serve this function, the desired size of the fund balance can be set at a lower level than other non-profits.

The UMAA has never established a minimum fund balance. The \$100,000-level will provide the UMAA with some protection from budget variances while imposing the discipline on the organization to live within its means. If this policy had been in place last June, the FY95 budget, which shows a \$173,375 deficit, would not have been permitted. The maximum budgeted deficit would have been \$74,000 (actual fund balance \$174,000 less minimum required fund balance \$100,000).

3. The finance committee regularly reviews the budget-to-actual results and has reviewed and approved mid-year budget revisions. This policy codifies what is already in place.

4a. The use of a 5.5% spending rate is consistent with the University and the University of Minnesota Foundation (UMF). The rate approximates the difference between the expected rate of return and the expected rate of inflation. By holding back the expected rate of inflation and adding it to principal, the invested funds maintain their purchasing power.

4b. For endowment funds invested with the University and the UMF, an amount equal to the 5.5% spending rate is added to the funds' available balance. For some funds, the available balances remained unspent over a number of years, accumulating to large sums. Beginning in 1992 the UMAA began to commit these available balances to such things as:

- Legislative network and mentor initiatives \$240,000 (included in three fiscal years)
- Coffman renovations \$160,600 (one-time)
- 17 Freshman Leadership Incentive Scholarships \$24,500 per year

The new policy would not allow large unspent balances to accumulate. If an amount added to a funds' available balance in year one remained unspent in year four, it would be transferred back to principal which would increase the funds future earning power.

4c. Use of the endowment and quasi-endowment available balances would be restricted to one-time strategic expenditures or one to two year pilot projects that would have clear goals and definite financing strategies. This policy would protect the organization from using available balances for on-going operations that cannot be sustained.

The attached chart shows the effected endowment and quasi-endowment funds with their September 30, 1994 available balances, and the FY95 projected addition to, and the FY95 budgeted draw on, the available balances.

V. **PRESENTED BY:** Marvin Trammel, Chair Finance Committee

VI. **ACTION:**

REPORT OF INDEPENDENT ACCOUNTANTS

The Board of Directors  
University of Minnesota Alumni Association:

We have audited the accompanying balance sheet of the University of Minnesota Alumni Association as of June 30, 1994, and the related statements of revenues, expenses and changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the University of Minnesota Alumni Association as of June 30, 1994, and its revenues, expenses and changes in fund balances and its cash flows for the year then ended in conformity with generally accepted accounting principles.

Minneapolis, Minnesota  
September 28, 1994

*Coopers & Lybrand L.L.P.*

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

BALANCE SHEET, June 30, 1994

ASSETS	<u>Operating Fund</u>
Current assets:	
Cash	\$216,705
Accounts receivable	33,191
Prepaid expenses	67,451
Due from endowment fund held by University	32,221
Cash held for others	<u>16,449</u>
Total current assets	366,017
Investment securities, at fair value	441,768
Prudential Insurance Company of America - advance premium account	
Property and equipment:	
Equipment, at cost, less accumulated depreciation of \$94,014	
Leasehold improvements, at cost, less accumulated amortization of \$60,078	
Foundation-held funds receivable	<u>17,581</u>
	<u>\$825,366</u>
LIABILITIES AND FUND BALANCES	
Current liabilities:	
Accounts payable and accrued expenses	181,307
Cash held for others	16,449
Interfund payables (receivables)	(29,603)
Deferred membership revenue	78,759
Deferred royalty revenue	<u>404,253</u>
Total current liabilities	651,165
Fund balances	<u>174,201</u>
	<u>\$825,366</u>

The accompanying notes are an integral part of the financial statements.

<u>General Obligated Fund</u>	<u>General Endowment Fund</u>	<u>Total</u>
		\$ 216,705
		33,191
		67,451
		32,221
		<u>16,449</u>
		366,017
\$3,460,843	\$3,440,414	7,343,025
	165,206	165,206
	132,935	132,935
	62,130	62,130
		<u>17,581</u>
<u>\$3,460,843</u>	<u>\$3,800,685</u>	<u>\$8,086,894</u>
		181,307
		16,449
4,603	25,000	78,759
		<u>404,253</u>
4,603	25,000	680,768
<u>3,456,240</u>	<u>3,775,685</u>	<u>7,406,126</u>
<u>\$3,460,843</u>	<u>\$3,800,685</u>	<u>\$8,086,894</u>

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCES  
for the year ended June 30, 1994

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Revenues:

Membership fees:

One, three, five and ten year  
Life

Total membership fees

Contributed support from the University  
Interest and dividends  
Net depreciation in the fair value of investment securities  
Net group insurance dividends contributed by members  
Advertising  
Endowment support  
Tours  
Royalty income  
Internet revenue, net of charges  
Other

Total revenues

Expenses:

Salaries and employee benefits  
Professional fees  
Data processing service  
Publications and promotions  
Postage and delivery  
Rent  
Office  
Supplies  
Insurance  
Travel and entertainment  
Co-sponsorships and awards  
Depreciation  
Other

Total expenses

(Deficiency) excess of revenues over expenses

Fund balances, beginning of year

Transfer of fund balances:

Transfer to finance current operations  
Transfer of equipment to General Endowment Fund

Fund balances, end of year

The accompanying notes are an integral  
part of the financial statements.

<u>Operating Fund</u>	<u>General Obligated Fund</u>	<u>General Endowment Fund</u>	<u>Total</u>
\$ 480,408			\$ 480,408
<u>480,408</u>	\$ 25,397		<u>25,397</u>
1,167,556	25,397		505,805
3,946	157,807	\$ 161,789	1,167,556
(9,348)	(171,067)	(169,146)	323,542
		75,023	(349,561)
173,209			75,023
149,590			173,209
82,629			149,590
46,101			82,629
23,664			46,101
<u>144,657</u>			<u>23,664</u>
<u>2,262,412</u>	<u>12,137</u>	<u>67,666</u>	<u>2,342,215</u>
1,163,948			1,163,948
252,343			252,343
109,666			109,666
363,384			363,384
159,628			159,628
50,000			50,000
55,473			55,473
47,637			47,637
9,578			9,578
113,877			113,877
118,282			118,282
		66,973	66,973
<u>37,547</u>	<u>2,500</u>	<u>8,297</u>	<u>48,344</u>
<u>2,481,363</u>	<u>2,500</u>	<u>75,270</u>	<u>2,559,133</u>
(218,951)	9,637	(7,604)	(216,918)
149,228	3,602,603	3,871,213	7,623,044
342,000	(156,000)	(186,000)	
(98,076)		98,076	
<u>\$ 174,201</u>	<u>\$3,456,240</u>	<u>\$3,775,685</u>	<u>\$7,406,126</u>

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

STATEMENT OF CASH FLOWS

Increase (Decrease) in Cash

for the year ended June 30, 1994

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Cash flows from operating activities:

(Deficiency) excess of revenues over expenses

Adjustments to reconcile (deficiency) excess of revenues over expenses to net cash provided (used) in operating activities:

Depreciation

Loss on disposal of equipment

Investment loss

Changes in assets and liabilities:

Accounts receivable and prepaid expenses

Due from University

Due from endowment fund held by University

Foundation-held funds receivable

Accounts payable and accrued expenses

Payable to alumni society groups

Interfund payables/receivables

Deferred revenue

Board-approved transfers:

Transfer to finance current operations

Transfer of equipment

Net cash provided (used) in operating activities

Cash flows provided (used) in investing activities:

Purchases of investment securities

Proceeds from sales of investment securities

Increase in advance premium account - Prudential Insurance Co. of America

Purchase of property and equipment

Net cash provided (used) in investing activities

Net increase in cash

Cash at beginning of year

Cash at end of year

The accompanying notes are an integral part of the financial statements.

<u>Operating Fund</u>	<u>General Obligated Fund</u>	<u>General Endowment Fund</u>	<u>Total</u>
\$ (218,951)	\$ 9,637	\$ (7,604)	\$ (216,918)
		66,973	66,973
		5,797	5,797
8,232	13,260	10,668	32,160
(49,662)			(49,662)
22,076			22,076
21,832			21,832
(1,019)			(1,019)
115,236			115,236
(12,354)			(12,354)
53,680	(24,606)	(29,074)	
398,407			398,407
342,000	(156,000)	(186,000)	
<u>(98,076)</u>	<u>          </u>	<u>98,076</u>	<u>          </u>
<u>581,401</u>	<u>(157,709)</u>	<u>(41,164)</u>	<u>382,528</u>
(450,000)			(450,000)
	157,709	217,574	375,283
		(78,334)	(78,334)
		<u>(98,076)</u>	<u>(98,076)</u>
<u>(450,000)</u>	<u>157,709</u>	<u>41,164</u>	<u>(251,127)</u>
131,401			131,401
<u>85,304</u>	<u>          </u>	<u>          </u>	<u>85,304</u>
<u>\$ 216,705</u>	<u>-</u>	<u>-</u>	<u>\$ 216,705</u>

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

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1. Summary of Significant Accounting Policies:

ASSOCIATION DESCRIPTION:

The University of Minnesota Alumni Association (the Association) is organized to develop and encourage alumni interest in the University of Minnesota (the University) for the betterment of the University and its faculty, students, and graduates.

The Association also provides accounting and management support to the University of Minnesota Alumni Club (the Club).

FUND PURPOSES:

The funds of the Association do not carry restrictions by external parties. The Board of Directors, however, has designated funds for certain activities. The purpose of each fund, and Board designations on them, if any, are:

Operating Fund

Used to account for all revenues from one-, three-, five- and ten- year memberships, other sources of operation support, and expenses not designated for any other fund, which finance the principal activities and services of the Association.

General Obligated Fund

Used to account for all revenues received from life memberships that will be used in future years to finance the principal activities and services of the Association. Expenses for this purpose are paid out of the Operating Fund after an annual transfer of funds from the Obligated Fund.

General Endowment Fund

Established to receive resources not used for operations, to provide a general endowment for Association programs, and to hold property and equipment. Income of the General Endowment Fund may be transferred to the Operating Fund as determined by the Board of Directors.

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

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1. Summary of Significant Accounting Policies, continued:

Fund Transfers

The Board of Directors approves all transfers between funds. During 1994, transfers of \$186,000 were made from the General Endowment Fund and \$156,000 from the General Obligated Fund to the Operating Fund to finance current operations and capital expenditures.

BASIS OF PRESENTATION:

The financial statements of the Association have been prepared on the accrual basis of accounting under the guidelines of the Audit and Accounting Guide for Audits of Certain Non-profit Organizations. Significant accounting policies followed by the Association are:

Valuation of Investment Securities

Investments are held in a commingled investment fund managed by the University of Minnesota Foundation (the Foundation). The assets of this fund (equity and debt securities and fixed interest obligations) that are traded on a national securities exchange are valued at the last reported sales price on the last business day of the year; investment securities traded in the over-the-counter market are valued at the last reported bid price.

The statement of revenues, expenses and changes in fund balances includes the net appreciation (depreciation) in the fair value of investment securities. This consists of both realized gains and losses and the unrealized appreciation (depreciation) in the fair value of those investment securities.

Property and Equipment

Equipment is recorded at cost and depreciated using the straight-line method of depreciation with a ten-year life for office equipment and a five-year life for computer equipment. Leasehold improvements are recorded at cost and are amortized using the straight-line method over the life of the lease (see Note 7). The cost and related accumulated depreciation on asset disposals are removed from the accounts and any gain or loss thereon is included in the general endowment fund. Maintenance and repairs are charged to expense as incurred.

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

1. Summary of Significant Accounting Policies, continued:

BASIS OF PRESENTATION, continued:

Memberships

The Association records one-year and life memberships as revenues in the period received while three-, five- and ten-year membership revenues are deferred and amortized to income over three, five and ten years, respectively, using the straight-line method. The Association records life membership fees as revenue in the General Obligated Fund in the period received.

Interest and Dividends

Interest income is recorded as earned on an accrual basis and dividend income is recorded on the ex dividend date.

Pension Plans

All employees of the Association who meet age and length-of-service requirements participate in either civil service or faculty pension plans of the University. The plans require contributions by both employer and employees. Pension expense is included with salaries and employee benefits, as the amounts incurred are not separately identifiable, since employee benefits are all paid in aggregate. The Faculty Retirement plan is a defined contribution plan and is fully funded. The Civil Service Retirement plan is a defined benefit plan.

Income Taxes

The Association is classified as a tax-exempt organization by the Internal Revenue Service under the provisions of Section 501(c)(3) of the Internal Revenue Code and is only subject to federal income tax on its net unrelated business income, which was insignificant in 1994.

2. Related Party Transactions:

Certain expenses relating to the Association's operations are funded by the University and such funding is included as revenues in the accompanying statement of revenues, expenses and changes in fund balances. This funding consisted of \$1,167,556 for a portion of the Association's salaries and employee benefits and rental of office space in 1994. The Association provides financial and management services to the Club. The Association charged \$12,000 for such services to the Club in 1994.

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

3. Investment Securities:

At June 30, 1994, investments with a fair value of \$7,343,025 are included in the Foundation Management Agency Fund (the Fund) managed by the Foundation, the Association's investment manager. The Association's portion of the total fair value of the Fund investments was approximately 2.3% at June 30, 1994.

Net depreciation in the fair value of investment securities consisted of the following for the year ended June 30, 1994:

Net realized gain on the sale of investment securities	\$ 301,701
Net unrealized depreciation in the fair value of investment securities held	<u>(651,262)</u>
	<u>\$ (349,561)</u>

4. Prudential Insurance Company of America - Advance Premium Account:

The Association has established a special reserve account with Prudential Insurance Company of America, its group life insurance carrier. This account accumulates policy dividends from the group life insurance plan in which some of the Association's members participate. Insured members voluntarily transfer all rights to interest and dividend earnings to the Association annually. Activity in the account during the year ended June 30, 1994 was:

Balance at beginning of year	\$ 86,872
Interest earned	3,311
Dividends earned	79,465
Transfer to contractual special reserve held by Prudential Insurance Company of America	<u>(4,442)</u>
Balance at end of year	<u>\$165,206</u>

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

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5. Cash Held for Others:

The Association contributes approximately \$2.50 per member of annual membership dues to each alumni society group to which the paying member belongs. These funds and other miscellaneous alumni society monies that are received by the Association are maintained in a bank account on behalf of the various alumni society groups. Contributions of annual membership dues to alumni society groups amounted to \$63,548 in fiscal year 1994.

Cash held for others of \$16,449 at June 30, 1994 represents contributions to alumni society groups that are available for their use.

6. Funds Held for the Association:

The University and the Foundation hold and control certain additional funds at market value that, subject to various restrictions, are available to the Association. At June 30, 1994, the Foundation held \$163,381 available to the Association and an additional \$758,676 for which it is intended the principal remain intact. Similarly, at June 30, 1994, the University held \$154,454 available for Association use and \$1,276,142 for which it is intended the principal remain intact.

7. Leased Facilities:

The Association subleases space from the Campus Club of the University of Minnesota under an agreement which expires on August 31, 1996 unless after August 31, 1994 the Association constructs a permanent facility for itself in which case the agreement automatically expires upon 90 days written notice. Monthly base payments of \$4,167 are required under terms of the agreement.

In addition to the base rent, the Association may be required to pay contingent rentals of up to \$30,000 per year if the Association has not made a good faith effort to purchase banquet services from the sublessor and provide goods and/or services at certain targeted levels. Management believes they have satisfied this obligation as of June 30, 1994 and, accordingly, have not recorded any amounts for contingent rentals.

Continued

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NOTES TO FINANCIAL STATEMENTS, Continued

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8. Internet Agreement:

During 1994, the Association entered into an agreement with the University to provide certain of its members with access to the University's Internet system. The Association collects fees from its members and remits a part of the fees collected to the University to cover access charges. Any fees collected in excess of University access charges are retained by the Association to defray the administrative cost of providing the service. During the year ended June 30, 1994, revenues and expenses related to the Internet system were \$146,430 and \$122,766, respectively.

9. Royalty Agreement:

The Association has entered into certain agreements granting use of the Association's name, trademarks, service marks, copyrights, and logo in return for royalty payments. As part of such agreements, the Association has received advances against such future royalty payments. At June 30, 1994, \$404,253 of such advances were deferred.

10. Recent Pronouncements:

Effective June 30, 1996, the Association will be required to implement Statement of Financial Accounting Standards (SFAS) No. 116, "Accounting for Contributions Received and Contributions Made", and SFAS No. 117, "Financial Statements of Not-For-Profit Organizations". The most significant provision of SFAS No. 116 is the recognition of pledges in the financial statements. SFAS No. 117 requires a change in the display of financial statements from those based on fund accounting to a display based on the concept of "net assets." The impact of these pronouncements has not been determined, but is not expected to have a material impact on the fund balance of the Association.

REPORT OF INDEPENDENT ACCOUNTANTS

The Council of Governors  
University of Minnesota Alumni Club:

We have audited the accompanying balance sheet of the University of Minnesota Alumni Club (the Club) as of June 30, 1994, and the related statement of revenues, expenses and change in fund balance and cash flows for the year then ended. These financial statements are the responsibility of the Club's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the University of Minnesota Alumni Club as of June 30, 1994, and its revenues, expenses and change in fund balance and its cash flows for the year then ended in conformity with generally accepted accounting principles.

*Coopers & Lybrand L.L.P.*

Minneapolis, Minnesota  
September 28, 1994

UNIVERSITY OF MINNESOTA ALUMNI CLUB

BALANCE SHEET, June 30, 1994

ASSETS

Current assets:

Cash	\$11,829
Cash held by others	8,486
Investment in U.S. Treasury Bill	29,316
Accounts receivable	<u>4,632</u>

Total assets	<u>\$54,263</u>
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LIABILITIES AND FUND BALANCE

Current liabilities:

Accounts payable and accrued expenses	1,228
Deferred revenue	<u>15,702</u>

Total liabilities	16,930
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Fund balance	<u>37,333</u>
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Total liabilities and fund balance	<u>\$54,263</u>
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The accompanying notes are an integral part of the financial statements.

UNIVERSITY OF MINNESOTA ALUMNI CLUB  
STATEMENT OF REVENUES, EXPENSES AND  
CHANGE IN FUND BALANCE  
for the year ended June 30, 1994

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Revenues:	
Membership and initiation fees	\$139,271
Interest income	<u>1,836</u>
Total revenues	<u>141,107</u>
Expenses:	
Rent	55,164
Salaries and employee benefits	30,857
Professional fees	22,686
Management and financial services	12,000
Data processing services	2,028
Publication and promotion	6,768
Postage and delivery	3,705
Travel and entertainment	3,956
Other	<u>6,217</u>
Total expenses	<u>143,381</u>
Excess of expenses over revenues	(2,274)
Fund balance:	
Beginning of year	<u>39,607</u>
End of year	<u>\$ 37,333</u>

The accompanying notes are an integral  
part of the financial statements.

UNIVERSITY OF MINNESOTA ALUMNI CLUB

STATEMENT OF CASH FLOWS

Increase (Decrease) in Cash

for the year ended June 30, 1994

Cash flows from operating activities:	
Excess of expenses over revenues	\$ (2,274)
Changes in assets and liabilities:	
Cash held by others	(8,486)
Accounts receivable	(3,982)
Prepaid expenses	733
Accounts payable and accrued expenses	(3,519)
Deferred revenue	<u>(60,284)</u>
Net cash used by operating activities	<u>(77,812)</u>
Cash flows used in investing activities:	
Purchase of U.S. Treasury Bill	<u>(29,316)</u>
Net decrease in cash	(107,128)
Cash, beginning of year	<u>118,957</u>
Cash, end of year	<u>\$ 11,829</u>

The accompanying notes are an integral part of the financial statements.

UNIVERSITY OF MINNESOTA ALUMNI CLUB

NOTES TO FINANCIAL STATEMENTS

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1. Description of Organization:

The University of Minnesota Alumni Club (the Club) was incorporated as a nonprofit organization for the purpose of promoting the interests and objectives of the University of Minnesota in a social atmosphere and assisting the University of Minnesota Alumni Association (the Association). The Club is governed by a Council of Governors and managed by the Association's executive director. The president of the Club serves as a liaison member of the Association's National Board.

Effective November 1, 1993, the Club signed an agreement with the Minneapolis Athletic Club (MAC) under which the Club has the right to use the MAC's twelfth floor Cavalier Room for dining purposes on a regular basis. Under the agreement, the Club assigns all of its membership dues, fees and other revenues to the MAC for the use of its facilities. The MAC reimburses the Club for its personnel, marketing and administrative expenses subject to monthly maximum amounts. The MAC retains any revenues in excess of expenses reimbursed to the Club which represents the Club's rental cost. Effective January 1, 1994, the MAC bills membership dues directly and bears the financial risk associated with collection of member accounts. Membership dues received are deposited in a bank account owned jointly by the MAC and the Club. Pursuant to the agreement, disbursements are made at the sole discretion of the MAC.

Prior to November 1, 1993, the Club had an operating agreement with the owner of a building who, in turn, had an agreement with a restaurant management company that operated the restaurant facilities in the Club (see Note 4). The restaurant management company was not paid a separate management fee by the Club but was entitled to the profits and losses from operating the restaurant service of the Club. As such, the operations of the restaurant are not included in the accompanying financial statements.

2. Summary of Significant Accounting Policies:

The accompanying financial statements under the guidelines of the Audit and Accounting Guide for Audits of Certain Nonprofit Organizations have been prepared using the accrual method of accounting.

Continued

UNIVERSITY OF MINNESOTA ALUMNI CLUB

NOTES TO FINANCIAL STATEMENTS, Continued

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2. Summary of Significant Accounting Policies, continued:

REVENUE RECOGNITION:

Membership and initiation fees are recorded as revenue in the period earned and include amounts collected jointly by the Club and the MAC. Unearned membership fees are amortized over the term of the membership and are reflected as deferred revenue on the balance sheet.

INVESTMENTS:

Investments in securities are recorded at lower of amortized cost or market value.

3. Federal Income Taxes:

The Club is a tax-exempt organization under Section 501(c)(7) of the Internal Revenue Code and is only subject to federal income tax on its net unrelated business income, which was insignificant in 1994.

4. Leased Facilities:

Prior to November 1, 1993, the Club leased space pursuant to terms of an operating lease agreement which required monthly rentals of \$5,000. The agreement expired on October 31, 1993.

From November 1, 1993 to June 30, 1994, rent expense represents the excess of revenue recognized over expenses reimbursed by the MAC of \$31,442 as defined by the agreement with the MAC (see Note 1).

5. Related Party:

The Club is provided financial and management services by the Association. The Club was charged \$12,000 for such services by the Association in 1994.

Continued

UNIVERSITY OF MINNESOTA ALUMNI CLUB

NOTES TO FINANCIAL STATEMENTS, Continued

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6. Recent Pronouncement:

Effective June 30, 1996, the Club will be required to implement Statement of Financial Accounting Standards (SFAS) No. 117, "Financial Statements of Not-For-Profit Organizations". SFAS No. 117 requires a change in the display of financial statements from those based on fund accounting to a display based on the concept of "net assets." The impact of this pronouncement is not expected to have a material impact on the fund balance of the Club.

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

HISTORIC VIEW OF REVENUE SOURCES

Prepared 11/22/94

SOURCE OF REVENUE	FY95	FY95	FY94	FY94	FY93	FY93	FY92	FY92	FY91	FY91	FY90	FY90	FY89	FY89
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
UNIVERSITY SUPPORT	1,259,525	41%	1,167,556	45%	1,067,723	43%	1,035,896	48%	1,035,896	54%	1,082,032	52%	849,969	47%
MEMBERSHIP	841,127	27%	636,408	24%	578,118	23%	574,812	27%	577,474	30%	637,241	31%	559,634	31%
ENDOWMENT FUND SUPPORT	417,136	14%	330,188	13%	419,897	17%	269,819	12%	213,000	11%	210,426	10%	276,024	16%
OTHER	559,965 a	18%	470,260	18%	410,111	17%	277,749	13%	165,139	5%	143,428	7%	113,474 b	6%
<b>TOTAL</b>	<b>3,077,753</b>	<b>100%</b>	<b>2,604,412</b>	<b>100%</b>	<b>2,475,849</b>	<b>100%</b>	<b>2,158,276</b>	<b>100%</b>	<b>1,931,509</b>	<b>100%</b>	<b>2,073,127</b>	<b>100%</b>	<b>1,799,101</b>	<b>100%</b>

SOURCE OF REVENUE	FY88	FY88	FY87	FY87	FY86	FY86	FY85	FY85	FY84	FY84	FY83	FY83
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
UNIVERSITY SUPPORT	607,625	40%	600,057	43%	582,247	47%	513,852	42%	412,328	40%	406,000	42%
MEMBERSHIP	506,660	33%	562,839	40%	447,694	36%	459,439	37%	385,424	38%	306,686	32%
ENDOWMENT FUND SUPPORT	217,445	14%	191,734	13%	130,000	10%	204,353	16%	186,823	18%	218,618	23%
OTHER	188,720 c	13%	51,772	4%	86,987	7%	64,409	5%	38,436	4%	32,013	3%
<b>TOTAL</b>	<b>1,520,440</b>	<b>100%</b>	<b>1,406,402</b>	<b>100%</b>	<b>1,246,928</b>	<b>100%</b>	<b>1,242,053</b>	<b>100%</b>	<b>1,023,011</b>	<b>100%</b>	<b>963,317</b>	<b>100%</b>

a) E-Mail revenue is net of direct of expenses

b) Includes \$28,431 recruitment film support

c) Includes \$118,080 recruitment film support

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
 HISTORIC VIEW OF REVENUE SOURCES

Prepared 11/22/94

SOURCE OF REVENUE	FY95	FY95	FY94	FY94	FY93	FY93	FY92	FY92	FY91	FY91	FY90	FY90	FY89	FY89
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SOURCE OF REVENUE	FY88	FY88	FY87	FY87	FY86	FY86	FY85	FY85	FY84	FY84	FY83	FY83
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UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

HISTORIC VIEW OF REVENUE SOURCES

Prepared 11/22/94

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SOURCE OF REVENUE	FY88 \$	FY88 %	FY87 \$	FY87 %	FY86 \$	FY86 %	FY85 \$	FY85 %	FY84 \$	FY84 %	FY83 \$	FY83 %
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UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
HISTORIC VIEW OF REVENUE SOURCES  
Prepared 11/22/94

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UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
HISTORIC VIEW OF REVENUE SOURCES  
Prepared 11/22/94

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TOTAL	1,520,440	100%	1,406,402	100%	1,246,928	100%	1,242,053	100%	1,023,011	100%	963,317	100%

a) E-Mail revenue is net of direct of expenses

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UMAA First Vice President Linda Mona called the meeting to order at 8:30 a.m.

### **Consent Agenda**

The consent agenda included the minutes from the January 14, 1995, national board meeting; the January 31, 1995, financial reports for the association and the club; the fiscal year 1995 budget revision; the January 31, 1995, membership report (31,356 members); and UMAA highlights for the period January 1 through February 28, 1995. All were approved as mailed.

### **New Business**

Mona noted that the 1995-96 slate of UMAA officers and board members must be approved by board members prior to presentation to the general membership at the UMAA annual meeting on May 4, 1995; thus, the scheduled date for the next national board meeting (May 6, 1995) will not work. Mona inquired as to whether April 29, 1995 (8:30 - 10:30 a.m.) or May 4, 1995 (11:30 a.m. - 1:30 p.m.) would be acceptable; however, as several board members were not in attendance it was decided that all board members would be asked to vote via mail/return fax.

### **Goal: Membership/Connections**

Mark Bregmann announced the Vin Weber and Tim Penny would be the keynote speakers at the UMAA annual meeting/celebration on Thursday, May 4, 1995. They will speak on the changing face of American society. Individual tickets are \$35 for UMAA members and \$40 for nonmembers; table prices are \$350 for members and \$400 for nonmembers. Bregmann encouraged all board members and alumni groups to buy tables. Mona said that this promises to be a very exciting and visible event, and she encouraged board members to think about who in their businesses, schools, neighborhoods, etc. might be invited.

### **Goal: Student Experience**

Mona introduced Bob Hanle, vice president of the University of Minnesota Foundation (UMF). Hanle discussed the report produced by Marts & Lundy, Inc., the firm hired by the UMF to assess the readiness of the University of Minnesota to conduct a capital campaign. The key finding of the report is that the University is not ready to move immediately into a comprehensive campaign, but it can and should start laying the groundwork now to do so. The UMF executive committee has accepted the Marts & Lundy report and has formed a campaign planning committee that will begin meeting immediately. Linda Mona will serve as the UMAA representative on this committee. It is anticipated that the campaign will coincide with the University's 150th anniversary in 2001.

Hanle reported on current giving at the University. Corporations/institutions provide 61 percent of the total gifts to the University; the UMF will direct its efforts to increase giving by individual alumni and friends in the future.

There was considerable discussion regarding the report and the proposed campaign. Hanle reiterated that preparing for a capital campaign is a "difficult, delicate situation," and much work is necessary before the campaign could be announced to the public. Dale Olseth reported that the last capital campaign was conducted from 1985-1988, and that most of the contributions came from the corporate community. Olseth concurred with Hanle that the upcoming campaign should focus on alumni and individuals, which takes "incredible

planning and preparation." Olseth said that UMAA board members will need to help identify potential donors--individuals with linkage to the University who have the capacity to give. The "early thinking" about the campaign is that it will focus on improving the student experience. Hanle noted that the UMAA and the UMF are currently working together on fundraising for scholarships within the geographic alumni chapters; Rochester, Minnesota, alumni have provided recent major gifts. Mona thanked Hanle for his presentation and said that she is looking forward to participating in the campaign planning.

**Goal: University Gateway**

Harrison Fraker, dean of the College of Architecture/Landscape Architecture and chair of the University Master Planning Committee, reported on campus master planning. Fraker noted that University master planning began two years ago, when the principles and process for all University master planning were written. At the present time, master plans are being prepared for all three coordinate campuses. A consulting firm based in Toronto has prepared a master planning "issues and agendas" report that is currently being reviewed by the Master Planning Committee and other appropriate University officials. Fraker noted the importance of master planning to University heritage and the relationship of campus environment to recruiting and retention of students, faculty, and staff.

