

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION  
EXECUTIVE COMMITTEE MEETING**

**November 19, 2004**

**7:30 to 9:00 a.m.**

**UMAA**

Committee Members Present

Givens, Archie  
Hjelm, Andrea  
LaSalle, Tom  
Mooty, Bruce  
Noyce, Jerry  
Stein, Robert (by phone)

UMAA Staff Members Attending

Carlson, Margaret  
Diekman, Sue  
Eastman, Sue  
Fisher, Diane  
Jones, Cheryl  
Rader, Bruce

Committee Members Unable to Attend

Bartz, Mary  
Schulstad, Denny

UMAA Staff Unable to Attend

Gelbmann, Jen

University of Minnesota Alumni Association (UMAA) National President Andrea Hjelm called the meeting to order at 7:30 a.m.

**National President**

Hjelm reported that more than 1,700 alumni and parents attended the Homecoming Breakfast at the Sports Pavilion on October 23. Hjelm traveled with the Gopher football team for the game at Wisconsin, and she looks forward to the day when the University of Minnesota can again enjoy the sense of camaraderie and community of an on-campus stadium.

Hjelm also announced that University of Minnesota President Robert Bruininks and Executive Vice President and Provost Tom Sullivan will speak to the UMAA board of directors at the upcoming meeting on December 4. Sullivan will discuss the University's strategic positioning initiative.

**Consent Agenda**

The consent agenda included the August 20, 2004, executive committee minutes and the Fiscal Year 2004 audited financial statements. Both items were approved as mailed.

**Membership Plan for the Next 100 Days**

Bruce Rader, UMAA senior director of membership/marketing, presented his analysis of UMAA membership operations. He called for discussion about which direction membership should take over the next 100 days: Focus on achieving an aggressive membership number or focus on value propositions. The "pros" of achieving an aggressive membership number include increasing the stature of the association and a louder alumni voice at the Capitol, and providing a larger base for renewals. The "cons" are that a larger base is more expensive to service, renewal rates for complimentary memberships are lower, and the complimentary membership method is difficult to sustain year after year.

There was considerable discussion. Robert Stein, UMAA president-elect, complimented Rader on the high quality of his research, data, and presentation. The committee members discussed a number of issues important to this area, including the need to connect with students and the Greek system, target marketing, and targeted benefit packages. It was agreed that the core question involves the UMAA's primary mission: Is our mission to keep alumni connected to the University or is it to achieve larger numbers to more strongly impact the legislature? The executive committee agreed that the association should focus on retention and fiscal responsibility versus acquisition, striving to achieve a longer-term, more stable membership base, rather than reaching for 65,000 members by the end of this fiscal year.

### **Chief Executive Officer's Report**

Margaret Carlson, UMAA chief executive officer, reported that Linda Thrane has been hired as the University's new Vice President for University Relations. Thrane comes to the university with an extensive communications and public affairs background. She is currently the executive director of the Council for Biotechnology Information in Washington, D.C., and is former vice president for public affairs at Cargill, Inc. Thrane will begin her new position on January 3, 2005.

Carlson presented the proposed plan for developing the UMAA's 2005-2010 strategic plan. She reviewed the process and outcomes of the last two strategic planning initiatives and discussed the proposed focus of the 2006-2010 planning. Key to the new plan will be to consult widely and collaboratively with alumni (members and non-members), association affiliate partners (collegiate societies, chapters, interest groups), University decision-makers (central administration and deans), and University partners (university relations, athletics, continuing education, foundations). Success will be measured in the engagement of stakeholders, and research will be critically important in deepening insights, informing discussions, and directing the outcomes. Carlson will hire a consultant to lead the planning, operationalize the process, and guide the research. The UMAA executive committee, national board, and standing committees will be utilized for deliberation and decision-making from February through June 2005, with final decisions made in October and November and the new plan being approved in December 2005.

Carlson also presented the proposed members of an Ad Hoc Strategic Planning Committee and the process for selecting a consultant. The executive committee members agreed with and approved the proposed strategic planning focus, time schedule and process, committee members, and process for selecting a consultant.

### **Executive Session**

The UMAA senior directors and deputy administrator were excused and the committee members proceeded with an executive session to review the Charitable Organization Annual Report to be filed with the Minnesota Office of the Attorney General and the Internal Revenue Service Form 990.

Submitted by,

Cheryl Jones, UMAA Deputy Administrator  
for  
Tom LaSalle, Secretary-Treasurer