



DAA Board of Directors Meeting

Agenda

November 10-12, 2016

Thursday, November 10

2:00 p.m. – 3:30 p.m.

Executive Committee Meeting

Location: Garden Room, Lower Level, Penn Pavilion

4:00 p.m. – 5:30 p.m.

Nominating Committee Meeting (phone and in person)

Location: Garden Room, Lower Level, Penn Pavilion

6:30 p.m.

Forever Duke Suite opens

Location: DeJoy Family Club, Blue Devil Tower, Wallace Wade Stadium

7:30 p.m.

Duke Football vs. North Carolina (GTHCGTH)

Location: Wallace Wade Stadium

Friday, November 11

Location: Penn Pavilion

8:30-11:15 a.m.

New Board Member Orientation for New Board Members ONLY

Location: West Union Room 067, Multipurpose Room B, West Union Building

- New Member pictures

9:30-11:15 a.m.

Awards and Recognition Committee meeting

Location: Bolton Family Tower Room, 3rd floor, West Union Building

10:00-11:15 a.m.

Diversity Task Force meeting

Location: Garden Room, Lower level, Penn Pavilion

11:30 a.m.-1:15 p.m.

Lunch and The Year Ahead

Location: Events Room 1, Penn Pavilion

11:30 a.m. Welcome & Opening Comments – Jack Boyd '85, President, DAA Board of Directors

11:40 a.m. Introduction of New board members – David Karger '95, At-large Member, DAA Board of Directors

12:10 p.m. Board Goals and Meeting Themes – Jack Boyd '85

12:20 p.m. DAA Update – Sterly Wilder '83, Associate Vice President, Alumni Affairs

12:35 p.m. Task Force & Committee Reports
Awards & Recognition Committee – Laura Meyer Wellman '73, Chair, Awards & Recognition Committee

- Diversity Task Force – Winston Henderson B.S.E.'90, J.D.'96,
Chair, Diversity Task Force
Nominating Committee – Shep Moyle '84, Immediate Past
President, DAA Board of Directors and Chair, Nominating
Committee
- 12:50 p.m. Highlights of DEMAN Weekend – Margaret Skoglund '10, At-
large Member, DAA Board of Directors
- 1:00 p.m. Review Meeting Goals & Themes – Joanne O'Connor '92, Vice
President, DAA Board of Directors and Judy Wagoner Pahren
'84, Vice President, DAA Board of Directors
- 1:15 p.m.-1:30 p.m. **Break**
- 1:15 p.m. **University Colleagues join the meeting**
- 1:30 p.m.-2:00 p.m. **Alumni Center Status and Update on the Alumni Network – Scott
Greenwood, Chief Operating Officer, Alumni Affairs**
Location: Events Room 2, Penn Pavilion
- 2:00 p.m.-3:15 p.m. **Volunteer Leadership Re-imagined – Laura Denbow, Senior Director
of Volunteer Programs, Cornell University with introduction by Aruna
Inalsingh M.B.A.'95, At-large Member, DAA Board of Directors**
- 3:15 p.m.-3:45 p.m. **Past, Present and FUTURE of Volunteer Engagement**
Lead by: Clarybel Peguero, Senior Director for Volunteer Engagement,
Alumni Affairs
Carole LeVine '86, Senior Director for Alumni Admissions, Alumni Affairs
Beverly Harris, Senior Director for Strategic Business Analytics, Alumni Affairs
- 3:45 p.m.-4:00 p.m. **Break**
- 4:00 p.m.-5:00 p.m. **Breakout sessions**
Locations: West Union Building and Penn Pavilion
- 5:00 p.m. **Pick up Boxed Dinner to go**
Location: Events Room 1, Penn Pavilion
- 7:00 p.m.-8:00 p.m. **Keynote conversation featuring [Amy Gravitt '95](#), Executive Vice
President of HBO Programming and [JJ Ramberg '92](#), MSNBC Anchor of
'Your Business.' Moderated by Dave Karger '95, Contributor, NBC
Today & Access Hollywood (optional)**
Location: Nasher Museum
- 8:00 p.m.-9:30 p.m. **DEMAN Reception (optional)**
Location: Nasher Museum

7:00pm **Duke Men's basketball game vs. Marist** (optional)
Location: Cameron Indoor Stadium

Saturday, November 12

Location: Levine Science Research Center (LSRC)

7:30 a.m.-8:15 a.m. **Hearty Breakfast**

8:15 a.m.-8:30 a.m. **600 Seconds of Education – The importance of a brand?**
Dr. Keisha Cutright, Associate Professor, Fuqua School of Business
with introduction by JP Cardona M.B.A.'00, At-Large Member, DAA Board of Directors

8:30 a.m.-9:45 a.m. **Action Plan Development; The Future of Volunteer Engagement**

- What actions or changes will occur
- Who will carry out these changes
- When will the changes take place and for how long
- What resources (i.e., money, staff) are needed to carry out these changes
- Communication (who should know what?)