Fraker gave a slide presentation of the historical perspective on campus planning, noting that the original Cass Gilbert plan with its "city beautiful/civic realm/outdoor room" components was never formally adapted by the Board of Regents; however, pieces of it have been incorporated. Many factors currently affect University master planning, including the extraordinary impact of the automobile; streets vs. freeways; historic buildings; and utilizing the river. The consultants have identified a "once in a lifetime" opportunity to re-open the pathway to the river and revising Washington Avenue into an urban street.

Fraker noted that the work of the Master Planning Committee puts a number of University projects in flux; however, for the first time individual projects and program opportunities -- including the University Gateway--are being considered as a whole, which is crucial to developing a larger vision for the campus. Fraker said that there are several sites that have been identified for the University Gateway, but it is not yet clear which projects will work best on which site. A recommendation regarding the Gateway is anticipated from the committee in April.

**Goal: Advocacy**

Ann Huntrods, chair of the University Issues Committee, reported on the work of the committee. Huntrods and Jim Day met with Tom Ranier, chair of the Regent Candidate Advisory Council (RCAC), to discuss the University and the importance of alumni involvement in issues concerning the Board of Regents.

Late last week the RCAC announced the finalists that it is recommending to serve on the Board of Regents. Huntrods reported the names of the finalists and congratulated Cecil Smith, a member of the UMAA national board representing the Graduate and Professional Students Association, on his candidacy. The UMAA will sponsor a forum/town meeting for the regent candidates and legislators; Huntrods asked the board members to hold March 14, 1995, from 5:30 to 7:30 p.m. for this event. Mona thanked Huntrods and complimented the work of the University Issues Committee.

Mona introduced Donna Peterson, the University's state relations director; and Carla Maxwell, UMAA legislative network coordinator. Peterson thanked Maxwell and the UMAA volunteers for their advocacy. She said the legislative network is making a real difference; there is a voice of support for the University that has not happened to this extent before.

Peterson explained the University's Biennial Budget Partnership Proposal for fiscal years 1996-97, which proposes that \$143.7 million be funded by a combination of state support, tuition, other revenue increases, and University reallocations. Governor Arne Carlson has commended the University for recent efforts and accomplishments toward maintaining excellence, including University 2000. In total, the governor's recommendations will fund \$60,756,000, or 69 percent of the University's appropriations request.

Peterson discussed the partnership proposal versus the governor's recommendation and said that key issues involve tuition and recurring vs. one-time dollars. The governor's one-time appropriations will leave a \$116 million gap in fiscal year 1998-99. Peterson emphasized that these are long-term issues that are very much at the heart of the University. In addition to tuition, legislators have begun to talk about issues such as coordinate campuses; faculty workload, sabbaticals, and tenure; and semesters. In response to a question from Mona, Peterson said that the legislature is very close to "dividing up the pie," and alumni volunteers should bring the message to legislators that it is important that they be responsible to the University even if it is not in their district, and to give the University its fair share. Mona thanked Peterson for the collaborative spirit and great help that she has provided to the UMAA.

#### University President Nils Hasselmo

Mona welcomed University President Nils Hasselmo. She asked President Hasselmo to provide answers to four prepared questions "that are on the minds of our alumni."

Responding to the question, "Are full professors in the classroom enough at the University?" per a *Sixty Minutes* expose on undergraduate teaching at the University of Arizona, President Hasselmo said that this is a productivity issue. As a research university, the University of Minnesota is enormously productive, but undergraduate education has suffered during the last half century. The University is undertaking a very aggressive agenda to improve undergraduate education. He further commented that the federal government decided that the higher education systems were designated as the research arm of government, and as such, when the professors are at the research bench they are carrying out their mandate as well.

Asked about hiring McKinley Boston as the new vice president for student affairs and athletics without a regular search (from the position of director of men's intercollegiate athletics) President Hasselmo said that one-half of the mail says it's the most outstanding thing he ever did; the other one-half says it was the worst. Hasselmo said that he believes that he retained an outstanding person who will serve the students very well. The position was not "designed" for Boston, but had already been laid out; as president, he has the power to fill positions without a search. Hasselmo said that he is confident that he did the right thing and that Boston will prove that over the next few years.

Regarding the Department of Surgery and the grand jury indictment, Hasselmo feels a sense of relief that all of the facts are getting on the table via an impartial source. He said that in this situation, a small group of people set out to systematically defraud the University; it was not just sloppy paperwork. More details will surface in the coming weeks; President Hasselmo asked that alumni not allow this situation to affect their general opinion about the University nor the academic health center.

Asked about the Citizens Committee to Assess the Board of Regents finding that University 2000 is not well understood nor embraced, President Hasselmo said that University 2000 is an evolving plan; it would have been impossible to have laid out details in the early stages of the plan. The problem has been with "words and formulas": being succinct yet evolving, and making the plan understandable. At the president's retreat last week, panels of University deans presented what they are doing to implement University 2000; it was very impressive. The University needs to focus resources and market learning opportunities, providing an agenda for internal change.

President Hasselmo concluded by saying that he had recently attended alumni events and met with individual alumni in Dallas and Austin, Texas; Seattle, Washington; and Portland, Oregon, where he very much enjoyed and appreciated the great alumni enthusiasm. He plans to travel to the Pacific Rim to meet with international alumni in October.

#### **1995-96 Objectives/Financial Implications**

Margaret Carlson, UMAA executive director, and Scott Meyer, Mona Meyer McGrath and Gavin, presented the results of the February 2, 1995, executive committee strategic planning retreat (attached). There was discussion regarding financial concerns and implications. The conclusions/actions from the retreat were approved.

Mona adjourned the meeting at 11:55 a.m.

Submitted by,



Cheryl Jones  
Executive Assistant

for

Laura Langer  
UMAA Secretary

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

Executive Committee Meeting  
Thursday, April 13, 1995  
Campus Club

## Committee Members Attending

Margaret Carlson  
Laura Langer  
Larry Laukka  
Janie Mayeron  
Linda Mona  
Bruce Thorpe

## UMAA Staff Attending

Al Anderson  
Bob Burgett  
Diane Fisher  
Jean Marie Hamilton  
Cheryl Jones

## Committee Members Unable to Attend:

John Bergstrom  
Ann Huntrods  
Marv Trammel

UMAA National President Larry Laukka called the meeting order at 7:45 a.m.

## 1995 UMAA Goals, Objectives, and Budget

Margaret Carlson, UMAA executive director, distributed and reviewed the document, "Short and Long Term Funding Strategies for the University of Minnesota Alumni Association/Department of Alumni Relations" (attached). There was discussion regarding changes in anticipated Fiscal Year '96 financial support from the University; assumptions and realities of the UMAA's goals and finances--special/specific challenges include preparing for the upcoming capital campaign and paying rent--and a possible strategy/timeline to address long-term financial challenges.

It was agreed that a committee be appointed to study and recommend options to address long-term financial challenges. The committee will include representatives of the UMAA executive committee, national board, finance committee, and past presidents. Carlson, Laukka, and Linda Mona will work together to appoint this committee as soon as possible.

There was discussion regarding the need to evaluate current UMAA programming, especially the "real value" to the University. It was agreed that "real costs" are difficult to identify; i.e., maintenance versus developmental costs of programs such as the legislative network.

Regarding the "assumptions and realities" section of the document, it was agreed that advocacy should be moved up to a "core function" of the UMAA, along with membership development, membership services, and chapter and collegiate unit connections. It was also agreed that the proposed new initiatives per campaign readiness are "not inconsistent" with these core functions.

In prioritizing, it will be important to sort out what the UMAA should do versus what the University should do; in some cases, it may be more cost effective to "partner" with the University. It was agreed that it will be important to evaluate programs such as the legislative network and mentoring for long term "payoff;" i.e., are the (approximately

2700) participants in these programs becoming members and donors? It was agreed that these people need to be cultivated.

In regard to the campaign readiness initiatives, it was agreed that these should be looked upon as an opportunity for the UMAA to expand activity, as long as the dollars are provided by the UMF or the University.

### **Balancing Advocacy and Membership**

Carlson reviewed Exhibit 3, entitled, "Balance in Achieving Advocacy and Membership Goals" (attached). It was agreed that these type of issues are difficult to put into policy. In general, the committee feels that the UMAA current process for deciding when to "take a stand" is working. It was agreed that there are degrees of advocacy and that the UMAA is going to "make waves" on occasion. In regard to advocacy and membership, potential exists to gain members as well as lose them.

It was agreed that this topic would be good material for a *Minnesota* column, and that advocacy should be discussed at a future UMAA national board meeting or Leadership Day.

### **Board of Regents Resolution**

There was considerable discussion regarding the resolution passed by the Board of Regents on April 7, 1995, in which the Board of Regents "respectfully urges the Minnesota Legislature to reelect Regent Mary Page to a second term on the University of Minnesota Board of Regents." It was agreed that the regents have asked the legislature to violate the Regent Candidate Advisory Council (RCAC) process.

Carlson reminded the committee that the UMAA has a history of reminding the legislature that it is important to follow the RCAC recommendations. There was considerable discussion--pro and con--regarding utilizing the UMAA legislative network to immediately carry this message to legislators. It was agreed that Carlson should confer with Ann Huntrods, Donna Peterson, and Tom Swain before a decision is made to utilize the network in this way.

Laukka adjourned the meeting at 9:50 a.m.

Respectfully submitted by,

Cheryl Jones, Executive Assistant

for

Laura Langer, UMAA Secretary

**SHORT- AND LONG-TERM FUNDING STRATEGIES  
FOR THE  
UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS (UMAA)**

**Prepared for the Executive Committee, April 13, 1995**

**CHANGE IN ANTICIPATED FY96 FINANCIAL SUPPORT FROM THE  
UNIVERSITY**

- The UMAA had been given a preliminary appropriation from the University for FY96. The appropriation was consistent with FY95 hard-line funding, plus a 2.89 percent increase on salaries, and an additional \$75,000 in hard-line funding from Vice President Mel George's unit funds.
- We have just received word that \$20 million to \$22 million will need to be cut within the University in FY96. Vice President George has received notification that his unit will possibly be cut \$400,000 (Institutional Relations includes alumni relations, development, University relations, and local/state/federal relations).
- University President Nils Hasselmo has been particularly supportive of alumni relations in recent years; he has given public credit to the new energy and renaissance programming in the organization. As a University insider said after the April regents meeting, "the alumni association's stock is rising." Vice President George has been highly supportive of adequate funding and staffing for the UMAA, and he is acutely aware of the service provided to the University.
- With impending budget cuts at the University, non-academic units such as the alumni association will be prime targets for reduced funding. UMAA volunteers and staff need to keep illustrating the need of staff resources to leverage volunteer resources, but we also need to address long-term funding and greater independence from the University.
- To compound financial matters in the short term, the University wants to launch a major capital campaign in the latter part of the decade with the focus on individual alumni gifts. The campaign consultants, the UMF staff and volunteers, and the UMAA staff and volunteers agree that more funding needs to be put into alumni work to prepare for the campaign. (The UMF has a budget of \$7 million, and it plans to spend \$1+ million per year for the next five years to get prepared for the upcoming capital campaign. The UMAA annual budget is \$3 million; we anticipate additional funding for campaign readiness.)
- There is a yo-yo or catch-22 phenomenon in effect. There are signals that downsizing is necessary because of the possible cut in base University support for alumni programming. Additionally, the UMAA has set new endowment guidelines for use of these resources, so long-term capital venture programming is not possible. The University Gateway will require a revenue stream for rent. Simultaneous with these downward trends, there is a need to increase activities to prepare for the future capital campaign.

## **ASSUMPTIONS AND REALITIES**

- The UMAA has an unlimited horizon in terms of projects and functions that can be taken on that would enhance the alumni association, the University of Minnesota Foundation, and the University.
- The UMAA can function at any level of activity the UMAA volunteer leaders and University administrators desire (i.e. no funding decisions will put us out of business, but they will directly impact the scope and effectiveness of our activities; we can add or subtract both people and programs).
- Our visible financial resources will severely limit the potential scope and quality of our work. FY96 is a real challenge, and FY97 is an even more complex financial puzzle. Long-term challenges are compounded because of the University Gateway cost implications (e.g. rent of approximately \$270,000 per year).
- We can't be all things to all people with respect to our budget. We must prioritize and re-engineer. Our core functions appear to be membership development; membership services; including two-way communications, chapter and collegiate unit connections, and advocacy. Everything else must go on the bargaining table for prioritization (e.g. legislative network, recruiting, mentoring, U Partners, campaign readiness, etc.). Most of these initiatives directly impact the University in a positive way; however, it must be remembered that most of these new initiatives were started by the UMAA volunteers without the urging of the University.
- If some of our new initiatives are shut down, we will lose the start-up investment and the volunteer energy and commitment that has been vested in them. These programs will be difficult to "turn on" in more favorable times without a great investment in manpower and resources.
- We must analyze, measure, and evaluate the "pay off" of our current programming to the University, the UMAA key volunteers, and our current and future alumni. If we are duplicating efforts that can be provided by other University departments or if we are not productive with the resources we have, there is a need to re-engineer regardless of the budget outcomes.
- We need to identify the person(s) who can best deliver these messages to the decision-makers at the University of Minnesota in order to discuss the long-term impact of reductions in Institutional Relations funding.
- Long-term financial options include decreasing the amount of rentable space in the University Gateway; raising a UMAA endowment to pay for rent after the Gateway capital funding is completed; aggressively pursuing more commercial enterprises similar to Minnesota Public Radio; raising membership dues; and/or seeking corporate underwriting on a yearly basis for select services and activities, etc.

## **STRATEGY/TIMELINE**

### **Per the association's short-term funding for FY96 and FY97:**

- |                          |   |
|--------------------------|---|
| 4/12/95                  | Provide overview of University/UMAA financial situation to staff  |
| 4/13/95                  | Briefing/discussion by UMAA Executive Committee to: 1) begin to prioritize programming if there is decreased support; 2) to develop strategies to make our case for constant University funding; and 3) to secure new support per campaign readiness                    |
| 4/17/95                  | Strategy session of George's Institutional Relations Cabinet  |
| 4/19/95                  | George's budget presentation to President Hasselmo  |
| 5/4/95                   | Briefing of the UMAA National Board on general budget overview per possible decreased University support  |
| May                      | State Legislature's decision on appropriation to the University   |
| Late May 1995            | Meeting of the UMAA Executive Committee to review staff recommendations of FY96 objectives and budget; include new officers/committee chairs (meeting not yet scheduled)  |
| Late May 1995            | Meeting of the UMAA Finance Committee to discuss Executive Committee recommendations and approve the budget   |
| 6/8/95                   | Meeting of Executive Committee, if needed (currently scheduled)   |
| Late June/<br>early July | Meeting of UMAA National Board to approve objectives and budget   |
| Immediately              | Appoint a committee to study and recommend options to address long-term financial challenges and possible independence of the UMAA. The committee will include representatives of the UMAA executive committee, national board, finance committee, and past presidents. |

Draft: April 14, 1995

**PROPOSED NEW INITIATIVES BY THE  
UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS (UMAA)  
PER CAMPAIGN READINESS**

(detailed information available at meeting)

- send a special spring issue of *Minnesota* to all alumni/donors \$ 200,000
- expand each issue of *Minnesota* by eight pages to focus on University and University of Minnesota Foundation news \$ 24,170
- work with University Relations and the University of Minnesota Foundation to redesign and upgrade *Update* to focus more effectively on alumni and donor news TBD/U Relations budget/staffing
- begin a weekly radio show with "News from the U" sponsored by the alumni association \$ 12,500
- experiment how to locate lost alumni with no name/record on data base per a test budget \$ 10,000
- begin a career network program \$ 97,000
- contact and mobilize Twin Cities alumni through their place of employment and other venues through realignment of collegiate alumni staff and the addition of new staff \$ 211,800
- OR
- add collegiate alumni staff to more closely parallel collegiate development staffing \$ 405,960
- expand chapter programming within the United States \$ 106,250
- begin formal international programs in the Pacific Rim \$ 63,750
- host a customer service/user friendly symposium for Twin Cities faculty, staff, and students TBD\*
- collaborate with UMF to make annual solicitation for both membership and annual donation \$ 12,500
- make donors of \$1,000+ members of the association with a rebate from the UMF (e.g. \$15 per \$30 annual membership) \$ 54,000

\* Suggestion by consultant Paul Ridgeway; one-time expenditure

## UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

### I. AGENDA ITEM: EXECUTIVE COMMITTEE

### II. TITLE: Balance In Achieving Advocacy and Membership Goals

(X) Discussion      ( ) Information      ( ) Recommendation to National Board for Ratification

### III. RECOMMENDED RESOLUTION OR PROPOSED ACTION:

In light of our goal to increase membership to 50,000 by the year 2000, we need to think about the balance between advocacy and membership and address these questions:

- how do we decide when to take a stand?
- when do we articulate our views and opinions publicly (e.g. media, *Minnesota*) and privately?
- to what degree are we willing to preserve the independence of the association and the magazine?
- under what conditions would we subordinate an advocacy issue to achieve our membership goal?

### IV. PURPOSE OR INTENT OF ITEM:

As the University of Minnesota Alumni Association takes on potentially controversial issues and becomes more visible and vocal, our advocacy initiatives may have an impact on membership. Increasingly people have gravitated to single issue allegiances, and in doing so alumni have "voted" their disapproval of actions/articles in the magazine by dropping out of the association. Examples of issues that have the ability to polarize alumni include our diversity issue coverage in the magazine, gender equity in athletics per cuts to men's athletics, lack of public support for faculty/staff in difficult personnel situations, academic standards for student athletes, etc.

While we have not had policies that mandated the manner in which staff and volunteers have dealt with such issues in the past, the practices and informal parameters that have been followed by the volunteers and staff include:

- appreciating and understanding the power of courage;
- not taking sides on every issue but rather seizing one or more major initiatives where we can make the deciding difference; not duplicating the efforts of others; and staying with issues until there is resolution;
- using staff to facilitate and volunteers as the spokespersons on particularly controversial issues and in confrontative situations;
- being respectful and constructive, attacking issues not people or groups;
- refraining from taking sides on personnel issues;
- going for results not publicity, which means most advocacy is behind the scenes;
- providing retrospectives on controversial issues rather than report the news as it develops;
- communicating personally and expediently rather than using formal letters to mediate potentially explosive situations.

### V. PRESENTED BY: Margaret Sughrue Carlson, Executive Director

### VI. ACTION:

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NATIONAL BOARD MEETING

Thursday, May 4, 1995

11:00 a.m. to 1:30 p.m.

Radisson Metrodome Hotel

UMAA Board Members Attending

Bergstrom, John  
Bregmann, Mark  
Carlson, Margaret  
Corbett Sheila  
Craig, Peggy  
Erkkila, Dan  
Flinn, Mary  
Gibilisco, Joe  
Hawkinson, Bruce  
Green, Curt  
Juni, Howard  
Kiedrowski, Jay  
Langer, Laura  
Laukka, Larry  
McGregor, Audrey  
Mayeron, Janie  
Mona, Linda  
Sasseville, Katie  
Sharpe, Wendy  
Smith, Cecil  
Thorpe, Bruce  
Trammel, Marvin  
Tulashie, Ted  
Whitney, Dick  
Yapel, Tony

Board Members Unable to Attend

Beaulieu, David  
Bettin, Kris  
Blomquist, Ken  
Brown, Concha  
Duncanson, Pat  
Jean Fountain  
Gaines, Curman  
Garland, Ray  
Goertz, Roxann  
Huntrods, Ann  
Johnson, Carol  
Krueger, Keith  
Lindgren, Dick  
Olseth, Dale  
Peterson, Jennifer  
Stirratt, Jim  
Todd, Patricia

UMAA Staff Members Attending

Allen, Mark  
Anderson, Al  
Bader, Penny  
Bari, Gianna  
Burgett, Bob  
Coughlan-Smith, Chris  
Cunningham, Elaine  
Fisher, Diane  
Hamilton, Jean Marie  
Jones, Cheryl  
Kranz, Carmela  
Maxwell, Carla  
Mische-Riebel, Terri  
Riggs, Karen  
Winters, Lori  
Jay, Sam

Other Staff Attending

Fischer, Jerry  
George, Mel  
Teslow, Dave

Guests Attending

Boston, McKinley, Men's  
Intercollegiate Athletic Director  
Chesney, Scott, Madison, Wisconsin  
Chapter  
Miller, Kay, *Star Tribune*

University of Minnesota Alumni Association (UMAA) National President Larry Laukka called the meeting to order at 11:15 a.m.

**Consent Agenda**

The consent agenda included the UMAA membership reports dated March 31 and April 30, 1995; the association and club financial statements dated March 31, 1995; and the association highlights March 1 through April 30, 1995. All were approved as mailed.

**Nominating Committee Report**

Janie Mayeron presented the recommended slate of UMAA executive committee and national board candidates for 1995-96:

**Officers**

President:	Linda Mona
First Vice President:	Marvin Trammel
Second Vice President:	Ann Huntrods
Secretary:	John Bergstrom
Treasurer:	Jim Stirratt
Past President:	Larry Laukka

**At-Large Members**

1994-97	Steve Couture, Principal, South High School (filling Jim Stirratt's unexpired term)
1995-98	David Beaulieu (renewing current appointment) Tom Moe, Managing Partner, Dorsey & Whitney Joe Tennyson, CFO, Michaud Cooley Erickson

**Regional Representatives (all renewing current appointments):**

1995-1998	Joe Gibilisco, SE Minnesota Richard Whitney, SE USA Kati Sasseville, NW Minnesota
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The slate was approved.

**Short- and Long-Term Financial Planning**

Linda Mona reported that the UMAA executive committee held a planning retreat in February 1995. To continue this planning, a committee will be appointed to study and recommend options to address long-term financial challenges facing the UMAA, such as paying rent in the new University Gateway. The committee will include representatives of the executive committee, national board, finance committee, and past national presidents. Mona requested that the board members carefully read Exhibit 6, "Short- and Long-Term Funding Strategies for the UMAA" (attached).

There was discussion regarding available resources and the importance of increasing the number of members and raising additional revenues to get to where we want to be by the year 2000. It was noted that the UMAA may receive less money from the University and at the same time will be asked to do more. To prevent the decrease in University support, we need to develop a strong cost/benefit rationale for the funds received.

Mona reviewed a draft of the proposed UMAA goals and objectives for 1995-96. The final draft will be presented for approval to the executive committee on June 8, 1995, and the national board on June 27, 1995. Mona and Margaret Carlson, UMAA executive director, discussed proposed new initiatives per campaign readiness; these initiatives were a direct result of the planning that took place at the executive committee retreat and the U/UMAA/UMF Joint Task Force. Carlson noted that funding for these initiatives has not yet been determined.

There was discussion regarding the one-year presidential term of the UMAA president, and whether a two-year term might be better in terms of continuity. It was agreed that the UMAA does a good job of preparing the president-elect during the year prior to his/her presidency. Laukka also noted that the UMAA will be looking at how past national presidents are utilized and said he hopes that they can be involved in more significant ways; i.e., the new long-term financial planning committee. This issue will be discussed by the UMAA Nominating/Awards Committee next year.

Laukka commended Cecil Smith on his work connected with his quest for a seat on the University of Minnesota Board of Regents, as well as his participation on the UMAA national board as the representative from the Graduate and Professional Students Assembly.

### University Gateway

Laukka announced that the University Campus Master Planning Committee has endorsed the location of Oak and Washington for the site of the University Gateway. The next steps are to select an architect and begin raising funds.

### Enhancing the Student Experience: Role of Alumni

Laukka introduced McKinley Boston, currently the University's director of men's intercollegiate athletics and the incoming vice president for student development and athletics. Boston said that he is very eager to have an active, aggressive, and engaging working relationship with alumni and the alumni association in his new position. He discussed several issues/needs, including:

- Working with the media to help protect the legacy of the University;
- Creating synergism between the men's and women's athletic departments;
- Alumni sharing their sense of pride and community;
- Developing successful University athletic programs;
- Keeping and sharing traditions unique to the University of Minnesota;
- Residence halls/shortage of campus housing;
- The need for a new student union;
- Finding creative ways to fund new opportunities.

There were many questions for Boston and considerable discussion. In response to a question from Sheila Corbett, president of the Minnesota Student Association, Boston said that the athletic department cannot give away free tickets to students on the day of a football game to fill the stadium because the University is bound to a revenue-sharing agreement with the Big Ten, and we would need to pay the opposing institutions for every ticket given away. Boston said that the athletic department is very committed to working with the students; they are the pulse of football games and athletics.

Responding to a question on the progress of the Blue Ribbon Football Panel, Boston explained that appointing the panel was a way for University President Nils Hasselmo to make a formal, public commitment of confidence in Coach Jim Wacker as well as create a forum to get the regents and the president "out in front" of the football program. The panel has raised several important issues, including the need to position the football program in the academic community so that it is considered an asset rather than an adversary. Boston said that the University "will get it done" in regard to improving the football program.

In response to additional questions, Boston said the following:

- Moving to the semester system by 1997 is a "done deal," and he supports the move;
- A search committee is currently working to find a new men's intercollegiate athletic director; it is hoped that a new director will be hired by mid-June;
- Student development and leadership are directly in proportion to the efforts of staff and administrators to engage them; Boston hopes to empower students to a greater degree. The University needs to help mobilize the high-energy systems (Greeks, Minnesota Student Association, etc.);
- Part of the University 2000 initiative involves increasing available financial aid to students;
- The University is committed to minority recruitment; retention needs to be improved;
- Athletes need to know the "real dollar amount" of their scholarships, so each year the athletes receive a statement with the real cost of their education; this type of communication may also help create the expectation that they will be future donors.

Boston commended the alumni association on its efforts toward improving the student experience and reiterated that he is looking forward to working with alumni in his new position.

### **Vice President for Institutional Relations**

Mel George, vice president for institutional relations, shared several "good news" stories, including the School of Public Health's recent 50th anniversary celebration. He has also participated in several UMAA and University of Minnesota Foundation events, and was very impressed by the alumni connection and involvement.

There was discussion regarding the roles of the alumni association and the Regent Candidate Advisory Council in helping improve the regent selection process.

George also reported on the Medical School and John Najarian; the situation is now entirely in the hands of federal authorities. This situation is an isolated problem and not an endemic or systemic one; in fact, the University has done much to tighten fiscal responsibility and accountability in recent years. George encouraged the UMAA board members to be cautious and a bit skeptical when reading or hearing about the University in the media.

George reviewed the University 2000 Partnership Proposal and said that the University is likely to both reduce and reallocate its budget for 1995-96. He stated that \$50 million may need to be reallocated over the biennium. The current legislative session ends on May 22; overall, the session has been good for the University. The discussion in the legislature regarding tying the University's funding to performance incentives, including graduation rates and recruiting/retaining top students and minority students/faculty.

### Executive Director

Margaret Carlson reported the following:

- The UMAA has recently spoken to the press in support of University President Nils Hasselmo's continued leadership; a letter was sent from Larry Laukka and another by the past national presidents of the alumni association;
- An legislative action alert will be distributed today by Carla Maxwell, UMAA legislative network coordinator; UMAA board members are encouraged to call/write/E-mail their legislators as soon as possible in support of the University's budget request;
- Carlson has traveled to several UMAA geographic outreach events in the last several months. Dee Peterson received a University of Minnesota Alumni Service Award at a Washington, D.C., event earlier this month; Janie Mayeron will receive the award tonight at the UMAA Annual Meeting.
- University of Minnesota alumnus Garrison Keillor will be the keynote speaker at the Big Ten Centennial Gala Dinner in Chicago on August 1, 1995; Keillor serves as an excellent example of an alumnus speaking proudly about the University;
- Carlson's tenth anniversary as University of Minnesota alumni director is on May 20; she spoke about the many good people that she has had opportunities to meet and work with over the years, especially the eleven UMAA national presidents: Penny Winton, Harvey Mackay, Fred Friswold, Steve Goldstein, Chip Glaser, Sue Bennett, John French, Mike Unger, Janie Mayeron, Larry Laukka, and Linda Mona (1995-96). They have taught her to focus on the future and maximize on the incredible alumni resources.

### Annual Meeting

Mark Bregmann, annual meeting ticket sales chair, announced that nearly 1,000 attendees are expected at tonight's UMAA Annual Meeting.

Laukka adjourned the meeting at 1:45 p.m.

Submitted by,

Cheryl Jones, Executive Assistant  
for  
Laura Langer, UMAA Secretary

**SHORT- AND LONG-TERM FUNDING STRATEGIES  
FOR THE  
UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS (UMAA)**

**Prepared for the Executive Committee, April 13, 1995**

**CHANGE IN ANTICIPATED FY96 FINANCIAL SUPPORT FROM THE  
UNIVERSITY**

- The UMAA had been given a preliminary appropriation from the University for FY96. The appropriation was consistent with FY95 hard-line funding, plus a 2.89 percent increase on salaries, and an additional \$75,000 in hard-line funding from Vice President Mel George's unit funds.
- We have just received word that \$20 million to \$22 million will need to be cut within the University in FY96. Vice President George has received notification that his unit will possibly be cut \$400,000 (Institutional Relations includes alumni relations, development, University relations, and local/state/federal relations).
- University President Nils Hasselmo has been particularly supportive of alumni relations in recent years; he has given public credit to the new energy and renaissance programming in the organization. As a University insider said after the April regents meeting, "the alumni association's stock is rising." Vice President George has been highly supportive of adequate funding and staffing for the UMAA, and he is acutely aware of the service provided to the University.
- With impending budget cuts at the University, non-academic units such as the alumni association will be prime targets for reduced funding. UMAA volunteers and staff need to keep illustrating the need of staff resources to leverage volunteer resources, but we also need to address long-term funding and greater independence from the University.
- To compound financial matters in the short term, the University wants to launch a major capital campaign in the latter part of the decade with the focus on individual alumni gifts. The campaign consultants, the UMF staff and volunteers, and the UMAA staff and volunteers agree that more funding needs to be put into alumni work to prepare for the campaign. (The UMF has a budget of \$7 million, and it plans to spend \$1+ million per year for the next five years to get prepared for the upcoming capital campaign. The UMAA annual budget is \$3 million; we anticipate additional funding for campaign readiness.)
- There is a yo-yo or catch-22 phenomenon in effect. There are signals that downsizing is necessary because of the possible cut in base University support for alumni programming. Additionally, the UMAA has set new endowment guidelines for use of these resources, so long-term capital venture programming is not possible. The University Gateway will require a revenue stream for rent. Simultaneous with these downward trends, there is a need to increase activities to prepare for the future capital campaign.

