

**UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION
BOARD OF DIRECTORS MEETING
Saturday, January 28, 2017
Gross Family Board Room, 500 McNamara Alumni Center**

Board Members Attending

Abrahamson, James
Brotten, Eric
Freimark, Natasha (phone)
French, Catherine
Goldsmith, Nicholas
Haldeman, Chad
Huebsch, Doug
Jessen, Mark
Kostial, Maureen (phone)
Lewis, Lisa
Lewis, Quincy
McDonald, Dan
Martin, Peter
Moret, Laura
Nakamura, Akira (phone)
Page, Alison
Phenix, Amy
Rajkumar, Roshini
Schaff, Clint
Sheldon, Ann
Syedah, Abeer
Wagner, Tony
Walker, Myah
Wallace, Scott
Wiese, Sandra Ulsaker

Board Members Unable to Attend

Blackshaw, Wendy Williams
Schmidlkofer, Kathy

UMAA Staff Attending

Ambrosier, Gretchen
Garry, Dan
Huber, Lisa
Isaak, Ruth
Massaglia, Sam
Scott, Cynthia
Yust, Adam

Chair McDonald welcomed board members with a special welcome to board member Jim Abrahamson '81 BS from Carlson School of Management, Chief Executive Officer of Interstate Hotels and Resorts, attending his first meeting.

CONSENT AGENDA

Chair McDonald directed board members' attention to the consent agenda.

MOTION: Approve October 21, 2016 Board Minutes
APPROVED UNANIMOUSLY

The December 31, 2016 Financial Statements, December 31, 2016 Investment Report, December 31, 2016 Membership Report and January Alumni Engagement Calendar were provided for the board's information.

PAST CHAIR INVOLVEMENT

Chair McDonald led a discussion on how past board chairs (formerly called 'presidents') could be more involved. He noted that this group is very knowledgeable and many still have a strong commitment to the Alumni Association. Board members agreed that this group should not be overlooked as a rich resource in advocacy and other areas.

MOTION: Authorize the development of a past president/chairs advisory group to the Alumni Association
APPROVED UNANIMOUSLY

CEO REPORT

Goals and Accomplishments: Lewis shared that the mid-year alumni engagement score is at 45% compared to a FY16 year-end score of 50%. Engagement is also now being measured by 'depth' or at what level alumni participate.

Association alumni engagement efforts are going well with the following highlights noted: a Coursera class that sold at 500 participants, 8 webinars with 800 participants, 8 corporate networks, Holiday Bowl Game events and MN Sparks. Lewis thanked board member, Clint Schaff, for the webinar that he presented on creating networks.

The association is on track to meet or exceed revenue goals. The successful 'Give to the Max Day' effort was a new revenue source and advertising and travel revenue are on track. Membership is under budget but new promotion efforts are being initiated. University license plates will be promoted by the Alumni Association with the goal of increasing the current number by 500 to 2, 555. Revenue from the plates increases scholarship funds and the plates become 'traveling billboards' for the University.

The infrastructure upgrade is nearing completion. Data has been moved and the system transition is being systematically phased in. UMAA will be celebrating with an event for all involved. An added benefit to the project is the collaboration with University of Minnesota Foundation (UMF) staff and UMAA. UMF gave many hours to the project, resulting in a better understanding of UMAA as well as developing new UMAA tools. The project is a significant shift to have all alumni data in one database.

The December 14 Board Advocacy session enhanced board strategy. A possible outcome will be an outward facing alumni advocacy group. Adam Yust will continue to organize high quality contacts with Legislators. Lewis thanked board member, Myah Walker, for her excellent alumni remarks at the January 25 Legislative Breakfast. Support the U day will be March 1 at the capitol.

Lewis also reviewed the Alumni Association's response to the football player issue and suggested boycott. The Alumni Association received 363 total responses and responded to each of them. Two emails were sent to members to inform them of the details. Board members complimented staff on professional and timely handling of the situation.

Board members also commented that a redesign of the University license plates would help with the promotion. Lewis said that the promotion would be launched and that possibility could be considered at a later date.

UMAA has two new staff members. They are Jan Whitbeck, Events Director, and Laura Daugherty, Membership Marketing Director.

NOMINATING AND BOARD DEVELOPMENT

Alison Page, past chair of the board, chairs the Nominating Board Development Committee. She thanked committee members for their service. They are Sandy Wiese, Dan McDonald, Roshini Rajkumar, Bruce Mooty and Todd Williams.

The committee's job is to recommend FY18 officers to the board and review board composition when recommending members for open board of director positions. She said that process is underway. She is grateful to those willing to serve another term. They are Doug Huebsch, Laura Moret, Roshini Rajkumar, and Tony Wagner. An at-large position remains and the committee is considering nominations. The election process of the recommended slate will take place with an email ballot sent to all members.

FINANCIAL MODEL TASK FORCE REPORT

Doug Huebsch, reviewed the recent Financial Model Task Force Committee's recent discussion. The largest issue is that the Alumni Association ranks near the bottom in the Big Ten conference, both in number of employees and revenue. Increased revenue would increase alumni engagement and that could result in increased contributions to the University.

He reminded board members that the UMAA is a 25% owner of the University Gateway Corporation. The Alumni Association will reduce their rent by leasing less space. University Gateway Corporation will renovate the current office suite for a more modern space plan.

Huebsch said the association must continue to work on building a solid financial model. Staff is working hard on available opportunities. He asked board members to consider possible solutions. Brian Burnett, Senior Vice President, Finance and Operations, is new to the University and will speak at the March board meeting.

MINNESOTA ALUMNI MAGAZINE REPORT

Cynthia Scott, *Minnesota Alumni* magazine editor, told board members that the magazine has had editorial stability for 22 years between herself and former editor, Shelly Fling. *Minnesota Alumni* magazine remains a highly respected publication, recently winning five awards for excellence by the Minnesota Magazine & Publishing Association.