9:45 a.m.-10:00 a.m. **Break**

10:00 a.m.-10:15 a.m. **"Is it over yet? Duke and the 2016 Election" – Michael Schoenfeld '84, Vice President for Public Affairs and Government Relations**

10:15 a.m.-10:45 a.m. **Looking Ahead (Winter Meeting)**

10:45 a.m.-11:15 a.m. **Looking Ahead (Spring Meeting)**

11:15 a.m.-11:30 a.m. **Travel to The Commons, West Union**

11:30 a.m.-12:00 p.m. **"What if we could _____?" Wrap up and Closing Activity**
Lead by: Jack Boyd '85 and Clarybel Peguero

12:00 p.m.-12:30 p.m. **Lunch**

12:30 p.m.-1:30 p.m. **West Union Building Tour**

1:30 p.m. **OFFICIAL ADJOURNMENT OF BOARD MEETING**

OPTIONAL SATURDAY EVENTS

5:00 p.m.-6:00 p.m. **DEMAN Weekend Wrap-Up Party** (optional)
Location: Penn Pavilion

5:30 p.m.

Duke Men's Basketball vs. Grand Canyon Game (optional)

Location: Cameron Indoor Stadium

Limited tickets

7:00 p.m.

Nasher Gala honoring President Brodhead (optional)

Location: Nasher Museum of Art

The roles and responsibilities of members of the Duke Alumni Association (DAA) Board of Directors are to actively support the mission of the association – engaging, connecting, and celebrating alumni and friends of Duke University. Such responsibilities generally entail the following:

Advising the Office of Alumni Affairs. The Office of Alumni Affairs manages day-to-day alumni programming and represents alumni and friends as part of the university’s decision-making processes. It is the role of the DAA Board of Directors to provide guidance and input to Alumni Affairs and other university officials with respect to how alumni involvement may be increased and their collective talents and resources leveraged.

Representing Constituency.

The DAA Board of Directors comprises alumni and present students from the university’s undergraduate, graduate, and professional schools, as well as many of its other interest groups and constituencies. Members are expected to communicate regularly with their constituencies and distribute DAA updates through appropriate channels.

Serving as Formal and Informal Representatives of the University. With alumni numbering over 160,000, the DAA and its board members serve as the collective “voice” of persons who have attended or in other ways supported the university. This role takes place both formally and informally through interaction with students, faculty, administrators, and external parties.

Providing Professional Expertise and Individual Talents.

Duke alumni and friends are talented and have collectively accumulated a broad range of experiences. Members are expected to lend their expertise toward advancing the goals of Alumni Affairs, the DAA, and the university in general.

Supporting the DAA and Other University Programs. Members of the board of directors are typically drawn from graduates of the university who have been actively involved and supported alumni programs in a variety of forms. Members are expected to sustain or increase their commitment to such initiatives. These include but are not limited to the following:

- Alumni Admissions
- Career Services/Networking/Mentorship
- Regional Engagement
- Reunions
- Affinity
- Education and Travel/Forever learning
- Development

Practical expectations for members include the following:

Meeting Attendance. Much of the board of directors’ discussion and work takes place during two-day meetings occurring on campus three times per year. Meetings are typically scheduled for Fridays and Saturdays – once in the Fall, Winter, and Spring, respectively – and often coincide with football games, basketball games, or other university events. Brief conference calls and similar committee follow-up

DAA Board of Director Responsibilities

tasks commonly occur between meetings in Durham, but do not require extensive additional commitments of time. Although professional, personal, or family commitments may periodically conflict, members are expected to make a concerted effort toward attending meetings. We have a lot of fun!

Involvement. While meeting attendance is an initial step, active participation is what is truly sought – not only in the context of periodic board meetings, but also throughout the year with regional engagement, Alumni Admissions, and similar alumni activities. Ask questions, share your thoughts, accept assignments, and volunteer to lead tasks!