**SHORT- AND LONG-TERM FUNDING STRATEGIES  
FOR THE  
UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS (UMAA)**

**Prepared for the Executive Committee, April 13, 1995.**

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## **ASSUMPTIONS AND REALITIES**

- The UMAA has an unlimited horizon in terms of projects and functions that can be taken on that would enhance the alumni association, the University of Minnesota Foundation, and the University.
- The UMAA can function at any level of activity the UMAA volunteer leaders and University administrators desire (i.e. no funding decisions will put us out of business, but they will directly impact the scope and effectiveness of our activities; we can add or subtract both people and programs).
- Our visible financial resources will severely limit the potential scope and quality of our work. FY96 is a real challenge, and FY97 is an even more complex financial puzzle. Long-term challenges are compounded because of the University Gateway cost implications (e.g. rent of approximately \$270,000 per year).
- We can't be all things to all people with respect to our budget. We must prioritize and re-engineer. Our core functions appear to be membership development; membership services; including two-way communications, chapter and collegiate unit connections, and advocacy. Everything else must go on the bargaining table for prioritization (e.g. legislative network, recruiting, mentoring, U Partners, campaign readiness, etc.). Most of these initiatives directly impact the University in a positive way; however, it must be remembered that most of these new initiatives were started by the UMAA volunteers without the urging of the University.
- If some of our new initiatives are shut down, we will lose the start-up investment and the volunteer energy and commitment that has been vested in them. These programs will be difficult to "turn on" in more favorable times without a great investment in manpower and resources.
- We must analyze, measure, and evaluate the "pay off" of our current programming to the University, the UMAA key volunteers, and our current and future alumni. If we are duplicating efforts that can be provided by other University departments or if we are not productive with the resources we have, there is a need to re-engineer regardless of the budget outcomes.
- We need to identify the person(s) who can best deliver these messages to the decision-makers at the University of Minnesota in order to discuss the long-term impact of reductions in Institutional Relations funding.
- Long-term financial options include decreasing the amount of rentable space in the University Gateway; raising a UMAA endowment to pay for rent after the Gateway capital funding is completed; aggressively pursuing more commercial enterprises similar to Minnesota Public Radio; raising membership dues; and/or seeking corporate underwriting on a yearly basis for select services and activities, etc.

## **STRATEGY/TIMELINE**

### **Per the association's short-term funding for FY96 and FY97:**

4/12/95	Provide overview of University/UMAA financial situation to staff
4/13/95	Briefing/discussion by UMAA Executive Committee to: 1) begin to prioritize programming if there is decreased support; 2) to develop strategies to make our case for constant University funding; and 3) to secure new support per campaign readiness
4/17/95	Strategy session of George's Institutional Relations Cabinet
4/19/95	George's budget presentation to President Hasselmo
5/4/95	Briefing of the UMAA National Board on general budget overview per possible decreased University support
May	State Legislature's decision on appropriation to the University
Late May 1995	Meeting of the UMAA Executive Committee to review staff recommendations of FY96 objectives and budget; include new officers/committee chairs (meeting not yet scheduled)
Late May 1995	Meeting of the UMAA Finance Committee to discuss Executive Committee recommendations and approve the budget
6/8/95	Meeting of Executive Committee, if needed (currently scheduled)
Late June/ early July	Meeting of UMAA National Board to approve objectives and budget
Immediately	Appoint a committee to study and recommend options to address long-term financial challenges and possible independence of the UMAA. The committee will include representatives of the UMAA executive committee, national board, finance committee, and past presidents.

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
91st ANNUAL MEETING**

May 4, 1995  
Gibson/Nagurski Football Complex  
University of Minnesota  
Minneapolis, Minnesota

The 91st annual meeting of the University of Minnesota Alumni Association (UMAA) began with a reception that included a variety of University exhibits. The meeting was called to order by national president Larry Laukka at 7:15 p.m. Laukka welcomed the 1,000 attendees and introduced the 1994-95 alumni association officers and guests at the head table: Janie Mayeron, past president; Vin Weber and Tim Penny, keynote speakers; Linda Mona, national president-elect; Bruce Thorpe, second vice president; Laura Langer, secretary; and Margaret Carlson, UMAA executive director.

Laukka thanked the many organizations and individuals who helped to plan and implement the annual meeting. Special thanks were extended to Mark Bregmann, ticket sales chair, and the UMAA staff. Laukka encouraged attendees to read the UMAA Annual Report.

**ELECTION OF 1995-96 OFFICERS AND DIRECTORS**

Laukka announced the 1995-96 slate of officers forwarded by the UMAA Nominating Committee and approved by the UMAA national board this afternoon:

President	Linda Mona
First Vice President	Marvin Trammel
Second Vice President	Ann Huntrods
Secretary	John Bergstrom
Treasurer	Jim Stirratt
Past President	Larry Laukka

The slate of new board members was introduced and voted upon, and approved by those present:

At-Large Member	David Beaulieu (reappointment)
At-Large Member	Steve Couture
At-Large Member	Tom Moe
At-Large Member	Joe Tennyson
Geographical Representative	Joe Gibilisco (reappointment)
Geographical Representative	Katie Sasseville (reappointment)
Geographical Representative	Richard Whitney (reappointment)

**NATIONAL PRESIDENT'S REMARKS**

Laukka congratulated the new officers and directors of the UMAA. He said that serving as president had involved much more of a personal effort and challenge than he had ever imagined, but that it also proved to be much more rewarding than he had expected. He said that it was heartening to realize how many people support the University of Minnesota and understand its preeminence and importance to the state and the Minnesota way of life. The many first-hand experiences offered to the president of the alumni association provided Laukka with an expanded and invigorating perspective on the significance of the University.

Laukka advised attendees that the University of Minnesota is governed and administered well. It is governed by a competent, hard-working, diligent, and caring board of volunteer citizens--our regents. It is being administered by a distinguished and honorable University president and a wonderfully competent class of professional educators and administrators. They cannot achieve the results expected of them without the involvement and support of alumni and friends, Laukka said; we can make a tremendous difference if we will take time to understand the issues confronting the University. He encouraged alumni and friends to take action to protect and defend the cause by joining the legislative network, mentoring and recruiting students, giving financially, and joining the alumni association.

### **UNIVERSITY PRESIDENT**

Laukka introduced University President Nils Hasselmo. Hasselmo reported that the state legislature is currently in conference committee, framing a response to the governor's budget recommendations and to the University's biennial budget partnership proposal. The biennial budget partnership proposal is a new name for "biennial request," one which reflects an "up-front" proposal for the shared partnership of the state, the students, and the University community itself in meeting the financial need. Hasselmo acknowledged that the Governor and the legislature have made very good faith efforts in meeting their obligation to the University, which that the University's planning for the 21st century is bearing fruit. Hasselmo urged attendees to continue to contact their legislators on behalf of the University and the partnership proposal, and to say thanks for their support.

Hasselmo also acknowledged the partnership between the University and the alumni association, which has "never been stronger than it is today." He thanked alumni for their wonderful support, and commended Laukka and Margaret Carlson on a very successful year. Hasselmo said, "... judging from the steady stream of talented and committed alumni, it's obvious that the headwaters from which alumni leadership come are among Minnesota's richest national resources."

### **ALUMNI SERVICE AWARD PRESENTATION**

University President Nils Hasselmo presented the University of Minnesota Alumni Service Award to Janie Mayeron.

### **KEYNOTE ADDRESS**

Laukka introduced Tim Penny and Vin Weber, who provided their perspectives on the changing face of the American political scene. Although they are on opposing ends of the political spectrum, Penny and Weber agree on several points. Both voluntarily retired from Congress because they were frustrated with political posturing and gridlock. Both believe that citizens are now demonstrating their dissatisfaction with the political system. Both support a balanced budget amendment--Penny calling it "a bad idea whose time has come" and Weber saying it is "a necessary evil."

Penny stated that change has hit the political system big time. The Republicans have at least an even shot of retaining control of the United States Congress. Several senators have recently switched from the Democratic party to the Republican party; several more are expected to retire very soon. A recent poll suggests that Americans have scaled down expectations for their lives, and most believe that the federal government hinders rather than helps them achieve the American dream. Nearly two-thirds of the poll respondents favored giving more responsibility to states and less to the federal level. That is the environment in which we legislate today; the public has lost its trust and its faith in the ability of the federal government to do anything right. Today's national level discussion between Democratic and Republican leaders does sound like a verbal assault, with left hooks and right jabs, and perhaps even a few punches below the belt. Fundamentally, Americans do not want to see a boxing match. They want a clean and fair discussion about how to lead this country into the future. Adapting to and defining change is not simply up to the politicians, it is up to the citizens, also--in our system of government, we have to make sure that the politicians get it right.

Weber said that he agrees with Penny on a lot of points, and that the most important thing to understand about the current political climate is that it is not just a blip on the screen or a temporary expression of anger by the voters. The 1994 election which resulted in Republican control of Congress--a fairly dramatic development historically--was really about the third election in a row in which significant evidence of major unrest on the part of the voters was indicated. There has been a mood of great ferment in the country for about the last four to five years; the mood is pointed in a direction that Weber can't yet identify but the change in the attitude of the people toward their government is very real.

Weber described how the University of Minnesota Humphrey Institute is studying this new revolution in politics. Harry Boyd, John Brandl, and Paul Light are all involved in researching topics such as public management in an era of market sensitivity and price consciousness and new ways of responding to public problems in the future. Weber says that it is exciting to be at the University, which is at the cutting edge of the next phase of this debate.

The audience had an opportunity to ask questions of Penny and Weber. Questions involved Social Security, Newt Gingrich, Hillary Clinton, and partisan politics. Laukka thanked Penny and Weber for their remarks and presented them with engraved clocks.

### **PASSING OF THE GAVEL**

Laukka introduced Linda Mona, who will assume the UMAA national presidency on July 1, 1995. He presented her with an engraved gavel.

### **PRESIDENT-ELECT'S REMARKS**

Mona thanked Laukka for his leadership of the UMAA. She said that it has been an outstanding year for the alumni association thanks to Laukka's vision, energy, and commitment. Laukka championed initiatives in virtually every facet of the UMAA.

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UMAA 91st Annual Meeting  
May 4, 1995

He has led the UMAA to new heights of credibility and visibility, and he is a true University statesman. Mona presented Laukka with an engraved class ring.

Mona said that she is looking forward to leading the association. She discussed the UMAA's commitment to improving the University student experience, stating that the goal is to build a complete circle that will welcome the students from the moment they identify the University of Minnesota as their choice and continue as they become alumni.

Mona said that she finds that she cannot separate her University student experience from the people with whom she interacted. She acknowledged and thanked five people who she met as a student and who have contributed greatly to her life, and she encouraged alumni to take advantage of the opportunity to impact the experiences of today's outstanding students.

#### **ADJOURNMENT**

The annual meeting closed with "Minnesota Hail to Thee," led by Linda Mona and the University of Minnesota Band Alumni.

Submitted by,

Cheryl Jones  
Executive Assistant

for

Laura Langer  
Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION (UMAA)**

**EXECUTIVE COMMITTEE MEETING**

**Thursday, May 25, 1995**

**7:30 a.m.**

**Mona, Meyer, McGrath and Gavin**

**Executive Committee Members Attending**

John Bergstrom  
Margaret Carlson  
Larry Laukka  
Janie Mayeron  
Linda Mona

**UMAA Staff Attending**

Al Anderson  
Bob Burgett  
Diane Fisher  
Cheryl Jones

**Executive Committee Members Unable to Attend**

Bruce Thorpe  
Ann Huntrods  
Laura Langer  
Marv Trammel

**UMAA Staff Unable to Attend**

Jean Marie Hamilton

**Other Staff Attending**

Mel George

UMAA National President Larry Laukka called the meeting to order at 7:45 a.m.

**1995-96 UMAA Preliminary Budget**

Margaret Carlson reviewed the proposed/preliminary FY 95-96 budget. There was discussion regarding membership revenue, magazine advertising, Internet income/expense, and the annual meeting.

In regard to new alumni relations "campaign-related" initiatives for FY 1995-96, which would be funded by the University and/or University of Minnesota Foundation, Carlson explained that she and Jerry Fischer had met to discuss what programmatic initiatives would be most helpful to a University-wide capital campaign, and these areas were deemed to have the best return per time and dollars expended:

- Redesign and upgrade (4-color) *Update* to provide more focus on alumni and donor news;
- Begin weekly radio broadcast, "News from the 'U'", sponsored by the UMAA;
- Increase efforts to locate lost alumni;
- Contact and mobilize Twin Cities alumni through place of employment and other venues;
- Expand chapter programming within the U.S.

Carlson stated that international alumni programming was not included in the initial list, but she has since told Vice President Mel George and Fischer that this programmatic area needs to be addressed since alumni expectations may be raised following University President Nils Hasselmo's visit to the Pacific Rim next fall. George hopes to have final budget commitments for the campaign initiatives in early June. This will enable the budget process to continue with review by the UMAA Finance Committee on June 2, the Executive Committee on June 8, and the National Board on June 27.

Moving from the current fiscal year to the UMAA's long-term financial situation, Carlson explained that a special committee will be activated immediately following approval of the 1995-96 budget. This committee was recommended per the Executive Committee retreat on February 2 to study the long-term financial challenges, which include paying rent. To help prepare for this analysis, the UMAA staff is looking at new ways to bring in revenue, such as the phone card--which is a significant revenue source for some universities.

There was discussion regarding the UMAA's financial independence from the University and the possible correlation between speaking with an independent alumni voice to the central administrators and regents. Mel George reminded the committee that Michigan State University became embroiled in such an issue fifteen or so years ago, and it almost destroyed the alumni association.

George said that he is always asked about membership and alumni giving; i.e., tangible/measurable results. There was discussion regarding the relationship of alumni involvement and giving; for example, analyzing the alumni mentor/legislative network members as a "pilot group" to see whether or not involvement leads to giving. The UMAA will begin by immediately analyzing the member/donor status of these groups. It was agreed that keeping involved alumni connected and "in the know" is an important issue as we move into campaign preparedness; this issue will remain on the UMAA's agenda.

#### University Issues Committee

Carlson provided an update of committee activities for Chair Ann Huntrods. Four issues will be on the committee's agenda for the remaining weeks of this fiscal year: 1) encouraging Roger Moe and Irv Anderson to make appointments for the open seats on the Regent Candidate Advisory Council; 2) supporting the resolution to form an independent committee for review of the Board of Regents' Code of Ethics Policy, 3) providing feedback to the blue-ribbon committee studying the football program, and 4) assisting the University and regents with the proposed vision summit.

The resolution to form a special committee to assess conflict of interest among the regents was introduced at the May meeting and will be voted upon at the June meeting. Since this has been an issue that the UMAA has raised with the regents over the past couple of years, it was agreed that Laukka should talk to Regent Jean Keffeler about the role the UMAA should take to support this resolution. Regarding the vision summit, it was agreed that it is important that the focus be on University 2000. This will be addressed at a meeting in June among George, Keffeler, Laukka, Tom Reagan, Steve Bosacker, Linda Mona, and Ann Huntrods.

George reported that, at the end of this year's legislative session, bills were introduced in both the House and the Senate to take away the University's constitutional autonomy. Although this will not be a significant issue until the next legislative session, it was agreed that Donna Peterson and Mark Rotenberg should update the UMAA volunteers on this issue so that they can understand and begin thinking about it for next fall. Another issue for committee study is the governor's role in regent selection.

### University Gateway

Laukka reported that, after a couple of weeks of turmoil, the Campus Master Planning Group's Special Projects Committee will recommend to the overall committee that the University Gateway be built at the Oak & Washington location. Laukka met with University President Nils Hasselmo, Vice President Bob Erickson, Dean Harrison Fraker, and George earlier this week. This group of University officials is also in agreement that the Oak and Washington site is the right location, and Erickson said that University money is available for parking, food service, and possibly skyways.

Following the anticipated official endorsement by the Master Planning Committee, the UMAA will ask for official endorsement from President Hasselmo, in the form of a request to the UMAA to build the University Gateway. In tandem with this official request, the UMAA and UMF will begin the process of selecting an architect. Laukka and the Gateway architect will participate in a design charette, which will review the total available land in the Oak and Washington area and determine the size, scope, and exact location of the Gateway in relation to other buildings and green spaces in this area. Fund raising with major prospects will proceed during the summer and fall. The University of Minnesota Medical Foundation will likely participate in the Gateway; its status as a partner or renter and possible fund raising role are still to be decided.

### Executive Director's Report

Carlson reported that she is very enthusiastic about the University Gateway; the project will be much easier to "sell" now that the Oak & Washington area will be such an important component to the University's overall master plan. She saluted Larry Laukka for the incredible time, effort, and energy that he has devoted to the project; without such determination, the project would have been buried many times.

Referring to a recent editorial in the *Star Tribune*, on the the need for privatization of higher education, Carlson said that the UMAA Legislative Network may need to focus on federal issues--perhaps in collaboration with other Big Ten institutions. President-elect Linda Mona noted that University provost Gene Allen has suggested that Tom Etten, the University's federal relations director, update UMAA volunteers. This may be an important issue for the UMAA National Board and Legislative Network to begin to address.

Carlson distributed the May-June issue of *Minnesota*, and noted that University professor Toni McNaron writes about her life as a lesbian. Carlson asks that, if questions or negative comments about the article arise, committee members should please respond by saying that universities are the place for discourse on current issues, and that the magazine's diversity issue needs to focus on all aspects of diversity as included in the University's Equal Employment Opportunity statement.

The deadline for nominations for the UMAA National Volunteer of the Year, Outstanding Alumni Chapter and Society, and Programs Extraordinaire is July 28, 1995. Nomination forms will be mailed to all UMAA volunteers by June 1.

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UMAA Executive Committee  
May 25, 1995

Carlson announced that, from June 2 through September 1, the UMAA offices will be closed on Friday afternoons per summer hours. Staff will put in additional hours during the week to complete the 40-hour work week.

Laukka adjourned the meeting at 9:30 a.m.

Submitted by,



Cheryl Jones, Executive Assistant

for

Laura Langer, UMAA Secretary

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NATIONAL BOARD MEETING

Tuesday, June 27, 1995

4:00 to 6:00 p.m.

East Wing, The Campus Club, Coffman Memorial Union

UMAA Board Members Attending

Beaulieu, David  
Bergstrom, John  
Bettin, Kris  
Bregmann, Mark  
Brown, Concha  
Carlson, Margaret  
Craig, Peggy  
Duncanson, Pat  
Erkkila, Dan  
Fountain, Jean  
George, Mel  
Gibilisco, Joe  
Goertz, Roxann  
Green, Curt  
Hawkinson, Bruce  
Huntrods, Ann  
Johnson, R.C.  
Juni, Howard  
Kiedrowski, Jay  
Langer, Laura  
Laukka, Larry  
McGregor, Audrey  
Mayeron, Janie  
Mona, Linda  
Musel, Matt  
Sharpe, Wendy  
Smith, Cecil  
Thorpe, Bruce  
Todd, Patricia  
Trammel, Marvin  
Tulashie, Ted  
Whitney, Dick

Incoming Board Members Attending

James, Katherine  
Jones, C. David  
Moe, Tom  
Tennyson, Joe

UMAA Staff Attending

Allen, Mark  
Anderson, Al  
Bari, Gianna  
Burgett, Bob  
Coughlin-Smith, Chris  
Cunningham, Elaine  
Evans-Vann, Travelle  
Fisher, Diane  
Hamilton, Jean Marie  
Jay, Sandra  
Jones, Cheryl  
Kranz, Carmela  
Maxwell, Carla  
Mische-Riebel, Terri  
Scalzo, Teresa  
Winters, Lori

Other Staff Attending

Fischer, Jerry

University of Minnesota Alumni Association (UMAA) First Vice President Linda Mona called the meeting to order at 4:00 p.m. (UMAA National President Larry Laukka was participating in a University Gateway meeting until 5:00 p.m. He then joined the board meeting in progress.)

### Consent Agenda

The consent agenda included the May 4, 1995, minutes; the association financial statements dated June 27, 1995, and club financial statements dated April 30, 1995; UMAA membership report dated May 31, 1995, showing a total of 30,890 members; UMAA Salute to 1995 Legislators of the Year; and Approval of New Special Interest Alumni Group. All were approved as mailed.

### Year-end Committee Accomplishments

Year-end committee accomplishments were reported by 1994-95 committee chairs or a committee representative for the following committees and advisory groups:

### Nominating and Awards

The committee facilitated the selection of the 1994 UMAA volunteer award recipients and endorsed three University of Minnesota Alumni Service Award recipients: Janie Mayeron, Deanna Peterson, and Kathleen Ridder. Per a suggestion from national board members, next year's committee will reassess the one-year versus a two-year term for national president.

### Finance

Regular committee activities included reviewing monthly UMAA and Alumni Club financials; reviewing FY95 budget to actual results on a monthly basis and approving a mid-year budget revision; reviewing FY94 audit report and management letter prepared by Coopers and Lybrand; and reviewing and approving the FY96 budget.

Special activities included proposing more stringent financial policies related to fund balances and use of invested funds; reviewing and accepting the actuary's recommendations related to the annual draw from the life membership fund; reviewing preliminary findings of the Internal Revenue Service audit of the UMAA and Alumni Club for FY93; and endorsing the establishment of a long-term financial planning task force to address paying rent for space in the University Gateway Center and funding association programming in future years.

### Legislative Affairs

More than 2,000 volunteers participated in the UMAA Legislative Network. More than 150 volunteers participated in a campus legislative briefing that included University President Nils Hasselmo and several legislators. District captains were recruited for 38 of the 67 Senate districts. The first annual Legislators of the Year Award will be given at Leadership Day on September 15, 1995. The association's legislative advocacy efforts were applauded by the Board of Regents on June 9, 1995.

### **Marketing Committee**

John Bergstrom, chair, reported that the committee had worked on UMAA membership, member benefits, publications, and public relations. Highlights include meeting the membership goal of 31,400; establishing a free membership program for new graduates; recommending new benefits such as telephone services, checks, and calendars; distributing 100,000 member surveys; developing new public relations tools; and working with Mona Meyer McGrath and Gavin on the UMAA public relations plan.

### **Outreach Committee**

Laura Langer, chair, reported that the Outreach Committee provided advice and counsel to the UMAA on a variety of outreach programs, including alumni societies; chapters; student relations and prospective student programs; mentoring; U-Partners; special interest groups; volunteer leadership development; and involving Twin Cities alumni.

### **University Issues**

"Three-by-three" discussions with the Board of Regents (three regents meeting with three UMAA volunteers three times a year) were initiated to discuss important issues facing the University where alumni input and assistance might be valuable. At the urging of the UMAA and other groups, the regents passed a resolution establishing an independent committee to look at code of ethics issues and asked the UMAA to participate in the dialogue. Key UMAA volunteers participated in the Citizens Committee for the Assessment of the University of Minnesota Board of Regents. For the first time, the UMAA hosted a Regent Candidate Forum to provide an opportunity for UMAA volunteers and legislators to listen to the nine regent candidate finalists address critical governance issues. A committee of volunteers began attending regents meetings to become familiar with emerging issues. Key volunteers also provided feedback to those who are developing critical measures and benchmarks for U2000, particularly in the areas of diversity and student satisfaction.

### **Gateway Steering**

Larry Laukka reported that he had come to the board meeting directly from an important meeting with University Vice President of Finance Robert Erickson; the Dean of the College of Architecture and Chair of the Campus Master Planning Committee Harrison Fraker; and Vice President for Institutional Relations Mel George. Laukka stated that Erickson called the meeting to discuss opportunities to enhance the Oak Street and Washington Avenue area, including the Gateway Center. A planning charrette will be held in July, 1995 to finalize plans for the site. It is hoped that we will be ready to break ground in 1996.

Laukka announced that the University of Minnesota Medical Foundation (UMMF) has agreed to become a partner in the Gateway Center effort, along with the UMAA and the UMF.

The board vigorously applauded Laukka's report and efforts.

### **FY96 Goals, Objectives and Budget**

The FY96 goals, objectives, and budget were presented by Margaret Carlson, UMAA executive director, and Diane Fisher, director of finance and operations. Carlson stated that the UMAA's 1995-96 objectives were presented at the May 10, 1995, National Board Meeting (attached). She clarified that the 1995-96 Goals and Objectives follow the six-year UMAA strategic plan. Every unit at the University was required to prepare a strategic plan through the year 2000.

Carlson reported that \$275,000 is included in the UMAA's FY96 budget, and \$350,000 in FY97 budget, to enhance alumni programming to prepare for a possible capital campaign. She referred the board to a memorandum from Mel George and further explained the areas to be funded (attached). To reflect the enhanced partnership with the UMF, a fifth goal was added to the UMAA goals: "Prepare for a Possible Capital Campaign."

A tactic involving strengthening membership was added to the final draft of the 1995-96 Objectives, which will affect alumni societies and geographical chapters. Each alumni society and geographical chapter will be asked to set a UMAA membership goal by September 1, 1995. UMAA staff will also be asked to set membership goals for themselves.

The initial objectives referred to a "Vision Summit" among the UMAA and the Board of Regents; this will now be called the "Alumni/Regents Roundtable." The purpose is to have alumni volunteers meet with the regents once a year to share UMAA goals and objectives and to seek assistance from and offer assistance to the regents. The idea of a vision summit was well received by both the University administration and the Board of Regents; however, it was felt that the terminology suggested that the University might be revisiting the mission of U2000.

President Hasselmo and Mel George have asked the UMAA to work on an expanded Morse-Alumni Awards event to be held in the spring of 1996. They propose that past as well as current recipients of the award be invited and that a commemorative pin be designed. A UMAA volunteer will be asked to assist the staff with this event.

Diane Fisher presented the UMAA FY 96 Proposed Budget, including the financials through May 31, 1995. Fisher stated that the budget was realistic, but conservative on the revenue side. On the expense side, the budget was pared down from a much larger proposed deficit. It is estimated that there will be a fund balance sufficient to cover the FY96 budgeted deficit, as well as maintain the minimum fund balance mandated by the new UMAA financial policies.

The proposed FY 96 Goals, Objectives, and Budget were approved.

### **Incoming President**

Mona stated that she plans to continue with the association's six-year strategic plan. She requested that the board members review the descriptions of the UMAA's standing committees and advisory groups and select one or two to serve on for the coming year. She also asked the board members to recommend other alumni who are not on the board to serve on these committees.

### **Alumni Club**

UMAA Membership and Marketing Director Al Anderson provided a brief history of the University of Minnesota Alumni Club (UMAC). Club membership continues to decline; Anderson is working closely with the Club's Council of Governors to improve the situation.

### **Reports**

#### **Vice President for Institutional Relations**

Mel George welcomed new board members and thanked the entire board for its exemplary service during the year. He stated that he believes that the Gateway Center is now a "win-win situation" for everyone involved.

George addressed the University budget and the Partnership Proposal, and commended the UMAA Legislative Network. The University had one of its best appropriations from the state, which would not have happened without the legislative network volunteers and the efforts of the network volunteers and staff.

George said that there is new trend of interconnection of decisions between the federal and state levels. When the federal government cuts, realigns, or set limits on certain programs, these cuts have direct implication for the state and University. This is an issue that the UMAA University Issues Committee will need to review.

George expressed special appreciation and thanks to Larry Laukka. He said he has thoroughly enjoyed working with Laukka throughout the year. Laukka is always willing to listen to other opinions and take advice; he is a magnificent representative of the UMAA and the University--a model volunteer. Laukka received vigorous applause from board members.

#### **Executive Director**

During recent meetings of the UMAA Executive and Finance Committees, there were questions and concerns regarding Internet. A memo on Internet as a UMAA benefit was prepared for Ettore Infante, vice president and provost for Academic Affairs. The UMAA is working to help solve system problems that affect member customers. The UMAA is the first association to link with its institution to provide Internet (other associations are linked with commercial providers). Infante had informed Carlson that the University is investigating contracting with a communications carrier, such as MCI, to provide Internet service to alumni across the country without involving long-distance telephone charges. Carlson offered Infante the assistance of UMAA volunteers on this issue.

Carlson and Infante also discussed the UMAA's idea for a degree fulfillment program, which would permit certain alumni who did not graduate the opportunity to fulfill the requirements during a limited period of time. Infante endorsed the idea and suggested that the UMAA prototype the program with one collegiate unit; if successful, the program could be expanded. Laura Langer has agreed to be the lead volunteer chair for this effort.

Carlson thanked the volunteers for helping to spread the UMAA message. She thanked Laukka for his vision; for encouraging the volunteers and staff to deliver on expected outcomes and go the extra mile; and for having the winning combination of style and substance. Laukka was presented with a hardhat labeled "University Gateway or Bust: 1994-95."

#### **National President**

Laukka presented the UMAA's 1994-95 Highlights (attached). He thanked the volunteers and staff profusely and said that he has had a wonderful experience as president this past year.

To recognize Margaret Carlson's tenth year of service as the UMAA's executive director, Laukka presented her with a crystal vase and ten long-stemmed roses.

#### **Recognition of Outgoing Board Members**

Laukka and Carlson presented the following outgoing board members with a commemorative crystal box: Laura Langer, Cecil Smith, and Bruce Thorpe.

#### **Adjournment**

Laukka adjourned the meeting at 6:00 p.m.