The winter issue was a reader written magazine on aging and was extremely popular. Themes are planned for the magazine on an annual basis. Scott works closely with campus colleagues for story ideas and to keep them apprised of what will be coming in our magazine. Scott asked board members for their story ideas and suggestions on future editorial focus. The print copy of the magazine is a membership benefit but an email version is sent to all alumni.

Board members responded with high praise for Scott, the magazine and suggestions for future editorial.

MEMBERSHIP PRICING RESTRUCTURE PROPOSAL

Lisa Huber, Senior Director of Marketing, described a membership pricing change that is being recommended. Under the new pricing structure, a new grad membership would be \$25 for the first 5 years after graduation. The first year of membership after graduation is now complimentary but after that year, only 5% of that population purchases a membership. The strategy is that by building the habit of being a member at an affordable rate will translate to a lifetime of membership progressing up the stepladder to life membership. The proposal also suggests charging \$10 additional for a joint membership instead of the current \$5.

The new grad rate of \$25 per year for five years is comparable to other Big 10 schools. The average new graduate membership fee among those schools is \$30.

UNIVERSITY LEGISLATIVE REQUEST

JD Burton, Interim Special Assistant to the President for Government and Community Relations, presented the 2017 Legislative Budget Request. The request is built around supporting core missions of student success, research and outreach. The University seeks to improve student success at all campuses by creating a Student Success Center dedicated to undergraduate support services, create and expand programs for underrepresented students and expand and promote STEM education to support workforce needs.

The request also seeks to expand MnDRIVE (Minnesota Recovery, Research and Innovation Economy) program. The 2013 legislature funded this program at \$18 million and it has been very successful. Other requests are funds to advance applied research and restore critical health training and services for two of U of M health programs formerly funded by UCare.

The University's total budget request is \$147.2 million. The Governor's budget recommended funding of \$96.8 million. The University will seek to increase that amount through the legislative process. The University has also submitted a 2017 Capital Request of \$245 million. A large portion of that, \$100 million is for Higher Education Asset Preservation and Replacement (HEAPR) and the remainder for investments in buildings, including funding for the renovation of Pillsbury Hall.

BOARD ADVOCACY EFFORTS AND REGENT CANDIDATE FORUM

The Regent Candidate Advisory Forum will be held on January 31 with board member, Roshini Rajkumar moderating along with alumna Stephanie Goetz. The forum will allow legislators, alumni and the public to hear from the 12 candidates recommended for Regent positions by the Regent Candidate Advisory Council (RCAC.) Lisa Lewis will promote the forum on Rajkumar's WCCO News and Views program.

Yust suggested that a next step to increase alumni power might involve creating a grassroots network of passionate alumni advocates and asked the board's opinion. Board members indicated that trusted advisors were always helpful as are personal stories tailored to a specific area or cause. Members could come from corporate groups, past presidents and involved alumni. It was noted that while emails are useful, there is value in a personal contact.

STRATEGIC PLANNING DISCUSSION

Chair McDonald and Lewis reminded board members that the UMAA was currently operating under the strategic plan, Beyond Traditions – Vision 2016. The process that resulted in that plan began in 2010.

UMAA was assisted by The Napa Group at a cost of \$149,000. The plan was implemented in April, 2011 and extended by the board through June of 2018.

The research and direction from this plan led the UMAA to have a renewed focus on using research to shape programs, services and communications for all alumni and becoming 'alumni-centric.' UMAA has provided more information, career and networking services and lifelong learning, particularly through digital resources. New communications were begun such as the e-newsletters, *Alumni Angle* and *At the U*. The University asked for more student support, legislative advocacy and more international outreach. The Alumni Association has shifted resources to work in these areas. Tools are in place such as the alumni engagement metrics, Financial Model Task Force and the infrastructure upgrade to assist the Alumni Association in identifying opportunities and using data more efficiently going forward.

Chair McDonald asked board members for their feedback on how future strategic planning should take place. Board members indicated that additional research is important and they endorsed using a local firm to assist with the process. Board members think that future revenue is an issue and entrepreneurial ideas should be considered. Moret suggested a board retreat devoted to strategic direction. Board members suggested membership should be studied. Opportunities to mentor and our database are assets. Schaff suggested considering whether we continue to serve all geographical regions or narrow the focus.

Board members would like to reaffirm the association's vision and mission and identify 2-3 strategic objectives annually with tactics suggested how to achieve the objectives. Page said the previous strategic plan had resulted in a smaller, more interactive board and she could see the results of that action coming to fruition with the current, highly engaged board.

INTERCOLLEGIATE ATHLETICS REPORT

McDonald introduced Mark Coyle, University of Minnesota director of athletics. Mark Coyle has led athletics since spring 2016 and also oversees financial, business, marketing, and communications strategies for athletics. Most recently at Boise State University and Syracuse University, Mark Coyle returns to the University of Minnesota where he served as associate athletic director for external relations from 2001 to 2005.

Coyle said he was glad to be back at the U. He has never seen such active alumni and it is his job to engage them. He acknowledged that the past six weeks had been difficult given the men's football issue and boycott. However, the University is a value-based place and his actions were based on that.

His goal for all students is athletic, academic and personal excellence. He is in charge of 700 student athletes and it is his mission to give them a first class experience as well as make alumni proud to wear the 'M.' He promised integrity, honesty and transparency in his interaction with students, staff and alumni.

Coyle thanked the group, saying he was so proud to present U of M alumni.

Board members welcomed him warmly and thanked him for his efforts.

The meeting was adjourned at 11:40.

Submitted by Ruth Isaak
For Doug Huebsch, Secretary