Transitions. The DAA will provide members with proper training and resources to aid you in your role. All members will serve a two-year term with the opportunity to be renewed for an additional two-year term. Board members serve no more than three consecutive terms. In special circumstances, board members may become honorary board members upon expiration of their terms.

Giving. The board fully recognizes that not all alumni have the financial capacity to donate substantial sums. Instead, what is viewed as important by the DAA Board of Directors is the consistency by which members contribute. Each member is committed to Annual Fund giving and timely payment of DAA annual dues or lifetime dues.

Duke Alumni Association Officer Roles/Responsibilities

President

The President is responsible for communicating the DAA mission, strategic goals, and committee objectives to members of the DAA Board of Directors and other alumni volunteers, DAA staff, administration, faculty, and students. This person should also inspire and motivate alumni to understand the benefits of involvement with the DAA and the university. The President presides over all meetings of the board of directors. The President directs the duties of the other officers and serves as an ex-officio member of all standing committees of the Duke Alumni Association. The President additionally chairs the Executive Committee and serves as a voting member of the Nominating Committee. The President may serve as chair of the Nominating Committee. The President serves a two-year term. In the first year of the term of office, he/she is an observing member of the Duke Board of Trustees and in the second year of the term, he/she is a voting member.

President-Elect

The President-elect is next in line to be head of the Duke Alumni Association. He/she performs duties assigned by the President. The President-elect is responsible for developing a vision and set of goals for his/her term. The President can designate the President-elect to preside and perform the duties of the President if he or she is absent. Additionally, the President-elect serves as a member of the Executive Committee and the Nominating Committee. The President-elect is an observing non-voting member of the Duke Board of Trustees during his/her President-elect year.

Past President

The Past President is the former President of the Duke Alumni Association and, as such, performs duties assigned by the President of the board of directors. Additionally, the past president serves as a member of the DAA board and the Executive Committee for the year following his/her term. The Past President

DAA Board of Director Responsibilities

serves as chair of the Nominating Committee for the year following his/her presidency. The Past President serves a term of one year beyond their term as President.

Secretary/Treasurer

The Secretary/Treasurer is responsible for recording all minutes of the board of directors, the Executive Committee, and requires minutes to be recorded of all committees of the board. He or she is also responsible for reporting on the status of all funds of the association on a regular basis to the board of directors. The Treasurer will develop a budget for the upcoming fiscal year including requests for future funding requirements. Additionally, the Secretary/Treasurer is the Executive Director of Alumni Affairs. As the Associate Vice President of Alumni Affairs, the Secretary/Treasurer is employed by Duke University.

Vice President(s)

The Vice Presidents perform duties assigned by the President. Vice Presidents serve as chairs for the DAA board committees. DAA board committees are to be determined and established by the President and the members of the Executive Committee. The President can designate a Vice President to preside and perform the duties of the President if he or she is absent. Vice Presidents sit on the Executive Committee of the DAA board. Vice Presidents are elected by the board for one-year terms, which may be renewed up to two years corresponding to the association's fiscal year.

At-Large Members

The At-Large Member is responsible for assisting the Vice Presidents during their term by becoming familiar with the board's overall operations and policies. Board members will volunteer for and willingly accept assignments and special projects as needed.

Honorary Members

Distinguished individuals who have given great service to the Duke University community and provide their knowledge and institutional wisdom to help guide the Board.

I understand my role and responsibility in serving as a member of the DAA Board of Directors. I do hereby acknowledge these requirements and responsibility.

Signature

Date

Print Name



Sanders Adu '94

Sanders Adu, *Bowie, MD, Member at Large*. Sanders is Senior Vice President for Government Relations at Wells Fargo. In this role, he coordinates strategy to advocate policy positions before Congress and the Administration with a primary focus on retail banking and technology issues.

Sanders is a veteran of the U.S. House Financial Services Committee where he was Staff Director and Counsel to Congressman Mel Watt (D-NC) on the Oversight & Domestic Monetary Policy Subcommittees, and worked on the landmark 2010 Dodd-Frank financial reform legislation. Before Capitol Hill, Sanders was a lawyer in private practice with a focus on commercial litigation and white collar criminal law.

Sanders has held several leadership positions at Duke. He is currently National Vice President of Duke Black Alumni (DBA). He co-founded the 2013 Celebration of 50 years of black students at Duke, a yearlong celebration and commemoration marking 50 years of Duke's first black undergraduates, Sanders served on President Brodhead's "Duke Proceed Committee" to implement key learnings from the 50th Celebration, and is a two-time "Forever Duke" award winner.