Submitted by

Travelle Evans-Vann, Assistant to the Executive Director

for

Laura Langer, UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS (UMAA)**

**1995-96 GOALS AND OBJECTIVES**

**Goal I: Build the University Gateway at Oak and Washington**

- Highlight and endorse master planning efforts at the University
- Continue general planning:
  - participate in planning charrette for land use at intersection
  - select an architect and finalize concept and design
  - finalize costs and financing plan
  - develop fund-raising plan; implement major gift portion of campaign
  - develop/produce support materials: case statement, symbol, media plan, etc.
- Form a long-range financial planning committee to address paying rent for space and funding association programming in future years

**Goal II: Grow a Visible, Vibrant Organization of 50,000 Members**

Increase UMAA Visibility

- Produce six issues of *Minnesota*, including Fall Preview issue sent to 100,000 members and nonmembers; send each additional issue of the magazine to 15,000 nonmembers; improve reader response mechanisms; meet magazine advertising sales goal of \$255,000
- Continue to produce *UConnect*, an insert in *Update* sent to all alumni households until *Update* is redesigned; coordinate with University Relations about the redesign of *Update*.
- Provide UMAA communications for internal and external publications including *Kiosk*, the *Minnesota Daily*, community newspapers; produce update videos for chapters; begin a weekly radio broadcast, "News from the U"
- Develop/implement UMAA media matrix/materials; conduct staff public relations training

Expand Programs and Benefits to Connect Alumni to the University

- Continue to strengthen the 38 chapters and 17 contact areas through leadership identification and orientation/training; increase overall participation in chapter activities by 15 percent
- Evaluate and make recommendations for strengthening the programming and staffing of the 17 collegiate alumni societies; determine participation benchmarks for comparisons in future years
  - Work with the University of Minnesota Foundation (UMF) to determine the priorities and objectives for expanded geographical chapter programming and new Twin Cities-based business and community programming per campaign readiness; hire staff by January 1, 1996
- Collaborate with Office of International Student Programs in exploring an enhanced international alumni program in the Pacific Rim countries of China, Japan, Korea, and Taiwan per University President Hasselmo's trip in fall 1995
- Continue alumni/student spirit building activities such as UMAA Annual Celebration/Meeting, Homecoming, reunions, post-season NCAA athletics events, Maroon & Gold Casual Fridays, commencement ceremonies, information fairs, Gradfest, Lunch with Leaders, activities in residence halls

Develop and Implement Strategies to Reach 36,000 Members

- Increase membership to 36,000 by June 30, 1996 (31,400 projected FY95); set targeted membership goals for each society and chapter by September 1, 1995; provide membership acquisition training/materials for volunteers and staff
- Conduct a survey of alumni members/nonmembers or conduct focus-group research
- Continue efforts to find lost alumni
- Review UMAA operation needs; implement a new data base/marketing system by June 1996

## **UMAA 1995-96 Goals and Objectives**

### **Page Two**

#### **Goal III: Enhance the Student Experience**

- Expand the mentor program to include 1,600 alumni and 1,800 student (3,400 total) by June 30, 1996 (2,400 participants in FY95); focus special attention to underserved populations
- Evaluate the community-based U-Partners program; reestablish or affirm purpose, direction, and outcomes by September 1, 1995
- Collaborate with the Office of Admissions to reach 15,000 prospective students through chapter and society activities, telephone campaigns, Campus Preview Days, scholarship award presentations, college fairs, and high school visits
- Award 19 Freshmen Leadership Incentive Scholarships
- Cosponsor 10 Morse-Alumni Teaching Awards; expand the 1996 awards ceremony to include recognition of current recipients as well as all past winners

#### **Goal IV: Expand the UMAA's Advocacy Efforts**

##### Continue to Identify and Address Issues Pertinent to the University and Alumni

- Collaborate with the Regent Candidate Advisory Council (RCAC) and others to improve the regent selection process; make recommendations for open seats on the RCAC
- Coordinate with the Board of Regents on issues of mutual interest; explore an alumni association/regents roundtable
- Continue to provide alumni input per the U2000 initiatives with special attention to the undergraduate student experience and diversity issues
- Continue to provide names of alumni to serve on top-level University searches
- Continue to react to unplanned opportunities at the University

##### Continue to Expand the Legislative Network

- Expand network membership to 2,300 by June 30, 1996 (2,200 members as of FY95); expand district captain program to all 53 legislative districts; hold group briefings/training throughout the year; facilitate one-to-one and small group meetings with legislators

#### **Goal V. Prepare for Possible Future Capital Campaign**

- Enhance alumni programming to help the UMF prepare for future capital campaign; begin new projects and initiatives to be funded per campaign preparedness (see Exhibit 5C)
- Continue to collaborate with the UMF to fund scholarships and teaching awards through the geographical chapters and collegiate societies
- Solicit the members of the legislative and mentor networks for involvement in other activities and programs, UMAA membership, and/or annual donations to the UMF; track the relationship of involvement and service to financial support of the University

#### **General Administrative/Operations**

- National Board meetings (6); Executive Committee meetings (6); standing and ad hoc committees of the national board (8); Leadership Day and other volunteer orientation and training; volunteer and student leadership awards
- Past presidents annual luncheon; holiday social
- U/UMF/UMAA Joint Task Force meetings (2); University Alumni Council meetings (2)
- Staffing training and development; personnel; finance

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

## 1994-95 HIGHLIGHTS (In addition to on going operations)

### ***Goal I. Build a Campus Alumni/Visitor Center at Oak and Washington***

- Endorsed the center as the number one priority; participated on Campus Master Planning Special Projects Subcommittee, which endorsed the Oak and Washington site; final site to be determined in collaboration with a master planning charrette (integrated effort to determine space usage)
- Endorsed the name of the alumni/visitor center as the "University Gateway," per the recommendation of the University of Minnesota Communications Council
- Worked with contract architect to redesign the building components, including UMAA, University of Minnesota Foundation (UMF), and Minnesota Medical Foundation (MMF) space requirements
- Began planning for financing, fund-raising, and architect selection

### ***Goal II: Grow a Visible, Vibrant Organization of 50,000 Members***

#### Membership

- Met goal of 31,400 (27,700 members as of FY94)
- 3,000 signups for Internet since inception in September 1993
- 16,000 signups for the credit card since inception in April 1994

#### Communications

- Produced six issues of *Minnesota*; mailed to more than 300,00 alumni households; won a CASE silver award for visual design/print
- Generated \$232,000 from 76 magazine advertisers; hosted second annual Goldy Awards Program to recognize advertisers
- Produced three issues of *UConnect*, an insert in *Update*, circulation of 900,000 alumni households
- Developed and produced a UMAA public relations plan and media procedures for staff; redesigned the UMAA logo and collateral materials; sent releases to 89 papers, 9 television stations, 17 radio stations; produced half-time video for men's basketball game
- Hosted Big Ten Editors conference

#### All-University Connections/General Outreach

- Involved 120 departments and 7,000 faculty and staff in Maroon & Gold Casual Fridays
- Hosted the Class of 1944 reunion; sponsored the Homecoming Pepfest (1,500 attendees)
- Featured Tim Penny and Vin Weber as keynote speakers for the Annual Meeting/Celebrations (1,000 attendees)
- Responded to request for new special interest group (Gay Lesbian Bisexual and Transgender)
- Held pep rallies for Men's NCAA Basketball and Hockey tournaments
- Collaborated with International Student Programs on international alumni programming/activities; assisted with planning for President Hasselmo's trip to the Pacific Rim (fall 1995)

#### Chapter Connections

- Provided support to 38 Minnesota and national chapters and 17 contact areas
- Held 149 alumni chapter events involving more than 7,000 alumni and friends, increased attendance by 20 percent; collaborated with UMF, the Raptor Center, College of Liberal Arts (CLA), the President's Office, and men's and women's athletics

#### Society Connections

- Held 120 alumni society events involving 16,200 alumni and friends, increased attendance by more than 50 percent; increased membership in alumni societies by 22 percent
- Cohosted the CLA's 125th anniversary and the School of Public Health 50th anniversary celebrations involving more than 1,000 alumni

***Goal III: Enhance the Student Experience***

**Student Relations/Prospective Student Programs**

- Partnered with 31 University collaborators and involved 18,600 participants through chapter events, college fairs, prospective student programs, campus Preview Days, New Student Program Office (New Student Weekend, Parent Orientation), and U Partners Program
- Awarded 17 Leadership Incentive Scholarships; 10 Outstanding Student Leader Awards
- Hosted the 1995 REACH Phonathon in UMAA office; 155 volunteers reached 686 new students

**Mentor Program**

- Expanded mentor program to 2,400 participants (1,200 alumni/student matches), involving undergraduates and graduate students through their collegiate units; reached other students through the cultural learning resource centers, University Scholars, the Edina ABC Foundation, and Minneapolis Public Schools Careers Connection Center

**U Partners**

- Created and implemented U Partners Programs in Edina, Rochester, St. Paul (2), and South Minneapolis, involving 66 undergraduate students

***Goal IV. Continue the UMAA's Advocacy Efforts***

**University Issues**

- Participated in the Citizens Committee to Assess the University of Minnesota Board of Regents; sent letter supporting President Hasselmo to Board of Regents as a follow-up to assessment
- Supported resolution establishing an independent citizens' committee to evaluate the Board of Regents ethics/conflict of interest policy
- Hosted Regent Candidate Forum for alumni, legislators, and friends to meet the 9 finalists for the 4 regent seats; sent letters to Minnesota legislators supporting the Regent Candidate Advisory Council (RCAC) selection process
- Recommended 19 alumni to fill open seats on the Regents Candidate Advisory Council
- Participated in U2000 planning, including development of critical measures; produced fourth diversity report in *Minnesota*
- Issued statement supporting Nils Hasselmo that appeared in the *Star Tribune*
- Participated on University Blue Ribbon Football Panel

**Legislative Network**

- Expanded network to more than 2,200 members; began district captain program in 38 districts
- Mailed network recruitment brochure to 170,000 Minnesota alumni; resulted in 3,000 postcards reaching the governor
- Supported the University's funding request in a proclamation signed by volunteers and delivered to the governor
- Hosted Legislative Briefing involving more than 150 volunteers; hosted two alumni/legislator campus visits

**Administrative/Operations**

- Completed actuarial analysis of obligated fund, FY94 audits of UMAA and UMAC, and FY93 IRS audits of UMAA and UMAC
- Installed Novelle network for finance department and began conversion to internal accounting system; revised UMAA financial policies
- Secured \$47,000 in-kind contribution from Dayton's to assist in renovation of The Campus Club in Coffman Memorial Union

# UNIVERSITY OF MINNESOTA

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Office of the Vice President  
for Institutional Relations

432 Morrill Hall  
100 Church Street S.E.  
Minneapolis, MN 55455-0110  
612-624-2855  
Fax: 612-626-9899

## MEMORANDUM

**TO:** Nils Hasselmo  
**FROM:** Mel George *me*  
**DATE:** June 9, 1995  
**RE:** UM Funding for Capital Campaign

As you requested, we have been pursuing the best means of funding the university's share of the preparation and implementation of a university-wide capital campaign. In summary, the endowment fee idea appears to be generally workable, but the attorneys need time to search the original related documents to be certain there were no explicit prohibitions by donors against making such an administrative charge. Also, the specific amount and a detailed implementation plan need to be worked out with the treasurer's office, but Roger Paschke has reviewed and concurs with this letter.

Until the endowment fee issues are resolved to complete satisfaction, we have an interim proposal that will enable the campaign preparations to get underway forthwith. Our proposal, agreeable with Roger, is to cover the university's share of the first two years of expenses for both the major gift campaign budget as well as some program strengthening of alumni relations activities to support the campaign.

Details of the loan are:

**Borrower:** Office of VP for Institutional Relations  
**Interest Rate:** To be paid from central resources, per Roger Paschke  
**Amount:** Up to the amount shown in the table below with takedowns timed to meet actual expenses.

	<u>Year 1 (95-96)</u>	<u>Year 2 (96-97)</u>	<u>Total</u>
Development (000)	\$588	\$830	\$1,438
Alumni Relations (000)	275	350	625
<b>Total (000)</b>	<u>\$863</u>	<u>\$1,200</u>	<u>\$2,063</u>

**Repayment Source:** Most likely an annual endowment fee in the range of 0.25% to 0.75% of the principal value of the university's non-PUF qualified endowment accounts. Direct allocation of central university funds to IR are also possible, of course.

**Repayment Timing:** Will depend upon the amount and timing of the endowment fee, but the term may extend beyond the campaign timetable, if necessary.

The dollar amounts shown above are preliminary estimates of the maximum amounts required. The amounts are under active review and may decline, for example, if planned searches to fill new positions take longer than now projected.

Assuming you agree with this approach, we will complete the documentation with the treasurer's office and proceed to implement the first steps of campaign preparation. I do want to stress that this loan will not substitute for full university participation in the financing of the campaign, to which you have committed.

Please call me with any questions you may have.

MDG/kp

cc: M.S. Carlson  
R.O. Erickson  
G.B. Fischer  
R. Paschke

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R.O. Erickson  
G.B. Fischer  
R. Paschke

## CAPITAL CAMPAIGN READINESS FUNDING

Information received from Jerry Fischer that will be included in a memo to be sent to University President Nils Hasselmo within the week

<u>Unit</u>	<u>FY96</u>			<u>FY97</u>		
	<u>University</u>	<u>UMF</u>	<u>Total</u>	<u>University</u>	<u>UMF</u>	<u>Total</u>
UMF	\$588,000	\$588,000	\$1,176,000	\$850,000	\$850,000	\$1,700,000
UMAA	\$275,000		\$ 275,000	\$350,000		\$ 350,000

### UMAA Initiatives

<u>Project/Activity</u>	<u>FY95</u>	<u>FY96</u>
Redesign and upgrade <u>Update</u> (monies to U Relations)	\$120,000	\$120,000
Shifting <u>UConnect</u> budget to the redesign	30,000	30,000
Begin weekly radio broadcast, "News from the U"	12,500	12,500
Increase efforts to locate lost alumni	5,000	10,000
Mobilize Twin Cities alumni through place of employment	32,550(a)	60,000
Expand US chapter program	68,950(b)	106,250
International alumni program to be staffed through the Office of International Affairs (OIA) with support/liaison linkages to the UMAA; half-time staff person and international data base in OIA	6,000	11,250
<b>TOTAL</b>	<b>\$275,000**</b>	<b>\$350,000</b>

\*\*Given time required to define the new position descriptions with UMF and hire personnel, allocation \$75,000 less in year one.

a) Hire program director on January 1, 1996

b) Hire program associate on July 1, 1995, and program director on January 1, 1996

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

NATIONAL BOARD MEETING

Tuesday, June 27, 1995

4:00 to 6:00 p.m.

East Wing, The Campus Club, Coffman Memorial Union

UMAA Board Members Attending

Beaulieu, David  
Bergstrom, John  
Bettin, Kris  
Bregmann, Mark  
Brown, Concha  
Carlson, Margaret  
Craig, Peggy  
Duncanson, Pat  
Erkkila, Dan  
Fountain, Jean  
George, Mel  
Gibilisco, Joe  
Goertz, Roxann  
Green, Curt  
Hawkinson, Bruce  
Huntrods, Ann  
Johnson, R.C.  
Juni, Howard  
Kiedrowski, Jay  
Langer, Laura  
Laukka, Larry  
McGregor, Audrey  
Mayeron, Janie  
Mona, Linda  
Musel, Matt  
Sharpe, Wendy  
Smith, Cecil  
Thorpe, Bruce  
Todd, Patricia  
Trammel, Marvin  
Tulashie, Ted  
Whitney, Dick

Incoming Board Members Attending

James, Katherine  
Jones, C. David  
Moe, Tom  
Tennyson, Joe

UMAA Staff Attending

Allen, Mark  
Anderson, Al  
Bari, Gianna  
Burgett, Bob  
Coughlin-Smith, Chris  
Cunningham, Elaine  
Evans-Vann, Travelle  
Fisher, Diane  
Hamilton, Jean Marie  
Jay, Sandra  
Jones, Cheryl  
Kranz, Carmela  
Maxwell, Carla  
Mische-Riebel, Terri  
Scalzo, Teresa  
Winters, Lori

Other Staff Attending

Fischer, Jerry

University of Minnesota Alumni Association (UMAA) First Vice President Linda Mona called the meeting to order at 4:00 p.m. (UMAA National President Larry Laukka was participating in a University Gateway meeting until 5:00 p.m. He then joined the board meeting in progress.)

### **Consent Agenda**

The consent agenda included the May 4, 1995, minutes; the association financial statements dated June 27, 1995, and club financial statements dated April 30, 1995; UMAA membership report dated May 31, 1995, showing a total of 30,890 members; UMAA Salute to 1995 Legislators of the Year; and Approval of New Special Interest Alumni Group. All were approved as mailed.

### **Year-end Committee Accomplishments**

Year-end committee accomplishments were reported by 1994-95 committee chairs or a committee representative for the following committees and advisory groups:

### **Nominating and Awards**

The committee facilitated the selection of the 1994 UMAA volunteer award recipients and endorsed three University of Minnesota Alumni Service Award recipients: Janie Mayeron, Deanna Peterson, and Kathleen Ridder. Per a suggestion from national board members, next year's committee will reassess the one-year versus a two-year term for national president.

### **Finance**

Regular committee activities included reviewing monthly UMAA and Alumni Club financials; reviewing FY95 budget to actual results on a monthly basis and approving a mid-year budget revision; reviewing FY94 audit report and management letter prepared by Coopers and Lybrand; and reviewing and approving the FY96 budget.

Special activities included proposing more stringent financial policies related to fund balances and use of invested funds; reviewing and accepting the actuary's recommendations related to the annual draw from the life membership fund; reviewing preliminary findings of the Internal Revenue Service audit of the UMAA and Alumni Club for FY93; and endorsing the establishment of a long-term financial planning task force to address paying rent for space in the University Gateway Center and funding association programming in future years.

### **Legislative Affairs**

More than 2,000 volunteers participated in the UMAA Legislative Network. More than 150 volunteers participated in a campus legislative briefing that included University President Nils Hasselmo and several legislators. District captains were recruited for 38 of the 67 Senate districts. The first annual Legislators of the Year Award will be given at Leadership Day on September 15, 1995. The association's legislative advocacy efforts were applauded by the Board of Regents on June 9, 1995.

### **Marketing Committee**

John Bergstrom, chair, reported that the committee had worked on UMAA membership, member benefits, publications, and public relations. Highlights include meeting the membership goal of 31,400; establishing a free membership program for new graduates; recommending new benefits such as telephone services, checks, and calendars; distributing 100,000 member surveys; developing new public relations tools; and working with Mona Meyer McGrath and Gavin on the UMAA public relations plan.

### **Outreach Committee**

Laura Langer, chair, reported that the Outreach Committee provided advice and counsel to the UMAA on a variety of outreach programs, including alumni societies; chapters; student relations and prospective student programs; mentoring; U-Partners; special interest groups; volunteer leadership development; and involving Twin Cities alumni.

### **University Issues**

"Three-by-three" discussions with the Board of Regents (three regents meeting with three UMAA volunteers three times a year) were initiated to discuss important issues facing the University where alumni input and assistance might be valuable. At the urging of the UMAA and other groups, the regents passed a resolution establishing an independent committee to look at code of ethics issues and asked the UMAA to participate in the dialogue. Key UMAA volunteers participated in the Citizens Committee for the Assessment of the University of Minnesota Board of Regents. For the first time, the UMAA hosted a Regent Candidate Forum to provide an opportunity for UMAA volunteers and legislators to listen to the nine regent candidate finalists address critical governance issues. A committee of volunteers began attending regents meetings to become familiar with emerging issues. Key volunteers also provided feedback to those who are developing critical measures and benchmarks for U2000, particularly in the areas of diversity and student satisfaction.

### **Gateway Steering**

Larry Laukka reported that he had come to the board meeting directly from an important meeting with University Vice President of Finance Robert Erickson; the Dean of the College of Architecture and Chair of the Campus Master Planning Committee Harrison Fraker; and Vice President for Institutional Relations Mel George. Laukka stated that Erickson called the meeting to discuss opportunities to enhance the Oak Street and Washington Avenue area, including the Gateway Center. A planning charrette will be held in July, 1995 to finalize plans for the site. It is hoped that we will be ready to break ground in 1996.

Laukka announced that the University of Minnesota Medical Foundation (UMMF) has agreed to become a partner in the Gateway Center effort, along with the UMAA and the UMF.

The board vigorously applauded Laukka's report and efforts.

### **FY96 Goals, Objectives and Budget**

The FY96 goals, objectives, and budget were presented by Margaret Carlson, UMAA executive director, and Diane Fisher, director of finance and operations. Carlson stated that the UMAA's 1995-96 objectives were presented at the May 10, 1995, National Board Meeting (attached). She clarified that the 1995-96 Goals and Objectives follow the six-year UMAA strategic plan. Every unit at the University was required to prepare a strategic plan through the year 2000.

Carlson reported that \$275,000 is included in the UMAA's FY96 budget, and \$350,000 in FY97 budget, to enhance alumni programming to prepare for a possible capital campaign. She referred the board to a memorandum from Mel George and further explained the areas to be funded (attached). To reflect the enhanced partnership with the UMF, a fifth goal was added to the UMAA goals: "Prepare for a Possible Capital Campaign."

A tactic involving strengthening membership was added to the final draft of the 1995-96 Objectives, which will affect alumni societies and geographical chapters. Each alumni society and geographical chapter will be asked to set a UMAA membership goal by September 1, 1995. UMAA staff will also be asked to set membership goals for themselves.

The initial objectives referred to a "Vision Summit" among the UMAA and the Board of Regents; this will now be called the "Alumni/Regents Roundtable." The purpose is to have alumni volunteers meet with the regents once a year to share UMAA goals and objectives and to seek assistance from and offer assistance to the regents. The idea of a vision summit was well received by both the University administration and the Board of Regents; however, it was felt that the terminology suggested that the University might be revisiting the mission of U2000.

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#### **Executive Director**

During recent meetings of the UMAA Executive and Finance Committees, there were questions and concerns regarding Internet. A memo on Internet as a UMAA benefit was prepared for Ettore Infante, vice president and provost for Academic Affairs. The UMAA is working to help solve system problems that affect member customers. The UMAA is the first association to link with its institution to provide Internet (other associations are linked with commercial providers). Infante had informed Carlson that the University is investigating contracting with a communications carrier, such as MCI, to provide Internet service to alumni across the country without involving long-distance telephone charges. Carlson offered Infante the assistance of UMAA volunteers on this issue.

Carlson and Infante also discussed the UMAA's idea for a degree fulfillment program, which would permit certain alumni who did not graduate the opportunity to fulfill the requirements during a limited period of time. Infante endorsed the idea and suggested that the UMAA prototype the program with one collegiate unit; if successful, the program could be expanded. Laura Langer has agreed to be the lead volunteer chair for this effort.

Carlson thanked the volunteers for helping to spread the UMAA message. She thanked Laukka for his vision; for encouraging the volunteers and staff to deliver on expected outcomes and go the extra mile; and for having the winning combination of style and substance. Laukka was presented with a hardhat labeled "University Gateway or Bust: 1994-95."

#### **National President**

Laukka presented the UMAA's 1994-95 Highlights (attached). He thanked the volunteers and staff profusely and said that he has had a wonderful experience as president this past year.

To recognize Margaret Carlson's tenth year of service as the UMAA's executive director, Laukka presented her with a crystal vase and ten long-stemmed roses.

#### **Recognition of Outgoing Board Members**

Laukka and Carlson presented the following outgoing board members with a commemorative crystal box: Laura Langer, Cecil Smith, and Bruce Thorpe.

#### **Adjournment**

Laukka adjourned the meeting at 6:00 p.m.

Submitted by

Travelle Evans-Vann, Assistant to the Executive Director

for

Laura Langer, UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS (UMAA)**

**1995-96 GOALS AND OBJECTIVES**

**Goal I: Build the University Gateway at Oak and Washington**

- Highlight and endorse master planning efforts at the University
- Continue general planning:
  - participate in planning charrette for land use at intersection
  - select an architect and finalize concept and design
  - finalize costs and financing plan
  - develop fund-raising plan; implement major gift portion of campaign
  - develop/produce support materials: case statement, symbol, media plan, etc.
- Form a long-range financial planning committee to address paying rent for space and funding association programming in future years

**Goal II: Grow a Visible, Vibrant Organization of 50,000 Members**

Increase UMAA Visibility

- Produce six issues of *Minnesota*, including Fall Preview issue sent to 100,000 members and nonmembers; send each additional issue of the magazine to 15,000 nonmembers; improve reader response mechanisms; meet magazine advertising sales goal of \$255,000
- Continue to produce *UConnect*, an insert in *Update* sent to all alumni households until *Update* is redesigned; coordinate with University Relations about the redesign of *Update*.
- Provide UMAA communications for internal and external publications including *Kiosk*, the *Minnesota Daily*, community newspapers; produce update videos for chapters; begin a weekly radio broadcast, "News from the U"
- Develop/implement UMAA media matrix/materials; conduct staff public relations training

Expand Programs and Benefits to Connect Alumni to the University

- Continue to strengthen the 38 chapters and 17 contact areas through leadership identification and orientation/training; increase overall participation in chapter activities by 15 percent
- Evaluate and make recommendations for strengthening the programming and staffing of the 17 collegiate alumni societies; determine participation benchmarks for comparisons in future years
  - Work with the University of Minnesota Foundation (UMF) to determine the priorities and objectives for expanded geographical chapter programming and new Twin Cities-based business and community programming per campaign readiness; hire staff by January 1, 1996
- Collaborate with Office of International Student Programs in exploring an enhanced international alumni program in the Pacific Rim countries of China, Japan, Korea, and Taiwan per University President Hasselmo's trip in fall 1995
- Continue alumni/student spirit building activities such as UMAA Annual Celebration/Meeting, Homecoming, reunions, post-season NCAA athletics events, Maroon & Gold Casual Fridays, commencement ceremonies, information fairs, Gradfest, Lunch with Leaders, activities in residence halls

Develop and Implement Strategies to Reach 36,000 Members

- Increase membership to 36,000 by June 30, 1996 (31,400 projected FY95); set targeted membership goals for each society and chapter by September 1, 1995; provide membership acquisition training/materials for volunteers and staff
- Conduct a survey of alumni members/nonmembers or conduct focus-group research
- Continue efforts to find lost alumni
- Review UMAA operation needs; implement a new data base/marketing system by June 1996

## UMAA 1995-96 Goals and Objectives

### Page Two

#### **Goal III: Enhance the Student Experience**

- Expand the mentor program to include 1,600 alumni and 1,800 student (3,400 total) by June 30, 1996 (2,400 participants in FY95); focus special attention to underserved populations
- Evaluate the community-based U-Partners program; reestablish or affirm purpose, direction, and outcomes by September 1, 1995
- Collaborate with the Office of Admissions to reach 15,000 prospective students through chapter and society activities, telephone campaigns, Campus Preview Days, scholarship award presentations, college fairs, and high school visits
- Award 19 Freshmen Leadership Incentive Scholarships
- Cosponsor 10 Morse-Alumni Teaching Awards; expand the 1996 awards ceremony to include recognition of current recipients as well as all past winners

#### **Goal IV: Expand the UMAA's Advocacy Efforts**

##### Continue to Identify and Address Issues Pertinent to the University and Alumni

- Collaborate with the Regent Candidate Advisory Council (RCAC) and others to improve the regent selection process; make recommendations for open seats on the RCAC
- Coordinate with the Board of Regents on issues of mutual interest; explore an alumni association/regents roundtable
- Continue to provide alumni input per the U2000 initiatives with special attention to the undergraduate student experience and diversity issues
- Continue to provide names of alumni to serve on top-level University searches
- Continue to react to unplanned opportunities at the University

##### Continue to Expand the Legislative Network

- Expand network membership to 2,300 by June 30, 1996 (2,200 members as of FY95); expand district captain program to all 53 legislative districts; hold group briefings/training throughout the year; facilitate one-to-one and small group meetings with legislators

#### **Goal V. Prepare for Possible Future Capital Campaign**

- Enhance alumni programming to help the UMF prepare for future capital campaign; begin new projects and initiatives to be funded per campaign preparedness (see Exhibit 5C)
- Continue to collaborate with the UMF to fund scholarships and teaching awards through the geographical chapters and collegiate societies
- Solicit the members of the legislative and mentor networks for involvement in other activities and programs, UMAA membership, and/or annual donations to the UMF; track the relationship of involvement and service to financial support of the University

#### **General Administrative/Operations**

- National Board meetings (6); Executive Committee meetings (6); standing and ad hoc committees of the national board (8); Leadership Day and other volunteer orientation and training; volunteer and student leadership awards
- Past presidents annual luncheon; holiday social
- U/UMF/UMAA Joint Task Force meetings (2); University Alumni Council meetings (2)
- Staffing training and development; personnel; finance

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

## 1994-95 HIGHLIGHTS

(In addition to on going operations)

### ***Goal I. Build a Campus Alumni/Visitor Center at Oak and Washington***

- Endorsed the center as the number one priority; participated on Campus Master Planning Special Projects Subcommittee, which endorsed the Oak and Washington site; final site to be determined in collaboration with a master planning charrette (integrated effort to determine space usage)
- Endorsed the name of the alumni/visitor center as the "University Gateway," per the recommendation of the University of Minnesota Communications Council
- Worked with contract architect to redesign the building components, including UMAA, University of Minnesota Foundation (UMF), and Minnesota Medical Foundation (MMF) space requirements
- Began planning for financing, fund-raising, and architect selection

### ***Goal II: Grow a Visible, Vibrant Organization of 50,000 Members***

#### Membership

- Met goal of 31,400 (27,700 members as of FY94)
- 3,000 signups for Internet since inception in September 1993
- 16,000 signups for the credit card since inception in April 1994

#### Communications

- Produced six issues of *Minnesota*; mailed to more than 300,00 alumni households; won a CASE silver award for visual design/print
- Generated \$232,000 from 76 magazine advertisers; hosted second annual Goldy Awards Program to recognize advertisers
- Produced three issues of *UConnect*, an insert in *Update*, circulation of 900,000 alumni households
- Developed and produced a UMAA public relations plan and media procedures for staff; redesigned the UMAA logo and collateral materials; sent releases to 89 papers, 9 television stations, 17 radio stations; produced half-time video for men's basketball game
- Hosted Big Ten Editors conference

#### All-University Connections/General Outreach

- Involved 120 departments and 7,000 faculty and staff in Maroon & Gold Casual Fridays
- Hosted the Class of 1944 reunion; sponsored the Homecoming Pepfest (1,500 attendees)
- Featured Tim Penny and Vin Weber as keynote speakers for the Annual Meeting/Celebrations (1,000 attendees)
- Responded to request for new special interest group (Gay Lesbian Bisexual and Transgender)
- Held pep rallies for Men's NCAA Basketball and Hockey tournaments
- Collaborated with International Student Programs on international alumni programming/activities; assisted with planning for President Hasselmo's trip to the Pacific Rim (fall 1995)

#### Chapter Connections

- Provided support to 38 Minnesota and national chapters and 17 contact areas
- Held 149 alumni chapter events involving more than 7,000 alumni and friends, increased attendance by 20 percent; collaborated with UMF, the Raptor Center, College of Liberal Arts (CLA), the President's Office, and men's and women's athletics

#### Society Connections

- Held 120 alumni society events involving 16,200 alumni and friends, increased attendance by more than 50 percent; increased membership in alumni societies by 22 percent
- Cohosted the CLA's 125th anniversary and the School of Public Health 50th anniversary celebrations involving more than 1,000 alumni

***Goal III: Enhance the Student Experience***

**Student Relations/Prospective Student Programs**

- Partnered with 31 University collaborators and involved 18,600 participants through chapter events, college fairs, prospective student programs, campus Preview Days, New Student Program Office (New Student Weekend, Parent Orientation), and U Partners Program
- Awarded 17 Leadership Incentive Scholarships; 10 Outstanding Student Leader Awards
- Hosted the 1995 REACH Phonathon in UMAA office; 155 volunteers reached 686 new students

**Mentor Program**

- Expanded mentor program to 2,400 participants (1,200 alumni/student matches), involving undergraduates and graduate students through their collegiate units; reached other students through the cultural learning resource centers, University Scholars, the Edina ABC Foundation, and Minneapolis Public Schools Careers Connection Center

**U Partners**

- Created and implemented U Partners Programs in Edina, Rochester, St. Paul (2), and South Minneapolis, involving 66 undergraduate students

***Goal IV. Continue the UMAA's Advocacy Efforts***

**University Issues**

- Participated in the Citizens Committee to Assess the University of Minnesota Board of Regents; sent letter supporting President Hasselmo to Board of Regents as a follow-up to assessment
- Supported resolution establishing an independent citizens' committee to evaluate the Board of Regents ethics/conflict of interest policy
- Hosted Regent Candidate Forum for alumni, legislators, and friends to meet the 9 finalists for the 4 regent seats; sent letters to Minnesota legislators supporting the Regent Candidate Advisory Council (RCAC) selection process
- Recommended 19 alumni to fill open seats on the Regents Candidate Advisory Council
- Participated in U2000 planning, including development of critical measures; produced fourth diversity report in *Minnesota*
- Issued statement supporting Nils Hasselmo that appeared in the *Star Tribune*
- Participated on University Blue Ribbon Football Panel

**Legislative Network**

- Expanded network to more than 2,200 members; began district captain program in 38 districts
- Mailed network recruitment brochure to 170,000 Minnesota alumni; resulted in 3,000 postcards reaching the governor
- Supported the University's funding request in a proclamation signed by volunteers and delivered to the governor
- Hosted Legislative Briefing involving more than 150 volunteers; hosted two alumni/legislator campus visits

**Administrative/Operations**

- Completed actuarial analysis of obligated fund, FY94 audits of UMAA and UMAC, and FY93 IRS audits of UMAA and UMAC
- Installed Novelle network for finance department and began conversion to internal accounting system; revised UMAA financial policies
- Secured \$47,000 in-kind contribution from Dayton's to assist in renovation of The Campus Club in Coffman Memorial Union

# UNIVERSITY OF MINNESOTA

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Office of the Vice President  
for Institutional Relations

432 Morrill Hall  
100 Church Street S.E.  
Minneapolis, MN 55455-0110  
612-624-2855  
Fax: 612-626-9899

## MEMORANDUM

**TO:** Nils Hasselmo  
**FROM:** Mel George   
**DATE:** June 9, 1995  
**RE:** UM Funding for Capital Campaign

As you requested, we have been pursuing the best means of funding the university's share of the preparation and implementation of a university-wide capital campaign. In summary, the endowment fee idea appears to be generally workable, but the attorneys need time to search the original related documents to be certain there were no explicit prohibitions by donors against making such an administrative charge. Also, the specific amount and a detailed implementation plan need to be worked out with the treasurer's office, but Roger Paschke has reviewed and concurs with this letter.

Until the endowment fee issues are resolved to complete satisfaction, we have an interim proposal that will enable the campaign preparations to get underway forthwith. Our proposal, agreeable with Roger, is to cover the university's share of the first two years of expenses for both the major gift campaign budget as well as some program strengthening of alumni relations activities to support the campaign.

Details of the loan are:

**Borrower:** Office of VP for Institutional Relations  
**Interest Rate:** To be paid from central resources, per Roger Paschke  
**Amount:** Up to the amount shown in the table below with takedowns timed to meet actual expenses.

	<u>Year 1 (95-96)</u>	<u>Year 2 (96-97)</u>	<u>Total</u>
Development (000)	\$588	\$830	\$1,438
Alumni Relations (000)	275	350	625
Total (000)	<u>\$863</u>	<u>\$1,200</u>	<u>\$2,063</u>

## CAPITAL CAMPAIGN READINESS FUNDING

Information received from Jerry Fischer that will be included in a memo to be sent to University President Nils Hasselmo within the week

<u>Unit</u>	<u>FY96</u>			<u>FY97</u>		
	<u>University</u>	<u>UMF</u>	<u>Total</u>	<u>University</u>	<u>UMF</u>	<u>Total</u>
UMF	\$588,000	\$588,000	\$1,176,000	\$850,000	\$850,000	\$1,700,000
UMAA	\$275,000		\$ 275,000	\$350,000		\$ 350,000

### UMAA Initiatives

<u>Project/Activity</u>	<u>FY95</u>	<u>FY96</u>
Redesign and upgrade <u>Update</u> (monies to U Relations)	\$120,000	\$120,000
Shifting <u>UConnect</u> budget to the redesign	30,000	30,000
Begin weekly radio broadcast, "News from the U"	12,500	12,500
Increase efforts to locate lost alumni	5,000	10,000
Mobilize Twin Cities alumni through place of employment	32,550(a)	60,000
Expand US chapter program	68,950(b)	106,250
International alumni program to be staffed through the Office of International Affairs (OIA) with support/liason linkages to the UMAA; half-time staff person and international data base in OIA	6,000	11,250
<b>TOTAL</b>	<b>\$275,000**</b>	<b>\$350,000</b>

\*\*Given time required to define the new position descriptions with UMF and hire personnel, allocation \$75,000 less in year one.

a) Hire program director on January 1, 1996

b) Hire program associate on July 1, 1995, and program director on January 1, 1996

**University of Minnesota Alumni Association (UMAA)  
Executive Committee  
Thursday, August 24, 1995  
7:30 a.m.**

**Mona, Meyer, McGrath and Gavin/Shandwick**

Committee Members in Attendance

Erkkila, Dan  
Goertz, Roxann  
Juni, Howard  
Laukka, Larry  
Mona, Linda  
Stirratt, Jim  
Trammel, Marv

Staff Members Attending

Anderson, Al  
Burgett, Bob  
Carlson, Margaret  
Evans-Vann, Travelle  
Hamilton, Jean Marie

Staff Unable to Attend

Diane Fisher

Committee Members Unable to Attend

Bergstrom, John  
Huntrods, Ann

June 8, 1995, Executive Committee Meeting Minutes

The minutes from the June 8, 1995, Executive Committee meeting were approved as mailed.

Membership Report

Al Anderson, UMAA marketing and membership director, reported that UMAA membership is currently at 31,470; the goal for 1995-96 is 36,000.

UMAA Logo/Image

Jean Marie Hamilton, UMAA communications director, distributed the UMAA's new visual logo to accompany its official wordmark. The goal is to establish a consistent and recognizable identity so the UMAA is recognized by both its values and the goals it wants to achieve.

Financial Report

Margaret Carlson, executive director, reported that the UMAA expects to close the FY94-95 year with a projected surplus of \$220,000. The year started with an opening fund balance of \$174,000; thus the total fund balance is \$394,000. When capital equipment expenditures are subtracted, the preliminary closing fund balance is \$367,000. This better-than-expected fund balance is a result of Internet and Visa doing better than expected, as well as the fact that certain budgeted funds were not spent during the past year, i.e. Gateway promotions, advertisements in newspapers, etc.

Carlson noted that the UMAA needs to ensure that this fund balance is looked at from a long-term perspective, as the UMAA will have some new, high-level expenses in the future; i.e., paying rent in the Gateway and paying for a new data base. The UMAA's new financial/long-range planning committee, chaired by John Bergstrom, will begin to meet in November to address these financial challenges. In the meantime, the UMAA staff will continue to be financially prudent.

### University of Minnesota Alumni Club

Anderson explained that the UMAA's contract with the Minneapolis Athletic Club (MAC) is up for renegotiation. Anderson has proposed that the UMAA pay a fixed monthly fee of \$3,000 to the MAC. In addition, the current customer service position will be eliminated and a salesperson will be hired to develop and implement a full-fledged campaign to sign up new club members. If membership is on the rise after six months and the viability of the club is more certain, the MAC has agreed to consider upgrading the decor in the Cavalier Room. If membership sales are still a problem, the UMAA will consider closing the Alumni Club

### Nominating Committee

Larry Laukka, chair, recommended the following slate of candidates to serve on the 1995-96 Nominating Committee as stated in the UMAA Bylaws:

The president, Linda Mona;

The most immediate living past president, Larry Laukka;

The first vice president, Marvin Trammel;

The chair of the outreach committee, Dan Erkkila;

At least one additional member of the board of directors, Peggy Craig and Dale Olseth;

At least two additional members of the association, other than members of the Board of Directors, Ed Landes and Bill McMoore.

The above recommendations were approved.

### University Gateway

Laukka updated committee members on the two-day master planning charette, which was held early in August to study the Oak/University/Washington "precinct." The charette members concluded that this area bounded by the three streets mentioned above is the appropriate site for a Gateway building that incorporates the Memorial Stadium arch into the design. Laukka reviewed a free-hand, conceptual design for the precinct that would likely include the Gateway, office space, housing, retail, and outdoor space.

Laukka believes that there is enough enthusiasm, cash, and market potential for development to move quickly, especially within a private/public partnership relationship. The total project is much bigger now; and the Gateway building will be just one component of the precinct. Since the University is not in the development business, and a developer is crucial to moving this project along, Laukka stated that he is willing to serve as the person to oversee the development of the entire precinct on a volunteer basis. Many things need to happen before the UMAA and Laukka can move forward; i.e., working out the details of a public/private partnership, finding the funds to hire a paid developer to work with Laukka in his role as key volunteer, the final endorsement of the plan by University president Nils Hasselmo and the Board of Regents.

### UMAA Goals

Linda Mona reminded committee members that the UMAA National Board added a fifth goal to the UMAA's five-year strategic plan on June 27, 1995: helping the University to prepare for a possible capital campaign. There was discussion regarding fund raising for the Gateway in relation to an overall University campaign; it was agreed that the Gateway solicitations need to be completed before the public, mass campaign is kicked off.

### University Issues Committee

Marvin Trammel, University Issues Committee chair, reported on the work of the committee in regard to two issues: the Board of Regents' ethics policy and the Regent Candidate Advisory Council. He provided detailed background on the previous work of the committee in both of these areas.

In regard to the ethics policy, the Board of Regents has vested Regent Bryan Neel with the responsibility of mobilizing an independent citizens committee to review the current policy. UMAA volunteers had hoped to discuss this topic with members of the Board of Regents at the first "Three-by-Four" meeting (three regents and four UMAA volunteers) on October 13, 1995, and that the issue would be on the docket for the full Board of Regents to address on October 13-14. However, the UMAA has been advised by Mel George, University vice president for institutional relations, and Steve Bosacker, executive director of the Board of Regents, that it would be better to hold the code of ethics discussion until the January "Three-by-Four" meeting. Executive committee members discussed the issue and agreed that it would be best to cooperate on this rather than pushing for earlier action on this issue.

The Regent Candidate Advisory Council has six seats open on the 24-seat council, despite repeated urging by the UMAA to fill these appointments as quickly as possible. It was agreed that the UMAA should send another letter to Representative Irv Anderson and Senator Roger Moe, signed by the UMAA president, urging them to fill these vacancies as soon as possible. The correspondence can indicate that this issue will be a topic for the national board discussion at its meeting on November 11, 1995.

### Vice President for Institutional Relations/Executive Director

Margaret Carlson reported for Mel George. He is away for approximately ten weeks at the National Science Foundation. Key issues at the University include the the following:

- The National Institute of Health has criticized the University for its research reporting and accounting;
- Provost Bill Brody will report to the Board of Regents in September on the state of the Academic Health Center and what it will take to sustain its viability;
- University President Nils Hasselmo will retire in two years; there has been discussion within the University and within the UMAA volunteer structure on when it would be advisable to begin the national search process. Carlson suggested that the volunteers raise this topic at the Regents 3 X 4 meeting in October, as well as request that the UMAA have an official seat on the search committee.
- George has met with University Relations staff on the redesign of *Update*; he reports that they have a dynamic plan and would like to meet with the UMAA and the UMF to review their suggestions for a more customer-focused publication.
- Carlson and Mona attended the Big Ten Bicentennial Celebration on August 1, 1995, in Chicago. University of Minnesota alumnus Garrison Keillor was the keynote speaker, and alumni Patty Berg and Norman Borlaug were also featured as the top female and male athletes of prominence; it was a proud evening for the University of Minnesota.

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UMAA Executive Committee  
August 24, 1995

National President

Linda Mona reported that she is serving on the search committee for the University vice president for finance and operations; it is anticipated that the committee will forward the names of four finalists to President Hasselmo immediately upon his return from the Pacific Rim in early November. Mona and Bob Burgett, director of outreach, will be part of the University's official party of ten traveling to the Pacific Rim from October 14-28. Mona and other UMAA volunteers are helping to host Parent Orientation sessions this fall. Mona encouraged executive committee members to participate. It was agreed that parents of University students, especially those attending the orientation sessions, should be solicited for UMAA membership.

Mona adjourned the meeting at 9:35 a.m.

Submitted by,

Cheryl Jones, Executive Assistant

for

John Bergstrom, UMAA Secretary

## UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

## NATIONAL BOARD MEETING

Friday, September 15, 1995

3:00 to 6:00 p.m.

Mississippi Room, Coffman Union

UMAA Board Members Attending

Bergstrom, John  
 Bettin, Kris  
 Bregmann, Mark  
 Brown, Concha  
 Carlson, Margaret  
 Couture, Steve  
 Craig, Peggy  
 Erkkila, Dan  
 Flinn, Mary  
 Fountain, Jean  
 Garland, Ray  
 Gibilisco, Joe  
 Goertz, Roxann  
 Green, Curt  
 Hawkinson, Bruce  
 James, Katherine  
 Johnson, Carol  
 Johnson, R.C.  
 Jones, David  
 Juni, Howard  
 Kiedrowski, Jay  
 Lager, Mark  
 McGregor, Audrey  
 Mendis, Patrick  
 Moe, Tom  
 Mona, Linda  
 Musel, Matt  
 Sasseville, Kati  
 Sharpe, Wendy  
 Stirratt, Jim  
 Tennyson, Joe  
 Todd, Patricia  
 Trammel, Marvin  
 Yapel, Tony

Board Members Unable to Attend

Beaulieu, David  
 Craig, Mary  
 Huntrods, Ann  
 Krueger, Keith  
 Laukka, Larry  
 Lindgren, Dick  
 Olseth, Dale  
 Tulashie, Ted  
 Whitney, Dick

UMAA Staff Attending

Allen, Mark  
 Anderson, Al  
 Bader, Penny  
 Burgett, Bob  
 Coughlan-Smith, Chris  
 Cunningham, Elaine  
 Fisher, Diane  
 Hamilton, Jean Marie  
 Jay, Sam  
 Jones, Cheryl  
 Kranz, Carmela  
 Maxwell, Carla  
 McPhail, Kristie  
 Mische-Riebel, Terri  
 Pierce, Angela  
 Pocras, Rachel  
 Robertson, Frank  
 Scalzo, Teresa  
 Winters, Lori

Other Staff Attending

Kragness, Lucy  
 Teslow, Dave

University of Minnesota Alumni Association (UMAA) National President Linda Mona called the meeting to order at 3:05 p.m.

### Consent Agenda

The consent agenda included the June 27, 1995, minutes; the June 30, 1995, financial statements for the UMAA and the University of Minnesota Alumni Club; the slate of candidates for the 1995-96 UMAA Nominating and Awards Committee; and the update on changes at the Alumni Club. All were approved as mailed.

### Gateway

Curt Green and Margaret Carlson reported that the University held a planning charette on August 7 and 8, 1995. Participants included Green, Larry Laukka, and Jerry Fischer, who are leaders of the Gateway project. Green reported that the Gateway has moved from a single-building to a "mini-city within the University" called a "precinct" by campus planners. Other development on the site would include housing, retail, outdoor spaces, etc.

Although the master plan will not be finalized until early 1996, the UMAA will ask the Campus Master Planning Committee—which meets on September 22, 1995—to give preliminary approval of the University, Oak & Washington precinct so that the UMAA might proceed with hiring an architect and fund raising. The plan will also need to be approved/endorsed by the President's Development Council and the Board of Regents. If all goes as planned, Green anticipates breaking ground in approximately one year.

### Student Experience

Wendy Sharpe reported that there has been real growth in attendance and participation in New Student Weekend, Student Orientation, and Parent Orientation. The UMAA is involved in all of these activities in various ways.

The University of Minnesota Class of 1999 has been identified as an academically gifted class. Seventy-two percent of the student body is living on campus this year; there is a shortage of campus housing.

U-Partners Summer Sendoff activities were held in Edina, Rochester, and Wayzata this fall. The U-Partners program will be formally evaluated following these events.

Sharpe also reported that Gianna Bari, UMAA mentoring programs director, has developed a UMAA Mentoring Handbook, which is now available to volunteers.

Matt Musel, president of the Minnesota Student Association, and Katherine James, president of the Graduate and Professional Students Assembly, reported on student governance and current student concerns, including those involving cuts in federal financial aid. There was discussion regarding the amount of financial aid available at the University and changes in minority scholarship policies.

### **Advocacy**

Mona introduced William Brody, University provost and vice president, who reported on the future of the University's Academic Health Center (AHC), which includes the University Hospital, Medical School, etc. He said the issues facing the AHC are no different than those facing similar units at other institutions. The AHC is different from the rest of the University because in addition to having a mission that includes research and development, teaching, and outreach, it is a business. The AHC is a significant resource and economic stimulus to the State of Minnesota.

Brody stated that the AHC is in trouble because it is located in the most advanced health care market—the only market designated a stage four market—in the country. The rapid changes in health care delivery occurred first in Minnesota and have had a major impact on the AHC, particularly on funding and patient generation. The AHC has been critically dependent on funding from patient fees, which has been affected by managed care competition, and the federal government, which has been downsizing. Said Brody, "There's a discrepancy between the way we prepare students for health care careers and the needs of the marketplace. We have an urgent need to address that problem, and given the federal government's budget reduction agenda, the state is the only place we have to turn."

The University of Minnesota needs to effect radical change to assure the AHC's mission: Re-engineer the AHC to change what it does and how it does it; develop an alternative source of funding for research and education to replace clinical practice fees; and find a source of future patients.

A holistic approach to the solution is needed, Brody stated. The University, the regents, the governor and legislature, the AHC faculty and staff, health providers, and business need to work together to develop a Minnesota Model for the future. Everything is on the table for change. The re-engineering is expected to take 12 to 18 months, with seven faculty members working full time on the project. To initiate this comprehensive re-engineering process, Brody will present a legislative request to the regents in October, asking for a one-time special appropriation to revise curricula, update information technology and systems, improve health care delivery systems, and make capital improvements.

Brody asked alumni to encourage and support the University in the AHC's change process and requested help in getting the AHC message out to the citizens of Minnesota.

There was discussion regarding access to the University's Medical School; the potential for a physician's assistant program at the University; and the number of females involved in the re-engineering process.

Howard Juni, chair of the UMAA Legislative Advisory Committee, offered Brody the assistance of the UMAA Legislative Network to carry the message of the Academic Health Center to the legislature. Juni also mentioned that network members should plan to attend the legislative briefing on January 24, 1996. UMAA board members will be asked to bring their legislators to campus in the next several months.

### **Visibility, Membership, Connections**

Roxann Goertz, UMAA Marketing Committee chair, reported that the UMAA is entering the new era of communication: establishing a visual identity. Goertz presented the new UMAA logo and explained that using the logo and messages helps the UMAA be consistent when talking about its goals.

Al Anderson, UMAA membership and marketing director, reported that the 1995-96 membership goal is 36,000. Anderson discussed the membership strategies that will be implemented, including contacting all past members, signing up new members "on site" at events, and developing a student/parent membership program. He said retaining current members is very important. The UMAA needs to provide excellent customer service, upgrade members to longer-term memberships, and get members involved. New membership benefits such as the credit card, job bank, mortgage program, and phone service are proving to be important to reaching the goal of 50,000 by the year 2000.

Anderson said that membership goals will be set for each UMAA chapter and society, and special membership tools and materials will be developed. Member-get-a-member campaigns for both UMAA board members and staff will be developed. He asked board members to identify a personal membership goal for the period October 31 to January 31.

In summary, the plan is to continue mass promotional campaigns; provide activities, events, and benefits that alumni want; talk about membership wherever alumni gather; and make a personal ask whenever possible.

### **Executive Director**

Carlson gave a University update for Mel George, vice president for institutional relations, who is at the National Science Foundation on a two and one-half month assignment. The following current issues are facing the University:

- This is a period of transition for the University, since President Nils Hasselmo has announced that he will retire in June of 1997. Hasselmo has announced his intention to keep U2000 on track, as well as to support the re-engineering of the AHC.
- Budget cutting and reallocation will continue at the University; the UMAA has been very fortunate to be able to maintain its current funding from the University.
- Plans to convert to the semester system by 1999 are under way.
- The University's human resources department is also re-engineering; Chuck Denny, former CEO of ADC Telecommunications, is leading this study on a volunteer basis-- working with associate vice president Carol Carrier and other staff. This type of volunteerism is an example of the type of hands-on expertise that concerned alumni and friends can lend to the University.

In addition, Carlson said that:

- A recent article in the *Star Tribune* reported that the University of Minnesota ranks ninth among national public institutions.
- Membership is indeed crucial this year for the UMAA to meet its goal of 50,000 by the year 2000. The UMAA will be happy to check lists, look up addresses, etc. for volunteers. There is no reason to apologize for asking someone to join the alumni association. Carlson has never felt better about the UMAA's visibility and connectedness.

Page 5  
UMAA National Board Meeting  
September 15, 1995

**National President**

Mona encouraged board members to call her or Carlson at any time with questions, concerns, etc. She announced that she will be a member of the University's delegation visiting Korea, Taiwan, Japan, and China from October 14 to 28, 1995. Mona encouraged board members to attend the Leadership Development Conference activities this evening and tomorrow. She adjourned the meeting at 5:50 p.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

John Bergstrom  
UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**

**NATIONAL BOARD MEETING**

**Saturday, November 11, 1995**

**8:30 - 11:30 a.m.**

**Campus Club, Coffman Memorial Union**

**UMAA Board Members Attending**

Bergstrom, John  
Bregmann, Mark  
Brown, Concha  
Campbell, James  
Couture, Steve  
Craig, Peggy  
Flinn, Mary  
Garland, Ray  
Gibilisco, Joe  
Goertz, Roxann  
Green, Curt  
Hawkinson, Bruce  
Huntrods, Ann  
James, Katherine  
Johnson, Carol  
Johnson, R.C.  
Jones, David  
Juni, Howard  
Lager, Mark  
Laukka, Larry  
Mona, Linda  
Olseth, Dale  
Sasseville, Kati  
Tennyson, Joe  
Todd, Patricia  
Torp, Carolyn (for Wendy Sharpe)  
Trammel, Marvin  
Tulashie, Ted  
Whitney, Dick  
Yapel, Tony

**Board Members Unable to Attend**

Beaulieu, David  
Bettin, Kris  
Craig, Mary  
Erkkila, Dan  
Fountain, Jean  
Kiedrowski, Jay  
Krueger, Keith  
Lindgren, Richard  
McGregor, Audrey  
Mendis, Patrick  
Moe, Tom  
Musel, Matt  
Stirratt, Jim

**UMAA Staff Attending**

Allen, Mark  
Anderson, Al  
Burgett, Bob  
Coughlan-Smith, Chris  
Cunningham, Elaine  
Fisher, Diane  
Hamilton, Jean Marie  
Hayes, Angela  
Jay, Sam  
Jones, Cheryl  
Kranz, Carmela  
Maxwell, Carla  
Mische-Riebel, Terri  
Pierce, Angela  
Pocras, Rachel  
Robertson, Frank  
Scalzo, Teresa  
Winters, Lori

**Other Staff Attending**

Fischer, Jerry  
George, Mel

University of Minnesota Alumni Association (UMAA) National President Linda Mona called the meeting to order at 8:38 a.m.

### **Consent Agenda**

The consent agenda included the September 15, 1995, minutes and the September 1995 internal financial reports for the UMAA and the University of Minnesota Alumni Club. All were approved as mailed.

### **University President Nils Hasselmo**

University President Nils Hasselmo filled in for the Honorable Tom Reagan, chair of the Board of Regents, who had an illness in the family. President Hasselmo responded to questions that had been submitted to him in advance of the meeting. His comments included the following:

- he will retire from the University presidency in June of 1997; until that time, his major priority will be to increase awareness and a better understanding of U2000 and to bring the plan to some kind of stability for the next president to build on;
- additional priorities are refining the provostal system on the Twin Cities campus and ensuring that the Academic Health Center goes about reengineering in the right way;
- the John Najarian trial may be the greatest tragedy to affect the University; although the case is now between the United States government and Najarian, University administrators have been trying to sort out what happened and why. President Hasselmo is comfortable with the way that the University handled this situation;
- with the help of alumni, the University is steadily building credibility with legislators. The Legislative Network will be important again this year as the University works to get the right messages out;
- the greatest difficulty in being the University's president is to avoid being "nibbled to death" and to "stay the course."

There was discussion on several topics, including faculty consulting and the University's connections with the private sector; decentralization, autonomy, and staff morale within the University; competition among universities for high quality undergraduate students; the need to get more University good news out to the public and the local public relations environment; and current efforts to improve the Gopher football program.

Hasselmo thanked the board members for their commitment and said that alumni are a source of constant inspiration and morale-building.

### **University Visit to Pacific Rim Alumni**

Mona and Bob Burgett, UMAA Director of Outreach, were the UMAA's official representatives on the University's trip to the Pacific Rim in October 1995. Mona and Burgett presented slides and reported on the extremely successful trip. The goal of the trip was to reconnect with East Asian alumni, who were very enthusiastic in their support for the University and their desire for continuing connection. Many prestigious alumni were outspoken in supporting and crediting the University for their education and achievements, and all alumni events boasted great attendance.

President Hasselmo commented that the trip was a great intellectual and emotional experience, and was a wonderful illustration of the depth of alumni pride. The University is looking at an East Asian initiative as part of U2000 and would be willing to provide money to the UMAA for international programming. The UMAA will work with the University to determine how to formalize international alumni connections. Recommendations will be presented to the UMAA Outreach Committee and national board.

### **Legislative Advisory Report**

Howard Juni, chair of the UMAA Legislative Advisory Committee, announced that the District Captain Briefing will be held on November 28, 1995, at 5:30 to 7:30 p.m., and the Legislative Network Briefing will be held on January 24, 1996, at 5:30 to 8:00 p.m. Key issues for the upcoming legislative session are the University's bonding request and the Academic Health Center special request. Juni encouraged board members to contact their legislators before the session begins, and he suggested that they send special thanks to Senators Wellstone and Grams for helping to restore financial aid--anticipated cuts are now \$4.9 billion to \$5.9 billion dollars rather than the \$18 billion previously predicted.

### **University Issues Committee**

Ann Huntrods, chair of the University Issues Committee, reported on the UMAA's partnership with the Board of Regents. The first "three by four" quarterly meeting was held in October (three regents and four UMAA officers). Topics discussed included legislative affairs, the Gateway, federal funding, and the treatment of the University by the press.

The committee is also again looking at how University regents are selected; there is concern about the continuing politicization of the process. Huntrods and Jim Day, UMAA public policy consultant, met with the chair of the Regent Candidate Advisory Council (RCAC); the UMAA will have another opportunity to meet with the RCAC in December. The University Issues Committee is also concerned that several seats on the RCAC remain unfilled.

Charles Casey, chair of the committee established by the Board of Regents to examine their code of ethics, met with the University Issues Committee. Casey reported on the work of the ethics committee and requested that the UMAA review its draft report before it is presented to the Board of Regents.

### **Fall Publicity/Visibility**

Elaine Cunningham, UMAA public relations program director, reported on UMAA's public relations projects and displayed several recent examples of "UMAA in the news." UMAA visibility is increasing and good relationships are being formed with the local media, especially WCCO-Radio. UMAA volunteers are being sought out by the press to comment on University issues. Cunningham is producing on a video which will bring the UMAA and the University out to the geographical chapters.

### **Annual Meeting Update**

Joe Gibilisco and R. C. Johnson, co-chairs of the Annual Meeting, reported that Charles Osgood will be the keynote speaker at the UMAA Annual Meeting on April 18, 1996 (following this board meeting, the date of the annual meeting was changed to April 25, 1996.) Gibilisco thanked Mona for her work with WCCO in securing Osgood as the speaker.

### **Membership**

Al Anderson, UMAA membership and marketing director, reported that UMAA membership is 33,897 as of October 31, 1995. As of this morning, board members have pledged to get 300 new members. Joe Tennyson, Marvin Trammel, and Mary Flinn provided personal examples of how they will attempt to reach their membership goals. Board members were encouraged to "add their personal stories to the ask" and to ask for more than a one-year membership.

The UMAA is implementing a variety of additional membership campaigns, including staff-to-staff and complimentary-memberships-to-new-graduates solicitations.

### **Gateway**

Larry Laukka, chair of the Gateway Committee, distributed copies of the *Oak and Washington Precinct Plan Concept* brochure, which details the results of the design charrette held last August and the work of the Campus Master Planning Team in furthering developing the design ideas. The Gateway's position is now solidified on the site and within the Master Plan; it may be the first round of development completed. Laukka has asked the Gateway Steering Committee to serve as the total precinct developer. He requested that the board approve up to \$25,500 from UMAA endowments for the Steering Committee to hire a project development coordinator and develop schematic plans. The request was approved.