Linda Alexander '80

Linda Alexander, *Atlanta, GA, Member at Large*. After graduating from Duke, Linda began her career at AT&T. She continued at AT&T after earning her law degree from Georgia State University. After early retirement from AT&T, she changed directions, pursuing a career in IT. She worked in the Network Enabled Solutions Practice while at Accenture and currently works in IT consulting management at Amdocs.

Linda worked with the Duke Club of Atlanta for several years on the Alumni Admissions Committee conducting prospective student interviews. She was a member of the DUBAC organizing committee and past president of national DUBAC. She worked on Duke's 50th Anniversary Commemoration and rebuilding Duke Black Alumni (DBA) initiatives in the region. She is currently a board member of the Duke Club of Atlanta and serves as president of DBA.

In addition to her work with Duke, she is a performing member of and serves on the Executive Board of Atlanta's Chorale – New Creation.



William Bermont '97

Bill Bermont '97, *New York, NY, Member at Large*. Bill received his B.A. in History from Duke in 1997, M.B.A. from Northwestern in 2000 and Masters in Accounting from Loyola University of Chicago in 2003. He is currently a Director with Credit Suisse Securities in Leveraged Credit Sales & Trading, with a focus on distressed debt and special situations. Previously, Bill worked at Citigroup, The Pritzker Organization and First Chicago in various structuring, syndication and investment capacities.

Away from work, Bill has been an active volunteer for Duke University, currently serving as the Regional Chair for Duke New York and having previously served on the Annual Fund Executive Committee, Young Alumni Development Council and various reunion committees. He was awarded the Charles A. Dukes Award for Outstanding Volunteer Service to Duke University in 2002. In addition, Bill has been an active supporter of The Cancer Support Community, The Robin Hood Foundation, City Harvest, Heal The Bay and The Children's Hospital of Philadelphia.

Bill is married to Lynne Bornstein Bermont who earned her B.A. from Duke and Ph.D. from Yale in French Literature and currently teaches at NYU and Hunter College. They have two adorable daughters, Rachel Madeline, and Gabrielle Lea and live on the Upper West Side. In addition to daddy duty, Bill regularly competes in road races and triathlons.



Danal Blessis B.S.E.'82

Danal Blessis B.S.E.'82, *Raleigh, NC, Member at Large*. Over the last 20 years, Danal has been living in Hong Kong and working on the planning, design and implementation of new metro railway projects. Most recently he has been responsible for developing a knowledge and innovation management program for the MTR Corporation to assist the organization in delivering a 25% expansion of its railway network. This involved the establishment and embedding of new platforms, both on-line and off-line, for knowledge sharing, communication and collaboration within the organization and with industry partners. He played a key role in the successful integration and operational merger of Hong Kong's two railway companies, completed in 2007, and served to strengthen corporate governance in relation to monitoring and control of major capital projects. He is a past board member of the Hong Kong Knowledge Management Society.

After graduating from Duke with a major in civil engineering, Danal began his career as an engineer on the construction of the Harris Nuclear Plant for Carolina Power & Light, now Duke Energy, and transitioned into positions responsible for operational business planning and human resource management.

During his time in Hong Kong, Danal experienced first-hand the rapid globalization of Duke. He served as President of the Duke Club of Hong Kong and chaired the Duke Alumni Admissions Committee there from 2000-2015, when he saw undergraduate admissions applications grow from a handful each year to around 80 in recent years. In 2009 he received the Charles A. Dukes Award for outstanding volunteer service to Duke.

Danal and his wife, Marcia, have recently returned to North Carolina, where they are making their home in the Triangle Area and looking forward to being physically closer to Duke. In the coming year, Danal will be serving on the newly formed Global Alumni Task Force.



Jack William Boyd '85

Jack Boyd '85, *New York, NY, President*. After graduating from Duke in 1985, Jack Boyd, a native North Carolinian, moved to South Carolina to work for Milliken & Company. He transferred to their New York office in 1988, where he held positions in sales and sales management. Since 1993, he has headed the New York Sales Office for Elastic Fabrics of America, a division of Dogi International Fabrics; he is currently the Executive Vice President of Sales &

Marketing.