There was discussion regarding the process to hire the project development coordinator and the project timetable.

### **Vice President for Institutional Relations**

Mel George, University vice president for institutional relations, commented on several issues, including the UMAA's work with the RCAC; the need for caution and clarity in working with public/private partnerships, such as the Gateway; and the need to redefine the role of the federal government in higher education. He requested that alumni talk publicly about the value of the Academic Health Center and its need for support, and concluded by inviting board members to attend President Hasselmo's "State of the University" address on November 16, 1995.

**Executive Director**

Margaret Carlson, UMAA executive director, shared several good news stories that illustrate the increasing visibility of the UMAA and its impact on the University. Carlson said that credit for this organizational transformation is four-fold in that the UMAA has:

- clear, definable goals and benchmarks;
- incredible support from three key central officers within the University: President Hasselmo, Vice President George, and Foundation president Jerry Fischer;
- one of the finest volunteer boards in the state; and
- the finest staff of any unit in the University.

Carlson announced that Jean Marie Hamilton, UMAA communications director and editor of *Minnesota* since 1985, is leaving the UMAA to move to Boston with her husband, who has accepted a new position there. Hamilton will be honored at the UMAA Holiday Social on December 5, 1995.

The UMAA will be filling three new positions by January 1, two of which will be funded from the capital campaign fund. They are the Twin Cities program director, the geographical field representative, and the membership operations administrator. In addition, Gianna Bari, mentoring programs director, has left the UMAA to direct the President's Faculty Mentoring Program, and that position will also be filled by January 1, 1996.

Carlson concluded by encouraging all board members to attend the UMAA Holiday Social on December 5, 1995. She presented the board members with a 1996 University Historical Pictorial Calendar.

Mona adjourned the meeting at 11:45 a.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

John Bergstrom  
UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**  
**Executive Committee**  
**Thursday, January 4, 1996**  
**7:30 a.m.**  
**8400 Normandale Lakes Boulevard, Edina, MN**

**Committee Members Attending**

Bergstrom, John  
Erkkila, Dan  
Juni, Howard  
Laukka, Larry  
Mona, Linda

**Staff Members Attending**

Anderson, Al  
Burgett, Bob  
Carlson, Margaret  
Fisher, Diane  
Jones, Cheryl

**Committee Members Unable to Attend**

Huntrods, Ann  
Goertz, Roxann  
Stirratt, Jim  
Trammel, Marv

University of Minnesota Alumni Association (UMAA) National President Linda Mona called the meeting to order at 7:40 a.m.

**Business Agenda**

The business agenda included the August 24, 1995 Executive Committee meeting minutes; the Association and Club November 1995 financial statements; the association fiscal year 1995 audited financial statements, and revisions to UMAA Bylaws and Articles of Incorporation. Following discussion, all were approved as mailed.

**UMAA Computer System/Membership Data Base**

Al Anderson, UMAA marketing and membership director, reported that the UMAA had contracted with University Software Services to perform an in-depth analysis of UMAA data management system needs per the UMAA's five-year strategic plan. Software Services recommends that the UMAA select a general membership system. Anderson estimates that purchasing and modifying the system, purchasing new hardware, and developing a transfer mechanism with the UMF data base will cost \$180,000 to \$230,000.

There was considerable discussion regarding the UMAA's relationship to the University of Minnesota Foundation's (UMF) Donor Management System (DMS). The UMF is redesigning the DMS, which will no longer be available to the UMAA for membership processing after February 1997.

In response to questions about the cost of the new system, Diane Fisher, UMAA finance and operations director, explained that the UMAA will need to pull money from principal in its General Endowment Fund. The motion to authorize UMAA staff to proceed with developing an in-depth plan of implementation for purchasing and modifying a system, purchasing new hardware, and developing a transfer mechanism was approved. On January 20, 1996, the UMAA will ask the national board of directors to authorize the UMAA finance and executive committees to approve the final plan.

### Gateway

Larry Laukka, Gateway Steering Committee chair, provided an update on the project. Cost estimates have been prepared for several parking scenarios; it is the continuing hope of the Steering Committee that the University will agree to fund all Gateway parking. On January 17, Laukka will meet again with Roger Paschke, University acting vice president for finance and operation, about this issue.

### UMAA Membership

Membership is at 33,811 as of the end of December 1995. Anderson believes that membership is on target with its goal of 36,000 by June 30, 1996. The national board's "Member-Get-A-Member" campaign is proceeding slowly; board members successful in signing up new members will be recognized at the January 20, 1996 meeting. Laukka suggested that the UMAA approach Roger Erickson, retiring WCCO-Radio personality, to be the official UMAA spokesperson.

### Alumni Club

Anderson reported that the Minneapolis Athletic Club (MAC) proposes to change Alumni Club food service solely to a buffet format. Committee members agreed that buffet-only service will cause club membership to decline. There was discussion regarding the viability of the club. Anderson will work with the MAC to ensure that any service changes are communicated in advance to members and that they have ample opportunity to provide feedback on changes implemented.

### UMAA Society Team: Consultant's Report

Bob Burgett, UMAA director of outreach, reported that the UMAA hired a consultant to analyze the UMAA society team's effectiveness and to identify strategies for improvement. In general, the consultant has recommended that the UMAA:

- gain commitment from the entire University community to UMAA goals, including developing a "Memorandum of Understanding for Alumni Relations;"
- clarify roles, responsibilities, structure, and policies for the society team; and
- continue/enhance the coordination of planning and evaluation for societies.

It was agreed that creating a Memorandum of Understanding for Alumni Relations is very important. There was considerable discussion about the UMAA's relationship to the collegiate units and potential staffing scenarios for alumni relations. The UMAA will cost out different staffing scenario to be considered by the UMAA's long-range financial planning task force as it addresses the financial issues facing the association.

### Student Relations Activities

Burgett reported that all of the collegiate mentor programs are up and running. The UMAA has hired a new Student Relations Program Director, Tara Parker, who will begin on January 16. One of Tara's first priorities will be to work with the campus Learning Resource Centers and the Graduate School to implement their mentor programs.

### University Issues Committee

Margaret Carlson, UMAA executive director, reported for Ann Huntrods, University Issues committee chair. On December 1, UMAA and UMF volunteers testified before the Regent Candidate Advisory Council (RCAC).

A Board of Regents-appointed committee of outside experts is currently drafting the new conflict of interest policy, which the UMAA will have the opportunity to preview. Regarding presidential succession, Mona has sent a letter to Regent Chair Reagan requesting that Marvin Trammel, UMAA vice president, represent the UMAA on the official search committee for President Hasselmo's replacement. The next Regents/UMAA "3 X 4" meeting will be held on February 7, 1996.

### **Long-Range Financial Planning**

John Bergstrom, UMAA secretary, reported that the UMAA Long Range Financial Planning Task Force will hold its first meeting on February 17, 1996. The goal of the task force is to develop a five-year financial plan for the UMAA, taking into consideration such factors as the UMAA's membership goals and financial commitments (i.e., paying rent in the new Gateway). The task force plans to present its plan to the UMAA national board in May 1996.

### **National President's Report**

Mona reported that the UMAA Nominating and Awards Committee has begun working on the slate of officers and board members for 1996-97. The committee has also reviewed and discussed the topic of the UMAA national president's term of office and will share their decision to continue with the one-year presidency with the national board on January 20.

The UMAA has received a lot of visibility and publicity from the University's recent visit to Pacific Rim alumni. A meeting will be held next week to lay the groundwork for future international alumni programming; UMAA, UMF, and University representatives will participate.

### **Executive Director's Report**

Carlson reported that Mel George, University vice president for Institutional Relations, will be leaving the University in mid-February. It is not yet known how the University will cover George's position and responsibilities. It was agreed that Carlson and Mona should talk with University President Nils Hasselmo about the future of the University's Institutional Relations unit, as related to the alumni association.

Carlson is currently checking references on finalists for the UMAA Communications Director/Executive Editor. In regard to *Update*, the UMAA and the UMF have reached an agreement with University Relations to redesign the publication to provide a "fun, fast, and meaningful" read for alumni.

### **Adjournment**

Mona adjourned the meeting at 9:25 a.m.

Submitted by,

Cheryl Jones, Executive Assistant

for

John Bergstrom, UMAA Secretary

## Report of Independent Accountants

The Board of Directors  
University of Minnesota Alumni Association:

We have audited the accompanying balance sheet of the University of Minnesota Alumni Association as of June 30, 1995, and the related statements of revenues, expenses and changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the University of Minnesota Alumni Association as of June 30, 1995, and its revenues, expenses and changes in fund balances and its cash flows for the year then ended in conformity with generally accepted accounting principles.

*Coopers + Lybrand L.L.P.*

Minneapolis, Minnesota  
September 29, 1995

# University of Minnesota Alumni Association

## Balance Sheet

June 30, 1995

(with comparative totals for June 30, 1994)

ASSETS	Operating Fund	General Obligated Fund	General Endowment Fund	Total	1994 Total
Current assets:					
Cash	\$ 242,059			\$ 242,059	\$ 216,705
Accounts receivable	44,548			44,548	33,191
Other assets, principally prepaid expenses	55,323			55,323	67,451
Due from endowment fund held by the University	29,323			29,323	32,221
Cash held for others	2,898			2,898	16,449
	<u>374,151</u>			<u>374,151</u>	<u>366,017</u>
Total current assets					
Investments	436,026	\$ 3,668,387	\$ 3,706,633	7,811,046	7,343,025
Prudential Insurance Company of America - advance premium account			98,309	98,309	165,206
Property and equipment:					
Equipment less accumulated depreciation of \$125,158 in 1995 and \$94,014 in 1994			115,526	115,526	132,935
Leasehold improvements less accumulated amortization of \$94,352 in 1995 and \$60,078 in 1994			34,274	34,274	62,130
Foundation-held funds	18,763			18,763	17,581
	<u>18,763</u>			<u>18,763</u>	<u>17,581</u>
Total assets	<u>\$ 828,940</u>	<u>\$ 3,668,387</u>	<u>\$ 3,954,742</u>	<u>\$ 8,452,069</u>	<u>\$ 8,086,894</u>
<b>LIABILITIES AND FUND BALANCES</b>					
Current liabilities:					
Accounts payable and accrued expenses	259,857			259,857	181,307
Cash held for others	2,898			2,898	16,449
Interfund payables (receivables)	(81,690)	26,690	55,000		
Deferred membership revenue	90,686			90,686	78,759
Deferred royalty revenue	211,397			211,397	404,253
	<u>483,148</u>	<u>26,690</u>	<u>55,000</u>	<u>564,838</u>	<u>680,768</u>
Total current liabilities					
Fund balances	<u>345,792</u>	<u>3,641,697</u>	<u>3,899,742</u>	<u>7,887,231</u>	<u>7,406,126</u>
Total liabilities and fund balances	<u>\$ 828,940</u>	<u>\$ 3,668,387</u>	<u>\$ 3,954,742</u>	<u>\$ 8,452,069</u>	<u>\$ 8,086,894</u>

The accompanying notes are an integral part of the financial statements.

# University of Minnesota Alumni Association

## Statement of Revenues, Expenses and Changes in Fund Balances

for the year ended June 30, 1995

(with comparative totals for the year ended June 30, 1994)

	Operating Fund	General Obligated Fund	General Endowment Fund	Total	1994 Total
<b>Revenues:</b>					
Membership fees:					
One, three, five and ten year	\$ 560,318			\$ 560,318	\$ 480,408
Life		\$ 23,311		23,311	25,397
<b>Total membership fees</b>	<b>560,318</b>	<b>23,311</b>		<b>583,629</b>	<b>505,805</b>
Contributed support from the University	1,273,525			1,273,525	1,167,556
Interest and dividends	16,765	122,699	\$ 128,755	268,219	323,542
Net appreciation (depreciation) in the fair value of investments	28,141	240,722	243,076	511,939	(349,561)
Net group insurance dividends contributed by members			3,266	3,266	75,023
Advertising	230,197			230,197	173,209
Endowment support	175,605			175,605	149,590
Tours	71,667			71,667	82,629
Royalty income	220,750			220,750	46,101
Internet revenue, net of charges	71,250			71,250	23,664
Other	103,588	1,225	1,725	106,538	144,657
<b>Total revenues</b>	<b>2,751,806</b>	<b>387,957</b>	<b>376,822</b>	<b>3,516,585</b>	<b>2,342,215</b>
<b>Expenses:</b>					
Salaries and employee benefits	1,371,331			1,371,331	1,163,948
Professional fees	391,081			391,081	252,343
Data processing service	64,499			64,499	109,666
Publications and promotions	418,696			418,696	363,384
Postage and delivery	224,439			224,439	159,628
Rent	68,908			68,908	50,000
Office	56,393			56,393	55,473
Supplies	42,758			42,758	47,637
Insurance	10,668			10,668	9,578
Travel and entertainment	108,677			108,677	113,877
Co-sponsorships and awards	153,468			153,468	118,282
Depreciation			72,262	72,262	66,973
Other	47,299	2,500	2,500	52,299	48,344
<b>Total expenses</b>	<b>2,958,217</b>	<b>2,500</b>	<b>74,762</b>	<b>3,035,479</b>	<b>2,559,133</b>
Excess (deficiency) of revenues over expenses	(206,411)	385,457	302,060	481,106	(216,918)
Fund balances, beginning of year	174,201	3,456,240	3,775,684	7,406,125	7,623,044
<b>Transfer of fund balances:</b>					
Transfer to finance current operations	405,000	(200,000)	(205,000)		
Transfer of equipment to General Endowment Fund	(26,998)		26,998		
Fund balances, end of year	<u>\$ 345,792</u>	<u>\$ 3,641,697</u>	<u>\$ 3,899,742</u>	<u>\$ 7,887,231</u>	<u>\$ 7,406,126</u>

The accompanying notes are an integral part of the financial statements.

# University of Minnesota Alumni Association

## Statement of Cash Flows

Increase (Decrease) in Cash

for the year ended June 30, 1995

(with comparative totals for the year ended June 30, 1994)

	Operating Fund	General Obligated Fund	General Endowment Fund	Total	1994 Total
Cash flows from operating activities:					
Excess (deficiency) of revenues over expenses	\$ (206,411)	\$ 385,457	\$ 302,060	\$ 481,106	\$ (216,918)
Adjustments to reconcile excess (deficiency) of revenues over expenses to net cash used in operating activities:					
Depreciation			72,262	72,262	66,973
Loss on disposal of equipment					5,797
Investment (gain) loss	(40,005)	(363,422)	(366,971)	(770,398)	32,160
Changes in assets and liabilities:					
Accounts receivable and other assets	771			771	(49,662)
Due from University					22,076
Due from endowment fund held by University	2,898			2,898	21,832
Foundation-held funds	(1,182)			(1,182)	(1,019)
Accounts payable and accrued expenses	78,550			78,550	115,236
Payable to alumni society groups					(12,354)
Interfund payables/receivables	(52,087)	22,087	30,000		
Deferred revenue	(180,929)			(180,929)	398,407
Board-approved transfers:					
Transfer to finance current operations	405,000	(200,000)	(205,000)		
Transfer of equipment	(26,998)		26,998		
Net cash (used) provided in operating activities	<u>(20,393)</u>	<u>(155,878)</u>	<u>(140,651)</u>	<u>(316,922)</u>	<u>382,528</u>
Cash flows from investing activities:					
Purchases of investments		(1,225)	(76,748)	(77,973)	(450,000)
Proceeds from sale of investments	45,747	157,103	177,500	380,350	375,283
Change in advance premium account - Prudential Insurance Co. of America			66,897	66,897	(78,334)
Purchase of property and equipment and leasehold improvements			(26,998)	(26,998)	(98,076)
Net cash provided (used) in investing activities	<u>45,747</u>	<u>155,878</u>	<u>140,651</u>	<u>342,276</u>	<u>(251,127)</u>
Net increase in cash	25,354			25,354	131,401
Cash at beginning of year	<u>216,705</u>			<u>216,705</u>	<u>85,304</u>
Cash at end of year	<u>\$ 242,059</u>	<u>-</u>	<u>-</u>	<u>\$ 242,059</u>	<u>\$ 216,705</u>

The accompanying notes are an integral part of the financial statements.

# University of Minnesota Alumni Association Notes to Financial Statements

## 1. Summary of Significant Accounting Policies:

### Association Description:

The University of Minnesota Alumni Association (the Association) is organized to develop and encourage alumni interest in the University of Minnesota (the University) for the betterment of the University and its faculty, students, and graduates.

The Association also provides accounting and management support to the University of Minnesota Alumni Club (the Club). The Club was incorporated to provide a social and fraternal atmosphere for members, to aid the Association, and to promote the interests and objectives of the University of Minnesota.

### Fund Purposes:

The funds of the Association do not carry restrictions by external parties. The Board of Directors, however, has designated funds for certain activities. The purpose of each fund, and Board designations on them, if any, are:

#### Operating Fund

Used to account for all revenues from one-, three-, five- and ten- year memberships, other sources of operation support, and expenses not designated for any other fund, which provide for the principal activities and services of the Association.

#### General Obligated Fund

Used to account for all revenues received from life memberships that will be used in future years to finance the principal activities and services of the Association. Expenses for this purpose are paid out of the Operating Fund after an annual transfer of funds from the Obligated Fund.

#### General Endowment Fund

Established to receive resources not used for operations, to provide a general endowment for Association programs, and to hold property and equipment. Income of the General Endowment Fund may be transferred to the Operating Fund as determined by the Board of Directors.

#### Fund Transfers

The Board of Directors approves all transfers between funds. Transfers of \$205,000 and \$186,000 were made from the General Endowment Fund and \$200,000 and \$156,000 from the General Obligated Fund to the Operating Fund to finance current operations and capital expenditures during 1995 and 1994, respectively.

# University of Minnesota Alumni Association

## Notes to Financial Statements, Continued

### 1. Summary of Significant Accounting Policies, continued:

#### **Basis of Presentation:**

The financial statements of the Association have been prepared on the accrual basis of accounting under the guidelines of the Audit and Accounting Guide for Audits of Certain Nonprofit Organizations. Significant accounting policies followed by the Association are:

#### Investments

Investments are held in a commingled investment fund managed by the University of Minnesota Foundation (the Foundation). The assets of this fund (equity and debt securities and fixed interest obligations) that are traded on a national securities exchange are valued at the last reported sales price on the last business day of the year; investments traded in the over-the-counter market are valued at the last reported bid price.

The statement of revenues, expenses and changes in fund balances includes the net appreciation (depreciation) in the fair value of investments. This consists of both realized gains and losses and the unrealized appreciation (depreciation) in the fair value of those investments.

#### Property and Equipment

Equipment is recorded at cost and depreciated using the straight-line method of depreciation with a ten-year life for office equipment and a five-year life for computer equipment. Leasehold improvements are recorded at cost and are amortized using the straight-line method over the life of the lease (see Note 7). The cost and related accumulated depreciation on asset disposals are removed from the accounts and any gain or loss thereon is included in the general endowment fund. Maintenance and repairs are charged to expense as incurred.

#### Memberships

The Association records one-year and life memberships as revenues in the period received while three-, five- and ten-year membership revenues are deferred and amortized to income over three, five and ten years, respectively, using the straight-line method. The Association records life membership fees as revenue in the General Obligated Fund in the period received.

#### Interest and Dividends

Interest income is recorded as earned on an accrual basis and dividend income is recorded on the ex dividend date.

#### Pension Plans

All employees of the Association who meet age and length-of-service requirements participate in either civil service or faculty pension plans of the University. The plans require contributions by both employer and employees. Pension expense is included with salaries and employee benefits, as the amounts incurred are not separately identifiable, since employee benefits are all paid in aggregate. The Faculty Retirement plan is a defined contribution plan and is fully funded. The Civil Service Retirement plan is a defined benefit plan.

# University of Minnesota Alumni Association

## Notes to Financial Statements, Continued

### 1. Summary of Significant Accounting Policies, continued:

#### Basis of Presentation, continued:

##### Income Taxes

The Association is classified as a tax-exempt organization by the Internal Revenue Service under the provisions of Section 501(c)(3) of the Internal Revenue Code and is only subject to federal income tax on its net unrelated business income, which was insignificant in 1995.

### 2. Related Party Transactions:

Certain expenses relating to the Association's operations are funded by the University and such funding is included as revenues in the accompanying statement of revenues, expenses and changes in fund balances. This funding consisted of \$1,273,525 and \$1,167,556 for a portion of the Association's salaries and employee benefits and rental of office space in 1995 and 1994, respectively. The Association provides financial and management services to the Club. The Association charged \$12,000 for such services to the Club in both 1995 and 1994.

### 3. Investments:

At June 30, 1995 and 1994, investments with a fair value of \$7,811,046 and \$7,343,025, respectively, were included in the Foundation Management Agency Fund (the Fund) managed by the Foundation, the Association's investment manager. The Association's portion of the total fair value of the Fund investments was approximately 2.7% and 2.3% at June 30, 1995 and 1994, respectively.

Net appreciation (depreciation) in the fair value of investments consisted of the following:

	<u>Year Ended June 30</u>	
	<u>1995</u>	<u>1994</u>
Net realized gain (loss) on the sale of investments	\$ (231,552)	\$ 301,701
Net unrealized appreciation (depreciation) in the fair value of investments held	743,491	(651,262)
	<u>\$ 511,939</u>	<u>\$ (349,561)</u>

## University of Minnesota Alumni Association Notes to Financial Statements, Continued

### 4. Prudential Insurance Company of America - Advance Premium Account:

The Association has established a special reserve account with Prudential Insurance Company of America, its group life insurance carrier. This account accumulates policy dividends from the group life insurance plan in which some of the Association's members participate. Insured members voluntarily transfer all rights to interest and dividend earnings to the Association annually. Activity in the account was:

	<u>Year Ended June 30</u>	
	1995	1994
Balance at beginning of year	\$ 165,206	\$ 86,872
Interest earned	4,860	3,311
Dividends earned	9,784	79,465
Withdrawals	(75,023)	
Transfer to contractual special reserve held by Prudential Insurance Company of America	<u>(6,518)</u>	<u>(4,442)</u>
Balance at end of year	<u>\$ 98,309</u>	<u>\$ 165,206</u>

### 5. Cash Held for Others:

The Association contributes approximately \$2.50 per member of annual membership dues to each alumni society group to which the paying member belongs. These funds and other miscellaneous alumni society monies that are received by the Association are maintained in a bank account on behalf of the various alumni society groups. Contributions of annual membership dues to alumni society groups amounted to \$77,143 and \$63,548 in 1995 and 1994, respectively.

Cash held for others of \$2,898 and \$16,449 at June 30, 1995 and 1994, respectively, represents contributions to alumni society groups that are available for their use.

### 6. Funds Held for the Association:

The University and the Foundation hold and control certain additional funds at market value that, subject to various restrictions, are available to the Association, but are not included on the balance sheet of the Association. At June 30, 1995 and 1994, the Foundation held \$182,736 and \$163,381, respectively, available to the Association and an additional \$840,090 and \$758,676, respectively, for which it is intended the principal remain intact. Similarly, at June 30, 1995 and 1994, the University held \$102,952 and \$154,454, respectively, available for Association use and \$1,382,129 and \$1,276,142, respectively, for which it is intended the principal remain intact.

## **University of Minnesota Alumni Association Notes to Financial Statements, Continued**

### **7. Leased Facilities:**

The Association subleases space from the Campus Club of the University of Minnesota under an agreement which expires on June 30, 1996. Monthly base payments of \$4,167 are required under terms of the agreement.

In addition to the base rent, the Association is required to pay contingent rentals of up to \$30,000 per year if the Association has not purchased banquet services from the sublessor and provided goods and/or services to satisfy this obligation in lieu of cash payments. As of June 30, 1995, \$18,382 of this obligation is accrued.

### **8. Internet Agreement:**

During 1994, the Association entered into an agreement with the University to provide certain of its members with access to the University's Internet system. The Association collects fees from its members and remits a part of the fees collected to the University to cover access charges. Any fees collected in excess of University access charges are retained by the Association to defray the administrative cost of providing the service. During the years ended June 30, 1995 and 1994, revenues related to the Internet system were \$416,195 and \$146,430, respectively; expenses related to the Internet system were \$344,945 and \$122,766, respectively.

### **9. Royalty Agreement:**

The Association has entered into certain agreements granting use of the Association's name, trademarks, service marks, copyrights, and logo in return for royalty payments. As part of such agreements, the Association has received advances against such future royalty payments. At June 30, 1995 and 1994, \$211,397 and \$404,253, respectively, of such advances were deferred.

### **10. Recent Pronouncements:**

Effective fiscal year 1996, the Association will be required to implement Statement of Financial Accounting Standards (SFAS) No. 116, "Accounting for Contributions Received and Contributions Made", and SFAS No. 117, "Financial Statements of Not-For-Profit Organizations". The most significant provision of SFAS No. 116 is the recognition of pledges in the financial statements. SFAS No. 117 requires a change in the display of financial statements from those based on fund accounting to a display based on the concept of "net assets." The impact of these pronouncements has not been determined, but is not expected to have a material impact on the financial position of the Association.

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION**  
**Executive Committee**  
**Thursday, February 29, 1996**  
**Shandwick USA**

Committee Members Attending

Bergstrom, John  
Erkkila, Dan  
Goertz, Roxann  
Huntrods, Ann (via speaker phone)  
Juni, Howard  
Mona, Linda  
Trammel, Marvin

Staff Members Attending

Anderson, Al  
Burgett, Bob  
Carlson, Margaret  
Fisher, Diane  
Garrison, Tom  
Jones, Cheryl

Committee Members Unable to Attend

Laukka, Larry  
Stirratt, Jim

University of Minnesota Alumni Association (UMAA) National President Linda Mona called the meeting to order at 7:40 a.m.

Consent Agenda

The consent agenda included the January 4, 1996, Executive Committee meeting minutes and the Association and Club December 31, 1995 financial statements. These were approved as mailed.

Fiscal Year 1996 UMAA Budget Revision

Diane Fisher, UMAA finance and operations director, reported that the mid-year budget revision shows an anticipated surplus of \$69,845. The projected surplus is due to increased revenue from Internet and affinity credit card signups as well as personnel savings. Following discussion, the budget revision was approved as mailed.

Bylaws Revisions

Fisher explained that following the last Executive Committee meeting, an additional revision to the bylaws was proposed. The UMAA Nominating Committee recommends that Article VII, Sections 1, 4, 5, and 6 be amended to change the title of First Vice-President to President-elect; eliminate the position of Second Vice-President and replace with three Vice Presidents; and combine the positions of Secretary and Treasurer. These revisions were approved.

UMAA Data Base

Al Anderson, UMAA Marketing and Membership Director, reported that on January 20, 1996, the National Board gave the UMAA Finance and Executive Committees the authority to approve the final data base proposal. The Finance Committee recommends that the UMAA purchase and modify the IMIS system; total estimated one-time costs are \$225,700.

There was considerable discussion regarding the capabilities of the new system and how it will benefit the UMAA. It was agreed that an information sheet should be prepared for the national board that details the advantages and costs of the new system, separating the one-time capital expenditure from the historical and future operating costs. The Finance Committee proposal to purchase the new system was approved.

### University Issues

Ann Huntrods, University Issues Committee chair, reported on meetings that have occurred between UMAA volunteers; staff; the chair of the Regent Candidate Advisory Council (RCAC); and legislators. A task force will be formed in the near future to revisit the regent selection issue.

There is concern about a bill authored by Representative Tony Kinkel with a provision that calls for sitting regents to be automatically passed along to the State Legislature for consideration for reappointment. The UMAA opposes the automatic pass-through and will closely monitor the progress of this bill, which goes to conference committee next week. There was discussion about how the UMAA could best voice opposition to the reappointment portion of the bill. It was agreed that Margaret Carlson, UMAA executive director, should call Donna Peterson, the University's state relations director, to obtain her feelings about the UMAA contacting the press on this issue. The UMAA will immediately assemble background information and "talking points" on regent selection to share with appropriate parties.

On February 2, 1996, four UMAA officers met with three regents. Huntrods updated the Executive Committee on the topics discussed:

- Presidential search: the regents indicated that alumni would be involved but it was unclear if there would be an official search committee. They are using a consultant, and they reserve all rights as to how the process will unfold once the consultant is appointed. The Executive Committee agreed that Mona should call Regent Chair Tom Reagan to follow up on the letter she sent previously requesting alumni participation in the search.
- Code of Ethics policy: A lack of consensus remains as to how the new policy will be applied. Huntrods will meet individually in April with Regent Julie Bleyhl, who feels under personal attack by alumni association in this area, since she is a legislative director for the American Federation of State County & Municipal Employees (AFSCME). Alumni reminded the regents that perception of conflict of interest is as important as reality; Regent Bryan Neel said, "if you perceive a problem, call us up."
- Facilities: The Gateway and the University's steam plant were discussed.
- Roundtable: The regents feel that continuing to discuss current issues is useful; they did not strongly endorse nor rule out a futuristic roundtable.

### Legislative Advisory Committee

Howard Juni, Legislative Advisory Committee chair, reported that calls-to-action have been sent out requesting that alumni voice their support for the Academic Health Center's supplemental budget request. Carlson reported that the UMAA is assisting Governor Carlson's office in lobbying citizens to support both the University's Academic Health Center and Women's Athletics Facilities budget requests.

### Gateway

Carlson reported that the Gateway precinct plan will be presented to the Regents Facilities Committee on March 7, 1996, and the full board on March 8, 1996. The regents will take a final vote at their April meeting. The Gateway Steering Committee hopes to select an architect and begin fund raising by June.

There was extensive discussion regarding ownership of the Gateway. Diane Fisher, UMAA finance and operations director, and John Bergstrom, UMAA secretary; questioned whether ownership of the building was the optimal arrangement for the UMAA. It was agreed that the UMAA should discuss the ownership issue with an attorney as soon as possible. The committee directed Margaret Carlson to facilitate the discussion and bring recommendations back to the Executive Committee.

### Membership

Anderson reported that membership totals 33,462 as of today. February and March are heavy promotional periods, and 34,000 members are anticipated by the end of March. Roxann Goertz, Marketing Committee chair, noted that the Gateway public relations campaign will be a good opportunity for the UMAA to pull all of its publicity together.

### National President

Mona referred to the handout entitled "Access, Choice and Quality: University of Minnesota Tuition and Financial Aid Policies." It was agreed that this is an important and timely issue. The UMAA will ask Peter Zetterberg, University associate vice president for planning, to update the national board on March 23, 1996.

Mona also reported on her trips to visit alumni in Arizona and Florida.

### Executive Director

- Carlson introduced Tom Garrison, the new UMAA communications director. Garrison is working closely with University Relations on redesigning *Update* to better serve alumni. The UMAA has also recently hired Mark Banker, special events program associate; and Tamara Kelly, membership operations administrator.
- A representative from the Penn State Alumni Association met with UMAA staff on membership strategies to help us reach our goal of 50,000 by the year 2000. At Penn State, every activity has a membership impact statement that is built into the initial planning; the UMAA plans to adopt this strategy.
- Since Mel George has retired, Carlson and the other Institutional Relations directors will now report to University President Nils Hasselmo through Mike Bognanno, the president's chief of staff.
- The Long Range Financial Planning Task Force and its membership, magazine, and outreach subcommittees continue to meet. The full task force next meets on March 8.
- The Nominating Committee needs assistance in identifying outstanding female alumni to serve as potential UMAA board members and officers. Carlson asked the group to suggest names to her or Mona.
- Carlson, Vern Sutton, director of the School of Music, and College of Liberal Arts staff members met with Terry Randolph, Yanni's agent, regarding reconnecting Yanni with the University. Carlson anticipates that Yanni will agree to perform at a UMAA annual meeting some time in the future.

Mona adjourned the meeting at 9:15 a.m.

Submitted by,

Cheryl Jones, Executive Assistant

for John Bergstrom, UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
NATIONAL BOARD MEETING  
Saturday, March 23, 1996  
8:30 a.m. to 12:00 noon  
Mississippi Room, Coffman Memorial Union**

Board Members Attending

Bergstrom, John  
Bettin, Kris  
Bregmann, Mark  
Brown, Concha  
Craig, Peggy  
Erkkila, Dan  
Garland, Ray  
Fountain, Jean  
Goertz, Roxann  
Huntrods, Ann  
James, Katherine  
Johnson, Carol  
Jones, David  
Lager, Mark  
Laukka, Larry  
Mendis, Patrick  
Moe, Tom  
Mona, Linda  
Olseth, Dale  
Rogne, Kirsten (for Howard Juni)  
Sasseville, Kati  
Sharpe, Wendy  
Smith, Charlie (for Bruce Hawkinson)  
Jerry Sosinski (for Tony Yapel)  
Stirratt, Jim  
Streifel, Andy (for Patricia Todd)  
Tennyson, Joe  
Trammel, Marv  
Tulashie, Ted

Board Members Unable to Attend

Adams, Carl  
Beaulieu, David  
Campbell, Jim  
Couture, Steve  
Craig, Mary  
Flinn, Mary  
Gibilisco, Joe  
Green, Curt  
Kiedrowski, Jay  
Krueger, Keith  
Lindgren, Richard  
McGregor, Audrey  
Musel, Matt  
Whitney, Dick

UMAA Staff Attending

Allen, Mark  
Anderson, Al  
Carlson, Margaret  
Coughlan-Smith, Chris  
Cunningham, Elaine  
Fisher, Diane  
Garrison, Tom  
Hayes, Angela  
Jones, Cheryl  
Kranz, Carmela  
Maxwell, Carla  
Mische-Riebel, Terri  
Parker, Tara  
Pierce, Angela  
Pocras, Rachel  
Robertson, Frank  
Scalzo, Teresa  
Winters, Lori

UMAA Staff Unable to Attend

Banker, Mark  
Burgett, Bob  
Jay, Sam  
Ludke, Jay

Other Staff Attending

Fischer, Jerry  
Zetterberg, Peter

University of Minnesota Alumni Association (UMAA) National President Linda Mona called the meeting to order at 8:35 a.m.

### **Consent Agenda**

The consent agenda included the January 20, 1996 national board meeting minutes and the UMAA and Alumni Club January 1996 internal financial statements. All were approved as mailed.

### **Fiscal Year 1996 Budget Revision**

Diane Fisher, UMAA Finance and Operations Director, explained that the 1995-96 budget has been revised to reflect a better-than-expected balance of approximately \$275,000 primarily due to increased revenues from credit card signups. The revised budget was approved.

### **Articles of Incorporation and Bylaws Revision**

Amendments to Articles III and VI were suggested and approved, and the Articles of Incorporation and Bylaws were approved as amended.

### **Nominating Committee**

The following slate of officers, at-large members, and regional representatives to the 1996-97 national board was presented and approved:

#### **Officers**

President	Marvin Trammel
President-elect	Ann Huntrods
Vice President	Jim Stirratt
Vice President	Tom Moe
Secretary/Treasurer	John Bergstrom
Past President	Linda Mona

#### **At-Large Members**

1994-97	Judy Martin Ventres (filling Tom Moe's unexpired term per his officer status)
1996-99	Jean Fountain (renewing current appointment)
1996-99	Dale Bachman
1996-99	Roger Erickson

#### **Regional Representatives: 1996-99**

NW Minn	Dan Erkkila (renewing current appointment)
SW USA	David Madson
NW USA	Brian Osberg

### **Alumni Club**

Al Anderson, UMAA membership and marketing director, reported that Alumni Club membership has steadily declined since the club moved from the IDS Tower to the Minneapolis Athletic Club, despite a re-dedicated sales effort since November 1995. The Club is currently operating at a loss. Anderson explained that the UMAA executive committee requests that the national board authorize them to prepare a cost/benefit analysis and determine whether the club should close as of June 30, 1996, which is the end of the fiscal year and is also the time that many annual club memberships are renewed.

There was considerable discussion, including usage patterns and possible alternatives to the existing club. Following discussion, it was agreed to allow the executive committee to proceed with studying and deciding whether or not to close the club.

### **UMAA Membership Data Base**

Jim Stirratt, UMAA Treasurer, and Anderson reported that the UMAA finance committee has recommended that the UMAA proceed with purchasing the new IMIS data base system. Estimated costs are for hardware upgrades (\$65,500 to be taken from the Adrian Butz fund); software, modifications, and implementation (\$160,200 to be taken from the General Endowment Fund); and on-going operational costs (\$57,000). Anderson reviewed the numerous benefits of the new system, which include the capability to track a wider variety of alumni information, maintain up-to-date data, and allow the entire UMAA staff to work off the same system.

### **Tuition and Financial Aid Policies**

Mona introduced Peter Zetterberg, University of Minnesota associate vice president, who is currently on loan to the Office of Planning and Analysis. Board members introduced themselves by indicating when they graduated and the amount of tuition paid as a student.

Zetterberg explained that state support for higher education will continue to decrease, while tuition has doubled since World War II. In setting tuition and financial aid policies, the University must consider the needs of future generations, as well as the needs of current students. It is important to protect the University's future as well as ensure access, choice, and quality for today's students. The key issue is how can the University maintain access to its educational programs and intellectual resources while also preserving their quality? According to Zetterberg, these objectives can both be obtained if the University is willing to adopt a high tuition/high aid policy uses tuition revenue, directly or indirectly, to fund a need-based financial aid program, thereby making tuition higher than it would otherwise have to be. This has been dubbed "high tuition/high aid," which unfortunately is a loaded phrase. "Higher tuition/higher aid" would probably be more appropriate.

Zetterberg explained that the only student who really benefits from a low tuition policy is the affluent student. Student have other sources of financial assistance available, also, including employment, loans, grants, reciprocity, scholarships, employer tuition benefits, etc. A policy of high tuition/high aid is not a mandate for the University to set tuition wherever it wants; the University has done sophisticated market studies.

There was considerable discussion about the term "high tuition/aid," which is a commonly used term nationwide, including: employment as aid; how undergraduates and graduates differ in how they are affected by financial aid policies; the availability of loans and grants; the impact on the middle class; low tuition and its affect on quality; legislative concerns; the help that private support/gifts can provide; and special tax advantage programs for tuition savings.

There is a high need to educate the public as to the kinds of financial assistance available as well as the importance of saving early for college. Alumni can help by educating people about financial aid issues and reminding them that the University is doing the best it can to meet the challenges of diminishing state support and higher costs.

### **Gateway**

Larry Laukka, Gateway Steering Committee chair, reported that the Board of Regents Facilities Committee endorsed the Gateway/Alumni Center project on March 7, 1996. The final vote will be taken at the regents meeting in April. The following committees are in place: the Precinct Development Committee, chaired by Roger Paschke; Gateway Steering Committee, chaired by Laukka; and the Housing/Retail Development Committee, chaired by Ron Campbell.

The "Request for Qualifications" will be sent next week and an architect will be selected by June 1. Laukka anticipates that the regents will vote on project schematics in November, 1996 and that construction will begin in the spring of 1997 and be completed by the fall of 1998. Fund raising will begin simultaneously with architect selection. Laukka thanked Concha Brown, national board representative for the Allied Health Alumni Society, for their recent contribution of \$1,500 to the Gateway project.

There was discussion regarding the Gateway name and its fit into the University community; ownership issues; and financial/budgeting issues. Laukka explained that the UMAA finance committee, executive committee, and the national board will approve Gateway budgeting and financial forecasting information.

### **Membership**

Anderson reported that UMAA membership totaled 34,502 as of today. He reviewed recent promotions and explained that several new initiatives are expected to prove very valuable to membership: the new data base; a proposal to affiliate with the Law School; and new member benefits such as long-distance phone service.

### **Morse-Alumni Awards Celebration**

Cheryl Jones, UMAA executive assistant, invited board members to attend the Morse-Alumni Awards ceremony on April 22, 1996. The UMAA has helped fund these annual undergraduate teaching awards since 1987, when the Amoco Foundation could no longer continue to do so. This year the UMAA was asked by University President Nils Hasselmo to help plan a larger and more celebratory awards program. A special lapel pin has been designed for all past and current award winners, and all of the past award recipients will be honored.

### **Annual Meeting**

Mona reminded the board members that the 1996 Annual Meeting will be held on April 25, 1996. CBS television commentator Charles Osgood will be the keynote speaker. Mona encouraged all board members to work with their groups to buy tables and support the event. Registration materials were distributed.

### **University Issues Committee**

Ann Huntrods, University Issues Committee chair, reported as follows:

- The regents have said that alumni will play a role in the University's search for a new president, but that role has not yet been defined.
- A bill involving regent selection that has been introduced at the legislature is of concern because there is a clause stipulating that sitting regents be automatically forwarded to continue to serve. UMAA volunteers have expressed their concern to the Regent Candidate Advisory Council. The UMAA will carefully monitor the progress of this bill and express their concern to key policy makers. There was discussion about the regent selection process and the politicalization of the process.

### **Legislative Report**

Carla Maxwell, UMAA legislative network coordinator, reported that a conference committee will recommend that \$8.6 million dollars be given to the Academic Health Center. She commended the legislative network members for their efforts and distributed a new action alert which asks volunteers to urge legislators to give fair consideration to the University.

### **University Update**

Mario Bognanno, chief of staff for University President Nils Hasselmo, reported as follows:

- The regents have hired Korn-Ferry, Inc. to guide the process of searching for a new University president. It is hoped that the new president can be appointed by February of 1997 so that he/she can work together with President Hasselmo until he retires at the end of the fiscal year.
- Bill Brody, health sciences provost, is a finalist for the Johns Hopkins University presidency; he will interview in Baltimore next week.
- Tenure is a hot issue. The University has no intention of getting rid of tenure, but the regents want policies softened and public understanding of tenure--and accountability--enhanced. The Faculty Senate is currently discussing the tenure issue, and the regents want to address it in May, June, and July.

### **Executive Director**

Margaret Carlson thanked Linda Mona, Larry Laukka, and Ann Huntrods for their special volunteer contributions over the past two months. She also reported as follows:

- All Institutional Relations units are working together on a public relations strategic initiative for 1996-2004 that will include upcoming legislative requests, the transition of University presidents, the launching of the capital campaign, the 150th anniversary of the institution, and the 100th anniversary of the UMAA;
- The University has signed a \$28 million dollar deal with Midwest Coca Cola Bottling Company; \$6 million dollars will be contributed up-front for student relations initiatives; the UMAA has asked McKinley Boston if we might participating in determining where the money is directed.
- Carlson has met with Vern Sutton, director of the School of Music; College of Liberal Arts staff members; and Terry Randolph, manager for Yanni; to discuss reconnecting Yanni with the University. The result of this meeting is that Sutton will soon meet with Yanni in Los Angeles; it is possible that Yanni will agree to perform at a future UMAA annual meeting.
- The May/June issue of *Minnesota* is hot off the press. Carlson thanked Teresa Scalzo, UMAA associate editor, for her work on this issue in the interim between Jean Marie Hamilton's departure as editor and Tom Garrison joining the staff.
- *Legacy*, the University of Minnesota Foundation's (UMF) new newsletter for donors has just been printed. Carlson complimented the UMF staff on this informative and attractive publication.
- The Minnesota Medical Foundation (MMF) has hired Brad Choate of Penn State University as their new President and CEO; he begins on April 1, 1996.
- Although the UMAA's public policy/advocacy initiatives have been served very well by consultants Jim Day and Carla Maxwell, Carlson has determined that the UMAA needs to hire a full-time, in-office staff member to provide complete direction to this important area. Board members will receive the position announcement in the mail within the next several days. Carlson hopes to have a public policy director hired by mid-May. She thanked Day and Maxwell on jobs well done.

**National President**

Linda Mona reported the following:

- John French, UMAA past president, is serving on the search committee for the dean of the College of Liberal Arts;
- Mona thanked John Bergstrom, UMAA secretary, for his work on the UMAA's Long-Range and Financial Planning Task Force;
- The recent alumni events in Florida and Arizona, which Mona attended, were very successful. There was great attendance and wonderful collaboration with the UMF. Mona thanked UMAA program directors Rachel Pocras and Lori Winters for their work on these events.
- The two remaining fiscal year 1996 national board meetings will be held on May 4 and June 20 (changed from June 25).

Following the singing of the *Minnesota Rouser*, Mona adjourned the meeting at 12:00 noon.

Submitted by,

Cheryl Jones  
Executive Assistant

for

John Bergstrom  
UMAA Secretary

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

## EXECUTIVE COMMITTEE

April 18, 1996

7:30 a.m.

Shandwick USA

### Committee Members Attending

Bergstrom, John  
Roxann Goertz  
Huntrods, Ann (via speaker phone)  
Juni, Howard  
Laukka, Larry  
Mona, Linda  
Stirratt, Jim

### UMAA Staff Attending

Anderson, Al  
Burgett, Bob  
Carlson, Margaret  
Fisher, Diane  
Garrison, Tom  
Jones, Cheryl

### Committee Members Unable to Attend

Erkkila, Dan  
Trammel, Marvin

University of Minnesota Alumni Association (UMAA) National President Linda Mona called the meeting to order at 7:30 a.m.

### Consent Agenda

The consent agenda included the February 29, 1996, executive committee meeting minutes and the February, 1996, internal financial statements for the UMAA and the Alumni Club. Both were approved as mailed.

### Membership

Al Anderson, UMAA marketing and membership director, reported that the membership total as of April 17, 1996, is 35,049.

### FY 97 Goals and Objectives

Margaret Carlson, UMAA executive director, reviewed the UMAA's preliminary goals and objectives for 1996-97. There was discussion relating to the new data base that the UMAA plans to purchase. Jim Stirratt, UMAA treasurer, and Carlson noted that installing and implementing the data base will be a complicated and involved process for the UMAA staff; however, the system should benefit all facets of the organization.

The draft plan of the goals and objectives will be presented to the national board for preliminary approval on May 4, 1996. An operating budget--based on the 1996-97 plan--will then be finalized and presented to the executive committee and national board in June.

### Alumni Club

Anderson reported that the Alumni Club key volunteers met yesterday to discuss the future of the club. In summary, the club is currently operating at a loss and both membership and use continue to decline. The group recommends that the club be closed as of June 30, 1996.

There was considerable discussion regarding the process for closure, including notification of members, liquidation of assets, use of the fund balance, and alternative ways that alumni might be provided special access to University meeting space. It was agreed that the core group of club users should be contacted personally before general notification of closure, and the need for confidentiality was stressed. The recommendation to close the University of Minnesota Alumni Club as of June 30, 1996 was approved.

### **Gateway**

Larry Laukka and Jim Stirratt reported that Laukka and Fred Friswold met with the UMAA Finance Committee on April 5, 1996, to update committee members on the progress of the Gateway Financing Committee. The UMAA will need to assume the following obligations: participate with the University of Minnesota Foundation (UMF) and the Minnesota Medical Foundation (MMF) in raising \$7 million in contributions; assume an annual rent of \$302,000 or a reduced rent of \$153,500 if the \$7 million fund raising goal is met; assume the cost of all UMAA office furnishings; contribute a pro-rated share of the up-front development costs to get construction underway (currently estimated to be \$1.5 million); and contribute to a portion of the furnishing of the Heritage Gallery and other common space. The Finance Committee endorsed the conceptual framework as presented by Friswold.

Laukka reported that the Board of Regents approved building the Gateway on April 12, 1996. On May 7, the Architect Selection Committee will meet to select architects that will be invited to interview on May 30; the architect will be decided upon by May 31. An RFP (request for proposal) will be sent to builders/contractors in late May, as the design work will be done in conjunction with the architect.

The financial issues will be resolved in time to present to the UMAA national board on June 20. It was noted that the UMAA needs to proceed with diligence as the financing and funding issues are considered and resolved. The UMAA will be represented by staff and/or volunteers on all Gateway-related committees. Following more discussion, the executive committee ratified the approval of the UMAA Finance Committee and authorized the Gateway Steering Committee to proceed with resolving financial and other issues.

### **Advocacy/University Issues**

Ann Huntrods, University Issues Committee chair, thanked the volunteers and staff for their efforts in relation to the University's proposal to close General College. An editorial signed by Linda Mona appeared in *Star Tribune* on April 11, 1996. Two clear messages were delivered from the UMAA: 1) that restructuring discussions do need to take place at the University, and 2) that attention must be given not only to access, but to retention and graduation.

On April 11, several UMAA executive committee members had lunch with the Board of Regents. Huntrods said that this meeting was a mixed success. The good news is that the regents are listening to the UMAA, but the bad news is that we do not believe that they properly framing issues. (For example, they voted not to proceed on the General College

debate because the administration had not done adequate prior consultation. They did pass a resolution that read, "Be it resolved, that the Board of Regents directs the administration to stop the current process directed toward the 'proposed phase out of General College' and restart an inquiry of how best to serve the needs of under prepared students in collaboration with all affected communities and other educational systems, both secondary and post-secondary.")

The regents are holding an open forum on budgeting on April 25. It was agreed that a UMAA volunteer should testify at this meeting about the continued need to restructure.

There was considerable discussion about the UMAA's independence and advocacy, UMAA's relationship to the regents, the image of the University, and the search for a new University president. It was agreed that the heart of all of these issues is regent selection and University governance. Addressing this issue will be a critical goal for the UMAA in 1996-97. A blue ribbon task force will be formed per regent selection issues.

### **Executive Director**

Margaret Carlson reported as follows:

- On April 22, the UMAA will co-sponsor the Morse-Alumni Awards Celebration at the Ted Mann Concert Hall. All UMAA board members are invited to attend.
- 1,200 attendees are expected to attend the UMAA Annual Meeting on April 25.
- University faculty are holding meetings on tenure. This is an emotionally charged issue across the higher education spectrum, not just at the University of Minnesota--however, this institution is addressing the issue in the most assertive manner.
- Brad Choate has just joined the MMF as it's president. Choate comes to the University from Penn State University.
- The UMAA has just signed its lease with the Campus Club for the next fiscal year; the University has agreed to continue to pay the full rent.
- On May 4, two regents will lead a discussion at the UMAA national board meeting on presidential succession. The UMAA will send another letter to Regent Chair Reagan requesting official representation on the presidential search committee.
- On May 16, the UMAA will host a welcome dinner for new University administrators Nancy Barcelo, Jessica Bailey, and Stephanie Lieberman. UMAA board members are encouraged to attend.
- 50 applications have been received for the public policy/legislative network position. The goal is to have this staff member on board by July 1.

### **Old Business**

Laukka reported that Roger Erickson has agreed to serve as an at-large representative to the national board. Erickson will not be able to attend Saturday morning board meetings because of his radio show, so other forms of participation will be discussed with him.

### **Adjournment**

Mona thanked the UMAA staff for their hard work over the past several months and adjourned the meeting at 9:20 a.m.

Page 4  
UMAA Executive Committee  
April 18, 1996

Submitted by,

Cheryl Jones, Executive Assistant

for

John Bergstrom, UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
92nd Annual Meeting**

April 25, 1996  
Gibson/Nagurski Football Complex  
University of Minnesota  
Minneapolis, Minnesota

The 92nd annual meeting of the University of Minnesota Alumni Association (UMAA) began with a reception that included a variety of University exhibits and entertainment by the alumni band. The meeting was called to order by UMAA National President Linda Mona who welcomed the 1,600 attendees. She introduced the 1995-96 alumni association officers and guests at the head table: Ann Huntrods, second vice president; Jim Stirratt, treasurer; Nils Hasselmo, University of Minnesota president; Charles Osgood, keynote speaker; John Williams, WCCO; Larry Laukka, past president; John Bergstrom, secretary; and Margaret Carlson, UMAA executive director.

Mona thanked the many organizations and individuals who helped to plan and implement the annual meeting. Special thanks were extended to WCCO-Radio; Midwest Coca Cola Bottling Company; and UMAA national board members Joe Gibilisco and R. C. Johnson, who chaired the ticket sales.

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION YEAR IN REVIEW**

Mona noted that this year the UMAA began using quarterly videotapes to connect with alumni nationwide. She presented the UMAA 1995-96 Year in Review in video format for the first time.

**ELECTION OF 1996-97 OFFICERS AND DIRECTORS**

Mona announced the 1996-97 slate of officers forwarded by the UMAA Nominating Committee and elected by the national board of directors on March 23:

President	Marvin Trammel
President-elect	Ann Huntrods
Vice President	Jim Stirratt
Vice President	Tom Moe
Secretary/Treasurer	John Bergstrom
Past President	Linda Mona

The slate of new board members was introduced, voted upon, and approved by those present:

At-Large Member	Jean Fountain (reappointment)
At-Large Member	Dale Bachman
At-Large Member	Roger Erickson
At-Large Member	Judy Martin Ventres
Geographical Representative	Dan Erkkila (reappointment)
Geographical Representative	Brian Osberg
Geographical Representative	David Madson

## **UNIVERSITY PRESIDENT**

Mona introduced University President Nils Hasselmo. Hasselmo expressed special appreciation to Charles Osgood and the WCCO "Sunday Morning" show for featuring the University Opera's production of "Tender Lands." He also thanked alumni for the University's good showing in the last legislative session: "The conference committee bill provided more than either the House or the Senate bills, a result I believe was substantially influenced by the hundreds of persuasive calls, letters, and personal contacts by the University of Minnesota Alumni Association's Legislative Network."

Hasselmo also described how efforts to improve the undergraduate educational experience are paying off. The University has invested over \$10 million in undergraduate education. The result is that classes are smaller and better taught. Seventy percent of Twin Cities campus freshmen now live on campus, up from less than 50 percent. Freshmen are coming to the University better prepared, and freshmen applications are up 10 percent, bucking a national trend. The University has met and exceeded its enrollment goals for students of color, and graduation rates are going up.

Hasselmo explained that next year's legislative session will decide biennial budgets, so the future of the University in the 21st century is in the balance. A biennial request will be put together over the next several months which will specifically define the University's specific responsibilities in Minnesota's higher education system. The University needs to find more ways to self-finance, including more vigorous partnerships with the public and private sectors, corporations, and donors. And, the University needs to continue to find money within the budget to reallocate for high-priority investments in research, education, and outreach.

Hasselmo praised alumni as the "University's finest result." He said that alumni are the University's best ambassadors, and he thanked the attendees for carrying the message about the University's achievements and importance.

## **ALUMNI SERVICE AWARD PRESENTATION**

President Hasselmo presented the University of Minnesota Alumni Service Award to Larry Laukka, 1994-95 UMAA national president.

## **KEYNOTE ADDRESS**

Mona introduced John Williams, host of WCCO-Radio's "Morning Show." Williams introduced Charles Osgood, host of the CBS television program *Sunday Morning* and of CBS Radio's *The Osgood File*. Osgood played his banjo, told stories about his many years in broadcasting, and repeating an inspirational story in his trademark rhyming style. "I believe that the major obstacle that stops us from reaching our full potential is our own underestimation of what is possible for us to achieve," he said by way of introduction to a tale of an eagle's egg that wound up in the nest of a barnyard hen:

"The eagle hatched and grew up with a brood of chicks, and though he didn't look at all the same, he scratched the earth for worms and bugs, and played the chicken's game. The eagle clucked and cackled; he made a chicken sound. He thrashed his wings, but only flew some two feet off the ground. That's as high as chickens fly, the eagle had been told. The years passed, and one day, when the eagle was old, he saw something flying very high and

making great majestic circles in the sky. He'd never seen the likes of it. 'What's that?' he asked in awe, while he watched in wonder at the grace and power that he saw. 'Why, that's an eagle,' someone said. He belongs up there, it's clear, just as we chickens belong earthbound down here. The old eagle just accepted that; most everybody does, and he lived and died as a chicken, for that's what he thought he was."

Osgood concluded by asking the audience to "remind people that they are eagles."

Mona thanked Osgood for entertaining the audience with style and panache, and presented him with a sampling of literature from the University of Minnesota Press.

### **PASSING OF THE GAVEL**

Mona explained that Marvin Trammel, incoming UMAA national president, is recovering from heart bypass surgery and was not able to attend tonight. Instead, Larry Laukka, past president, returned to the podium to help conclude the program. Laukka wished Trammel a speedy recovery and thanked the UMAA and the University for his Alumni Service Award. On behalf of the UMAA, he thanked Nils and Pat Hasselmo for their leadership and service to the University of Minnesota over the past eight years. Finally, Laukka thanked Mona for her service as UMAA national president, stating that she has led the association this year with a unique combination of knowledge, talent, spirit, dedication, and energy. He gave special recognition to Mona's travel to the Pacific Rim as a member of the University's official delegation, and presented her with an engraved Regent's Seal watch in recognition of her presidential service.

### **ADJOURNMENT**

Mona thanked everyone for attending and closed the annual meeting with "Minnesota Hail to Thee," assisted by the University of Minnesota Band Alumni.

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
NATIONAL BOARD MEETING

Saturday, May 4, 1996

8:30 a.m. to 12:00 noon

Campus Club, Coffman Memorial Union

Board Members Attending

Bergstrom, John  
Bettin, Kris  
Bregmann, Mark  
Brown, Concha  
Craig, Peggy  
Erkkila, Dan  
Flinn, Mary  
Gibilisco, Joe  
Goertz, Roxann  
Green, Curt  
Hawkinson, Bruce  
Huntrods, Ann  
James, Katherine  
Johnson, Carol  
Johnson, R.C.  
Jones, David  
Juni, Howard  
Kiedrowski, Jay  
Lager, Mark  
Laukka, Larry  
McGregor, Audrey  
Mendis, Patrick  
Moe, Tom  
Mona, Linda  
Musel, Matt  
Sasseville, Kati  
Sharpe, Wendy  
Tennyson, Joe  
Todd, Patricia  
Tulashie, Ted  
Whitney, Dick  
Yapel, Tony

Board Members Unable to Attend

Beaulieu, David  
Couture, Steve  
Craig, Mary  
Garland, Ray  
Fountain, Jean  
Krueger, Keith  
Lindgren, Richard  
Olseth, Dale  
Stirratt, Jim  
Trammel, Marvin

UMAA Staff Attending

Allen, Mark  
Anderson, Al  
Banker, Mark  
Burgett, Bob  
Winters, Lori  
Carlson, Margaret  
Coughlin-Smith, Chris  
Cunningham, Elaine  
Fisher, Diane  
Garrison, Tom  
Hayes, Angela  
Jay, Sam  
Jones, Cheryl  
Kranz, Carmela  
Ludke, Jay  
Parker, Tara  
Pierce, Angela  
Robertson, Frank

UMAA Staff Unable to Attend

Scalzo, Teresa

Other Staff Attending

Bosacker, Steve  
Hasselmo, Nils  
Fischer, Jerry  
Kraus, Carol

Guests

Regent Patricia Spence

University of Minnesota Alumni Association (UMAA) National President Linda Mona called the meeting to order at 8:35 a.m.

### Consent Agenda

The consent agenda included the March 23, 1996, national board meeting minutes; the February, 1996, internal financial statements for the association and club; and the notification of closure of the University of Minnesota Alumni Club as of June 30, 1996. All were approved as mailed.

### University of Minnesota Presidential Search

Members of the Board of Regents are traveling around the state, meeting with various constituent groups to obtain feedback on the desired characteristics of leadership for the next University president. Regent Patricia Spence; Steve Bosacker, Board of Regents executive director; and Carol Kraus, Board of Regents administrator, were guests at the meeting.

Regent Spence asked the board members to consider four questions: What are the major challenges facing the University of Minnesota? What kind of person will be best prepared to address these challenges and issues and to provide leadership of the University? What is there about this University that should attract the interest of outstanding candidates? What professional experiences and personal attributes would the best president candidates be able to demonstrate? The following summarizes the discussion:

#### Major Challenges Facing the University:

- Staff and faculty retention
- Upkeep of buildings; facilities renewal
- Rebuilding the curriculum
- Relationship with Board of Regents
- Mission definition
- Collaboration with MnSCU system; avoid redundancy in the overall higher ed system; take lead to bring coordination to the whole
- Financial picture--declining state resources
- Recruiting and retaining people of color on staff
- Greater cooperation with K-12
- Improving quality of the U--#1 goal
- Working with faculty--tough issues such as tenure and low morale

#### What Kind of Person Would be Best Prepared to Lead?

- Can deal with criticism in positive and constructive way
- Ability to build strong relationship with Board
- Private sector (CEO) leadership
- Personally loyal to U
- Experienced leader
- Rooted academically, internationally recognized scholar
- A healer
- A community-builder, both internally and externally
- Personable
- Able to marshal great talent

What about this University will attract outstanding candidates?

- Some of top faculty in country
- Fine medical school faculty and hospital
- Alumni
- "Headquarters town" for business, arts, etc.
- "The living laboratory"--no other U in the middle of this type of business community
- International reputation of state
- Jewels that are the coordinate campuses
- Outreach arm is reviewed as national model
- How a land-grant institution connects to every county in the state
- The people: concerned and devoted alumni, workers

What professional experiences and personal attributes would the best president candidates be able to demonstrate?

- Adaptive to change in a proactive way
- Strong emotional commitment to this institution
- Gut emotional attachment, passion
- Charismatic--able to pull groups together

Regent Spence thanked the board members for their input. The Regent's office will compile all of the feedback that they receive from various groups into a "Statement of Desired Leadership Characteristics." They hope to hire a new president by next January.

University Issues Committee

Ann Huntrods, University Issues Committee chair, thanked Joe Tennyson, who provided alumni testimony on the need to continue restructuring at the University at the Regents Open Form on April 25, 1996. Huntrods reported that the Kinkel Bill died at the legislature; the issue of regent selection is now getting legislative attention. The University Issues Committee will sponsor a concentrated review of regent selection in 1996-97.

Members of the UMAA executive committee met for lunch with members of the Board of Regents and University administration on April 11, 1996. Huntrods reported that this meeting was a mixed success. In regard to the University's proposal to close General College, the UMAA's position was to keep the issue on the table for fair discussion. The Board of Regents, however, directed University President Nils Hasselmo to withdraw the proposal indefinitely. The University will continue to address restructuring issues and student success.

Legislative Update

Howard Juni, Legislative Advisory Committee chair, reported that University achieved great success at the legislature this year with the bonding request, the special appropriation for the Academic Health Center, and the athletic facilities. He distributed the *1996 Legislative Summary*, prepared by the Office of State Relations. Juni asked the board members to approve the slate of candidates for the UMAA's "1996 Legislator of the Year" award: Senators Cal Larson and Leroy Stumpf and Representatives Dave Bishop and Steve Kelley. These recommendations were approved. The awards will be presented at the national board meeting on June 20, 1996.

### **Gateway**

Larry Laukka, Gateway Steering Committee chair, reported that a subcommittee will meet on May 7, 1996, to review the 16 Requests For Qualifications (RFQ) that have been submitted and develop a "short list" of teams to interview on May 30, 1996. The chosen architect will prepare documentation and drawings over the summer. Fund raising, chaired by Dale Olseth, will also begin early this summer; several key alumni will be asked to assist Olseth in the solicitations. The Gateway financing and ownership issues are very close to being worked out.

Following discussion, Laukka recommended that the board members approve the Gateway Conceptual Framework as mailed and give the Gateway Steering Committee authority to enter into contracts, within the parameters of the conceptual framework, on the UMAA's behalf. This recommendation was approved.

### **1996-97 UMAA Goals and Objectives**

Margaret Carlson, executive director, reviewed the UMAA's draft goals and objectives for FY97. The budget will be finalized in the next month, and the final 1996-97 goals, objectives, and budget will be presented to the UMAA Executive Committee on June 13 and the national board on June 20, 1996.

There was discussion about increasing and upgrading visibility, trying new things with the media, and parlaying such challenges as regent selection and building the Gateway into public relations opportunities. The UMAA Marketing Committee and Communications staff will consider these points prior to finalizing the FY97 budget.

### **Membership**

Al Anderson, UMAA Marketing and Membership Director, reported that membership totals 34,869 as of the end of April, 1996. Anderson is optimistic about reaching the UMAA's goal of 36,000 by June 30, 1996. Law School alumni will be solicited in the near future, and meetings are being held with Law School administrators to discuss affiliating with the UMAA. Currently, they are the only degree-granting collegiate unit not affiliated with the UMAA.

### **Executive Director**

Carlson congratulated Mona on receiving the University of Minnesota Outstanding Achievement Award on May 2, 1996. Carlson also complimented and thanked the UMAA staff for their extra effort and hard work on many events and activities during the past several weeks, including the annual meeting and the Morse-Alumni awards celebration.

### **'U Connect' Winter Video**

Elaine Cunningham, UMAA public relations program director, showed the UMAA winter video featuring University president Nils Hasselmo. Distribution of the 'U Connect' videos will soon be expanded to include some organizations and communities in the Twin Cities area.

### **University President Nils Hasselmo**

Hasselmo thanked the UMAA volunteers and staff for their support and for all of the connection that has been achieved this year. He expressed special appreciation for the

annual meeting, for community visits to such areas as Grand Rapids and Monticello, and for the legislative network. Hasselmo discussed the following:

- The tenure issue needs to be sorted out carefully. The University needs to strike the right balance and determine how many tenured faculty it can afford to maintain.
- Contract negotiations with the Fairview health care system are still in process.
- The University is beginning to prepare the biennial request for 1998-99. The University plans to use this request as a communications opportunity to put the University's agenda before the legislature, the governor, and the state.
- University administrators are meeting with local businesspeople and entrepreneurs about a new type of liberal undergraduate education that focuses on "education for work." A staggering need for the University to invest in information technology is indicated.
- Frank Cerra, Medical School dean, has been named the new provost of the Academic Health Center, effectively immediately.
- Ettore Infante, vice president for academic affairs, is stepping down on July 1, 1996. Hasselmo will name an interim vice president in June.
- Searches are in progress for the deans of the College of Architecture and the College of Liberal Arts.

There was considerable discussion about a variety of issues, including the concept of lifelong learning; the University's ranking among other universities; how can the University focus yet remain true to its land grant mission; how to communicate the excellence of the University and maximize media attention; the University's plan to evaluate all aspects of its programs for minority students and partner with industry to increase opportunities for minority students; and General College, which is an issue of under-preparedness rather than minority students.

There was also considerable discussion about tenure. Hasselmo noted that the faculty are not a unified constituency in regard to tenure. Hasselmo's opinion is that what is needed is post-tenure review; clear specifications for reassignment and retraining; an extended probationary period; and clarification of who can be on the tenure track. The University cannot sustain an 80% tenured faculty rate.

Mona thanked President Hasselmo and adjourned the meeting at 11:55 a.m.

Submitted by,

Cheryl Jones, Executive Assistant

for

John Bergstrom, UMAA Secretary

# UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

## EXECUTIVE COMMITTEE

Thursday, June 13, 1996

7:30 a.m.

Shandwick USA

### Committee Members Attending

Erkilla, Dan  
Huntrods, Ann (via speaker phone)  
Laukka, Larry  
Mona, Linda  
Trammel, Marvin

### UMAA Staff Attending

Anderson, Al  
Burgett, Bob  
Carlson, Margaret  
Fisher, Diane  
Garrison, Tom  
Jones, Cheryl

### Committee Members Unable to Attend

Bergstrom, John  
Goertz, Roxann  
Juni, Howard  
Stirratt, Jim

University of Minnesota Alumni Association (UMAA) National President Linda Mona called the meeting order at 9:35 a.m.

### Consent Agenda

The consent agenda included the April 18, 1996, executive committee meeting minutes; the April 1996 internal financial statements for the UMAA and the Alumni Club; and the Fiscal Year 1996 Year-End Highlights. All were approved as mailed.

### Membership Report

Al Anderson, UMAA marketing and membership director, reported that membership is at 34,860 as of May 30, 1996; the June 30 membership goal is 36,000. Although we have increased membership by a net of 3,000+ since last year, which is encouraging, the results from spring mailings have been disappointing. The group discussed ways to attract young alumni; the UMAA's mentoring efforts should prove very beneficial in the long run.

### Fiscal Year 1997 Goals, Objectives, and Budget

Diane Fisher, UMAA finance and operations director, reviewed the UMAA's revenue sources for the coming year. There will be a \$45,000 decrease in the base funding from the University--which is consistent with the retrenching going on across the University.

Fisher noted that the FY97 plan and budget reflect more interconnectedness than ever before and new methods to increase visibility and connection such as:

- *M*, which has been upgraded to a color tabloid which will be mailed to 300,000 alumni households three times per year; the UMAA has four pages of news/information
- UMAA Home Page on the World Wide Web
- UMAA informational videos
- Use of radio
- Twin Cities business and community relations program
- Minnesota field operations programming
- Increasing/expanding the geographic outreach events, the mentor program, and the advocacy and legislative activity
- Gateway design, fundraising, and groundbreaking activities

The FY97 Goals, Objectives, and Budget were approved as mailed.

### Gateway Pre-Construction Costs

Fisher, reporting for Jim Stirratt, UMAA treasurer, presented a recommendation to approve the Gateway pre-construction budget and fund the project by drawing \$140,000 from the quasi-endowment portion of the U of M Alumni Fund. It was agreed that this recommendation be forwarded to the UMAA national board for approval on June 20, 1996.

### University History Project

Margaret Carlson, UMAA executive director, reported that the University has asked the UMAA to become a partner in writing the new history of the institution from 1951 to 2001, which will coincide with the 150th anniversary of the institution. In addition to in-kind assistance, such as marketing and promotion in *Minnesota* and *M*, the planning group has proposed a \$50,000 contribution to help defray the proposed cost of \$315,000. They have requested a like contribution from the University of Minnesota Foundation.

There was discussion regarding the importance of the project; credit and visibility for the UMAA, cost/affordability, and the potential sources of UMAA funds. It was moved that, dependent upon UMAA Finance Committee approval, the recommendation to contribute \$50,000 out of the operations budget over a four-year period be presented to the national board on June 20, 1996 (which was ultimately deferred as a business item since the scope of the project may change).

### Gateway

Laukka reported that Antoine Predock has been selected as the Gateway architect, in partnership with the local firm of Short-Elliott-Hendrickson, Inc. (SEH). Members of the local architectural community have expressed disappointment and concern that a non-alumni architect was selected. There was considerable discussion. Ann Huntrods noted that there is perception/history within the architectural community that University of Minnesota graduates are passed over for plum projects. Laukka believes that the decision of the Gateway Architect Selection Committee to hire Antoine Predock/SEH was the right and best decision.

### Outreach Committee

Dan Erkkila, Outreach Committee chair, reported that the UMAA had an extremely productive and active year. There was considerable discussion about the committee's proposed criteria for international chapters in regard to UMAA membership. It was agreed that membership is crucial to the future success of the UMAA and that the 25-member requirement needs to be added to international chapter criteria.

### University Issues/Legislative Advisory

Ann Huntrods, chair of the University Issues Committee, reported that a blue ribbon committee to address regent selection issues will be appointed immediately. A subcommittee to study tuition and financial aid will also be formed. The regents will announce the presidential search committee on June 13; the UMAA recommended that Ann Huntrods, Tom Moe, or Linda Mona fill the alumni seat on this committee.

**Executive Director**

Carlson reported the following:

- The Long Range Financial Planning Committee has been hard at work projecting the UMAA's revenue and expenses for the next five years; the committee will continue to meet over the summer. A report will be presented to the national board in the fall.
- Les Heen has been hired as the new legislative network/advocacy program director; he was recently committee administrator for the Senate Higher Education Division.
- Marvin Trammel, Mona, and Carlson will attend a regents' breakfast on June 13 at which tenure and desired presidential leadership characteristics will be discussed.
- Marvin Marshak, newly appointed interim vice president for academic affairs, will be asked if he would like the UMAA to host a welcome reception for him.
- The UMAA is now operating on summer hours; most UMAA staff members work 40 hours Monday through Friday noon and have Friday afternoons off. The office is covered with a student receptionist and several staff members who elected not to participate in summer hours.

Mona adjourned the meeting at 9:15 a.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

John Bergstrom  
UMAA Secretary

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION (UMAA)

NATIONAL BOARD OF DIRECTORS

Thursday, June 20, 1996

4:30 to 7:30 p.m.

Radisson Metrodome Hotel

Board Members Attending

Adams, Carl  
Bergstrom, John  
Bregmann, Mark  
Brown, Concha  
Fountain, Jean  
Gibilisco, Joe  
Goertz, Roxann  
Green, Curt  
Hawkinson, Bruce  
Huntrods, Ann  
James, Katherine  
Johnson, R.C.  
Jones, David  
Juni, Howard  
Kiedrowski, Jay  
Krueger, Keith  
Laukka, Larry  
McGregor, Audrey  
Mendis, Patrick  
Moe, Tom  
Mona, Linda  
Tennyson, Joe  
Todd, Patricia  
Trammel, Marvin  
Tulashie, Ted  
Whitney, Dick  
Yapel, Tony

Board Members Unable to Attend

Beaulieu, David  
Bettin, Kris  
Campbell, Jim  
Couture, Steve  
Craig, Mary  
Craig, Peggy  
Erkkila, Dan  
Flinn, Mary  
Garland, Ray  
Johnson, Carol  
Lager, Mark  
Lindgren, Richard  
Musel, Matt  
Olseth, Dale  
Sasseville, Katie  
Sharpe, Wendy  
Stirratt, Jim

UMAA Staff Attending

Allen, Mark  
Anderson, Al  
Banker, Mark  
Burgett, Bob  
Carlson, Margaret  
Coughlin-Smith, Chris  
Cunningham, Elaine  
Fisher, Diane  
Garrison, Tom  
Hayes, Angela  
Heen, Les  
Jones, Cheryl  
Kranz, Carmela  
Ludke, Jay  
Parker, Tara  
Pierce, Angela  
Winters, Lori

UMAA Staff Unable to Attend

Robertson, Frank  
Scalzo, Teresa

Other Staff Attending

Fischer, Jerry  
Isenberg, Kim

Special Guests

Adams, John  
Bognanno, Mario  
Larson, Cal  
Kelley, Steve  
Spence, Patricia

UMAA National President Linda Mona called the meeting to order at 4:35 p.m.

### **Consent Agenda**

The consent agenda included the following: internal financial statements for the UMAA and the Alumni Club for April 30, 1996; a resolution to approve the Gateway pre-construction budget by drawing \$140,000 from the quasi-endowment portion of the U of M Alumni Fund; and the FY96 UMAA Highlights. All were approved as mailed.

### **Membership**

Al Anderson, UMAA marketing and membership director, reported a membership of 35,201 as of June 20, 1996. This number is short of the FY96 goal of 36,000. Anderson explained that response was soft to most spring membership promotions, but we are determined to make up these memberships as soon as possible. Several additional promotions will be mailed this summer, including a solicitation to 7,000 Law School graduates signed by UMAA president-elect Ann Huntrods.

### **FY97 Goals, Objectives, Budget**

Diane Fisher, UMAA finance and operations director, presented the FY96 revenue sources and expenses compared to those budgeted for FY97. The FY97 budget reflects the increases in UMAA visibility and alumni connections. There was discussion regarding the projected level of confidence that the revenue projections can be met. Fisher noted that budget revisions are always done mid-year, which is a time for corrections if the revenue or expenses are not keeping pace with projections. The FY97 goals, objectives, and budget were approved.

### **Long-Range Financial Planning**

John Bergstrom, chair of the Long-Range Financial Planning Committee, reported on the work of this committee, which is being driven in part by future Gateway expenses and revenue streams. The five-year plan will be presented to the national board in September or November.

### **University Issues**

Ann Huntrods, chair of the University Issues committee, reported that the committee had a productive year in both concrete achievements and in strengthened relationships with regents, the Regent Candidate Advisory Council (RCAC), legislators, faculty, and the administration. Specific achievements this year included:

- Working to help preserve and enhance the current RCAC structure and process;
- Establishment of a strong working relationship with the RCAC;
- Development of an increasingly substantive relationship with the regents;
- Reinforcement of a strong, independent voice for alumni;
- Contribution to a strengthened regents code of ethics;
- Success in support of University legislative priorities.

Building on its increased involvement in policy, the committee anticipates a future UMAA leadership role in fostering an agenda for reform and improvement for the University. One of the committee's primary tasks next year will be sponsorship of a blue-ribbon committee to reexamine the role of governance and the effectiveness of the regent selection process (ten years after the first UMAA-sponsored study that resulted in adoption of the current process).

### **Marketing Committee**

Roxann Goertz, committee chair, congratulated the volunteers and staff on obtaining more than 35,000 members. FY96 Marketing Committee accomplishments include the following:

- Provided input on all UMAA publications, including the new "M";
- Involvement in a *Minnesota* market niche focus group;
- Helped evaluate long-term membership efforts, new promotional strategies, new benefits, and marketing materials for chapters and societies; and
- Provided input on the new data base.

### **Outreach Committee**

Bob Burgett, UMAA director of outreach, reported for Dan Erkkila, committee chair. The Outreach Department also enjoyed a successful and productive year. High notes included expanded special events programming, including the Morse-Alumni Awards Celebration and increased collaboration with Men and Women's Athletics. Twin Cities Business and Community Relations program planning is now underway. The UMAA was also very active in international alumni programming and student relations programming this year.

### **Gateway**

Larry Laukka, chair of the Gateway Steering Committee, reported that the Architect Selection subcommittee interviewed six firms on May 30; Short Elliott Hendrickson/Antoine Predock were selected as the project architect. M. A. Mortenson Company has been selected as the contractor. Predock will be in Minneapolis on July 8 to meet with UMAA, University of Minnesota Foundation (UMF), and Minnesota Medical Foundation (MMF) staff and volunteers. A new nonprofit entity will be formed to govern the Gateway; Laukka will serve as the first chief executive officer and Jerry Fischer, president of the UMF, will serve as first chief fiscal officer. The initial, "quiet phase" of the fund drive is proving very successful; \$3.5 million dollars has been pledged to date.

There was discussion regarding ownership of the building, the relationship of the new entity to the University, the Gateway's fit with the Campus Master Plan, and the housing/retail plans for the space adjacent to the Gateway.

Curt Green stated that he and many people in the architectural communities are perplexed and disappointed that an alumni firm was not selected. Green requested that the selection committee rescind its decision to hire Predock and select an alumni architect. There was considerable discussion. Laukka, Fischer, and Margaret Carlson, UMAA executive director, spoke in support of the architect selection committee process and decision. Laukka believes the selection of Predock was an honorable one that will prove best for the building and the University. A motion was made and seconded to support the hiring of Short Elliott Hendrickson/Antoine Predock as the Gateway architect, which was approved by the board.

### **The Tenure Issue at the University of Minnesota**

Mona introduced Mario Bognanno, chief of staff, Office of the University President; Regent Patricia Spence; and John Adams, former chair of the University's Faculty Consultative Committee and member of the UMAA University Issues Committee.

Adams noted that the tenure issue is connected to many challenges, including the need to examine "rigidities in the organizational form." The regents and administration have challenged the faculty to look at faculty employment (there are 3400 faculty in various ranks at the University). Adams reviewed the faculty hiring and probationary review processes, including the recommendation process for promotion and tenure. The process of granting tenure is not an easy or quick process, but rather an extremely careful one. Tenure is very important to recruiting and retaining quality faculty.

Bognanno explained the University's Tenure Code and described University President Nils Hasselmo's stated expectations for tenure review:

- Clarify that, in the interest of meeting objectives of a department, department heads may assign tasks to faculty members;
- Clarify that reassignments and retraining may be necessary in the case of program change;
- Define the categories of faculty appointment in which tenure may be granted, as opposed to categories where time-limited contracts will be used to ensure needed flexibility;
- Permit colleges to extend the probationary period to up to nine years;
- Reaffirm that tenure is tied exclusively to base salary and not to other income sources;
- Ensure more time-efficient and effective judicial processes; and
- Effect a meaningful post-tenure review process.

Regent Spence noted that the regents' role is to deliberate on all of this information. The regents believe that faculty are the University's greatest resource. This issue will be tied to legislative funding this year, so the regents want to take great care to gain a full understanding of the tenure process and code. The regents believe that both academic freedom and the University's ability to recruit and retain the best faculty must be ensured. The regents have promised to respect the faculty process--they would like to review a proposal from the faculty over the summer and be ready to respond by their October meeting. Spence hopes that the UMAA will stay carefully in tune with this issue.

There was discussion about the current tenure review process; the possibility of a faculty union; the effect of the tenure debate on the University's ability to attract top faculty and administrators; resources for faculty salaries; and negative press coverage of this issue.

### **Executive Director: Margaret Carlson**

- Tom Moe, UMAA at-large board member, has been named to the official search committee for the new University president. The UMAA submitted three names to Regent Chair Tom Reagan: Ann Huntrods, Tom Moe, and Linda Mona. The UMAA did not have an official seat on the last several presidential searches, so this is a good indication of our increasing visibility and perceived value.
- Les Heen has joined the UMAA staff as the program director for public policy and the legislative network.
- Many thanks to the UMAA volunteers and staff who have worked so hard this year; and
- Sincere thanks and congratulations to Linda Mona on a very successful UMAA presidency.

**1995-96 National President: Linda Mona**

Mona thanked the board members and staff and said that her year as president was a growing and inspiring experience. She welcomed Marvin Trammel as the 1996-97 national president and presented him with a sunflower bouquet and best wishes.

**1996-97 National President: Marvin Trammel**

Trammel noted the calendar of meetings and events for 1996-97 and said that he is looking forward to working closely with the volunteers and staff during the coming year.

**Legislator of the Year Awards**

Howard Juni, chair of the Legislative Advisory Committee, presented the 1996 Legislator of the Year Awards to Senator Carl Larson and Representative Steve Kelley. Although not present, Senator Leroy Stumpf and Representative Dave Bishop also received this award. Legislators of the Year are recognized for their strong commitment to and support of the University of Minnesota.

**Departing National Board Members**

Mona presented the following national board members--whose terms are expiring as of June 30, 1996--with a crystal box and thanked them for their many years of service: Mark Bregmann, Concha Brown, Roxann Goertz, Jay Kiedrowski, Keith Krueger, Larry Laukka, Audrey McGregor, and Ted Tulashie.

**Adjournment**

Mona adjourned the meeting at 7:20 p.m.

Submitted by,

Cheryl Jones  
Executive Assistant

for

John Bergstrom  
UMAA Secretary

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS**

**1995-96 HIGHLIGHTS  
(in addition to ongoing operations)**

**Goal I: Build the University Gateway**

- Collaborated with Campus Master Planning on the precinct bound by Oak Street and University and Washington Avenues
- Secured Board of Regents approval for the \$27 million alumni/visitor center to be completed in Fall 1998 with the University of Minnesota Foundation and the Minnesota Medical Foundation as partners
- Hired developer to work with the Gateway Steering Committee
- Engaged an architectural firm (to be completed by June 30)
- Began financial and legal discussions
- Developed fund raising plan
- Developed media fact sheets, public relations and presentation materials; held media training

**Goal II: Grow a Visible, Vibrant Organization of 50,000 Members by 2000**  
Membership

- Anticipate reaching goal of 36,000 (35,318 on May 28)
- Added member benefits: expanded insurance, long distance service, hotel discounts, car rental discounts, and personal checks
- 4,300 signups for Internet since inception in September 1993
- 25,000 signups for credit card since inception in April 1994
- Developed new comprehensive membership and benefits brochures
- Completed review of membership processing system and obtained approval to purchase new system

Programs and Benefits

- Held 75 collegiate-based alumni society events involving 7,000 alumni and friends in the 17 college-based alumni societies; worked with consultant to review society team; began to implement staffing/funding recommendations
- Held 125 chapter events involving 6,000 alumni and friends in the 50 active geographical chapters
- Developed and began to implement Twin Cities business and community programming and Minnesota field representative programming
- Participated in the University's visit to the Pacific Rim, involving more than 1,000 alumni and friends; began to develop international alumni program in cooperation with the University
- Involved 175 units and 10,000 faculty and staff in Maroon & Gold Casual Fridays
- Sponsored the Homecoming pepfest and tailgating activities involving 2,0000 alumni and friends; co-sponsored first-ever all-St. Paul campus Homecoming event
- Featured Charles Osgood as keynote speaker for the 1996 Annual Meeting involving 1,300 alumni and friends
- Co-sponsored the expanded Morse-Alumni Awards Celebration, involving nearly 250 alumni, friends, faculty, and staff
- Hosted Leadership Day and the Holiday Social involving 500 alumni and friends

### Visibility

- Produced six issues of *Minnesota*; mailed to more than 300,000 alumni households
- Collaborated with University Relations and the University of Minnesota Foundation to redesign *Update*, now named *M*, to be sent to 900,000 alumni households per year
- Produced three chapter videos and one year-in-review video
- Implemented new logo, stationary, and event promotions system; arranged interviews on five radio stations and one television half-time spot; sent releases to 65 newspapers, 22 radio stations, and three television stations

### **Goal III: Enhance the Student Experience**

- Matched more than 1,200 students with alumni mentors; helped sponsor programs in 15 colleges, four learning resource centers, six University departments, and two community groups
- Collaborated with the Admissions Office, involving alumni in prospective student activities
- Collaborated with New Student Orientation, Parent Orientation, and the First-Year Experience Program
- Awarded 20 Freshman Leadership Incentive Scholarships and 10 Student Leadership Awards

### **Goal IV: Continue the Advocacy Efforts**

#### University Issues

- Continued interaction with the Board of Regents, including holding quarterly meetings; monitored board meetings; provided input on conflict of interest/code of ethics, General College, and presidential succession
- Continued work with the Regent Candidate Advisory Council (RCAC) on recruiting council members and regent selection, including efforts to change the RCAC process by legislative mandate
- Provided alumni input on U2000 critical measures and benchmarks, tuition, and financial aid

#### Legislative Network

- Expanded network to 2,300 members; expanded district captain program 41 senate districts
- Hosted legislative briefing involving more than 200 volunteers; hosted two alumni/legislator campus tours
- Worked with the Governor to activate support for the Academic Health Center's supplemental request during the bonding session which resulted in more than \$100 million for the University
- Presented the annual "Legislator of the Year" awards to four legislators

### **Goal V: Prepare for a Possible Capital Campaign**

- Participate on the volunteer and staff committees to plan the campaign
- Develop programming to receive special funding for campaign-specific initiatives over the next five years

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION/  
DEPARTMENT OF ALUMNI RELATIONS

1996-97 Goals and Objectives

**Goal I: Build the University Gateway**

- Continue to collaborate with the University's Master Planning Committee and Precinct Development Committee
- Select an architect to finalize design and working drawings
- Complete the financial and legal agreements among the University, UMF, MMF, and UMAA; determine the UMAA's short-and long-term financial commitments
- Implement the fund raising plan, with emphasis on the major gifts campaign
- Implement a full public relations campaign
- Make plans for groundbreaking celebration

**Goal II: Grow a Visible, Vibrant Organization of 50,000 Members**

Membership

- Develop and implement strategies to reach 40,000 members (from 36,000 in FY96)
  - Implement a "membership impact statement" for each UMAA activity/initiative
  - Increase renewals to 70% (increase of 5% from FY96)
  - Develop strategies to increase services to and membership among international alumni
- Survey members to identify new benefit or program needs; add new benefits such as continuing education programs, career networking, and computer discounts
- Implement new data base/marketing system
  - Develop and test alternatives for finding lost alumni
  - Obtain access to the University student data base

Programs and Benefits

- Continue to link alumni to the University through the 38 geographical chapters and 20 geographical contact areas; in lieu of chapter dues, investigate alternative strategies/means to financially support chapters
- Continue to connect with/mobilize volunteers in 17 collegiate alumni societies; determine staffing based on consultants recommendations and financial forecasting
- Establish formal linkages to activate 7 international chapters
- Begin new programming in 7 Twin Cities businesses and 4 communities
- Increase and maximize special interest and affiliate groups
- Continue spirit building activities such as the Morse-Alumni Celebration, the UMAA Annual Celebration/Meeting, Homecoming, reunions, pep rallies, post-season NCAA athletic events, Maroon & Gold Casual Fridays, Gradfest, residence hall activities, etc.
- Continue to strengthen the volunteer effectiveness through leadership training and development

Visibility

- Produce six issues of *Minnesota* with a total circulation of 300,000 households
- Evaluate the magazine including the design, content, and focus; conduct a readership survey; meet advertising goal of \$210,000
- Partner with University Relations in expanding the alumni news in the tabloid *Update* (to be renamed *M*) with a three-issue circulation of 850,000 households
- Begin a UMAA Home Page on the Worldwide Web
- Provide UMAA communications for internal and external publications including *Kiosk*, the *Minnesota Daily*, community newspapers
- Continue to produce quarterly UMAA video updates for societies, chapters, and community groups
- Begin using radio

**University of Minnesota Alumni Association**  
**Goals and Objectives: FY96-97**  
**Page 2**

**Goal III: Enhance the Student Experience**

- Expand the mentor program to include the participation of 1500 alumni and 2500+ students
- Begin new mentor programs; e.g., residence halls, University 1001, cultural)
- Continue to collaborate and maximize alumni involvement with the University Admissions Office
- Award 18-20 Freshmen Leadership Incentive Scholarships and 10 Student Leadership Awards
- Increase alumni involvement in University activities such as parent/student orientation
- Increase scholarship fund raising among chapters
- Pilot a degree fulfillment program with one collegiate unit

**Goal IV: Expand the UMAA's Advocacy Efforts**

Issues Pertinent to the University and Alumni

- Establish a blue ribbon committee to evaluate the regent selection process
- Continue to provide alumni input per the presidential search, other top-level searches, as well as U2000 initiatives, University restructuring, tenure, and tuition/student aid
- Continue to react to unplanned opportunities at the University where UMAA has "value added"
- Collaborate with the University of Minnesota Foundation, University Relations, State Relations in planning University-wide public relations initiatives, including the next legislative request, the transition of University presidents (1997), the 150th anniversary of the University (2001), and the UMAA Centennial (2004).

Legislative Network

- Expand network membership to 3,000 (increase of 700 from FY96); expand district captain program to all 67 legislative districts; hold group briefings/training throughout the year
- Explore ways to link legislators with key alumni

**Goal V: Prepare for a Possible Future Capital Campaign**

- Participate in the volunteer and staff committees to prepare for the campaign
- Expand UMAA/UMF collaborative events to events
- Establish benchmarks and reporting methods for special appropriations for campaign readiness

**General Administrative/Operations**

- Facilitate the national Board meetings (5); Executive Committee meetings (5); standing and ad hoc committees of the national board (8)
- Complete the work of the long-range financial planning task force; continue to provide financial oversight for the operating budget
- Install new computer hardware, data base software, and application software upgrades; modify systems to maximize efficiency of membership development, processing, data storage; train staff on new system
- Host past president's luncheon, holiday social, volunteer awards
- Hire and train staff members

**Approved by National Board: June 20, 1996**