Jack's volunteer work for Duke began when he started making calls for the Annual Fund in 2004 prior to his 20th Reunion; for the past several months, he has been reaching out to classmates on behalf of the Annual Fund for his 25th Reunion. In 2007, he was asked to join the Advisory Committee of the Duke Club of New York (DCNY). Through his work with the DCNY Board and DAA, he became one of the organizers for NYC Duke Alums Engage, a day of education, action and reflection on world hunger. The event, which was held in November 2009, involved the collaborative efforts of DCNY, DAA, City Meals on Wheels and The Action Center to End World Hunger.



Andrea Barnwell Brownlee A.M.'99, Ph.D.'01

Andrea Barnwell Brownlee A.M.'99, Ph.D.'01, *Smyrna, GA, Graduate School Representative*. An alumna of Spelman College, earned her Ph.D. in art history from Duke in 2001. She is an art historian, curator and writer who serves as the director of the Spelman College Museum of Fine Art. She is widely recognized for her leadership, ambitious vision and the impactful exhibition agenda that she has established at Spelman College.

Andrea is the recipient of the 2013 David C. Driskell Prize in African American Art and Art History. She has also received several other academic, professional and scholarly awards, including a MacArthur Curatorial Fellowship in the Department of Modern and

Contemporary Art at the Art Institute of Chicago (1998–2000), a Future Women Leadership Award from Art Table (2005), the President’s Award from the Women’s Caucus for Art (2005) and the inaugural Nexus Award from the Atlanta Contemporary Arts Center (2010).

Andrea is an alumna of the Getty Leadership Institute and a member of the Association of Art Museum Directors. She has served on the boards of several arts organizations including the Hambidge Center for the Creative Arts and Sciences and the Metropolitan Atlanta Arts Fund and currently serves on the board of WonderRoot. In 2008, the Honorable Shirley Franklin selected her to be the vice chair of the City of Atlanta Arts Funding Task Force.

In the spring of 2012, Andrea co-curated an exhibit, *Cinema Remixed & Reloaded: Black Women Artists and the Moving Image Since 1970*, that earned international recognition when it was featured in the 11th Havana Biennial. This achievement marks the first time that a curatorial team from the United States was invited to participate in the official program of the Havana Biennial, the longest running international biennial dedicated to presenting works of art from Latin America, Asia and Africa.



Valerie Thompson Broadie J.D.'79, P'10

Valerie Thompson Broadie J.D.'79, P'10, *Silver Spring, MD, Member at Large*. Valerie (also known as “Val”) has worked for a variety of non-profit organizations as a development professional for over 30 years – from the NAACP Legal Defense and Educational Fund, to the University of Pennsylvania, Howard University and the University of Maryland College Park, and health care institutions like Penn Medical Center and Children’s National Medical Center. Val has created programs that increased the visibility and viability of the non-profits

she has been privileged to serve.

Putting her deep and diverse fundraising experience and expertise to work, Val established her own fundraising consulting practice, *Valerie T. Broadie, Fundraising Counsel* in 2005, which she operated for two years before joining the DC office of Campbell & Company, a national fundraising consulting firm based in Chicago, as a Senior Consultant. In April 2016, after nearly four years as Vice President of Development and Public Affairs at Planned Parenthood of Metropolitan Washington, DC, she joined the fundraising team at the Brookings Institution as Associate Vice President for Institutional Advancement.

In addition to her commitments to her professional duties, Val has served as a board member, speaker and volunteer for the Association of Fundraising Professionals (AFP), the Council for Advancement and Support of Education (CASE), the National Capital Gift Planning Council, the Washington Area Women’s Foundation, the Association of American Medical Colleges (AAMC), the Audubon Naturalist Society in

Chevy Chase, MD and Crittenton Services, DC. Val is a graduate of the University of Pennsylvania and Duke University School of Law.

Val has been a dedicated Duke volunteer since 1984, serving on the Law School Dean's Advisory Council, as co-chair of her class reunion on multiple occasions, as president of the Law Alumni Association, and on the Board of Visitors at the Law School, where she is a Life Member. She's also been a resource to Duke Law students and alumni, working with the Career Planning and Placement Office on campus and by networking in DC.

Val's professional and volunteer commitments were recognized by the Law School in 2014 when she received the *Charles S. Murphy Award* for exemplary community service.

Accepting President Keohane's invitation, Val also served on the Women's Studies Advisory Council. And, finally, she has been actively involved as a member of the Steering Committee of the DC Duke Women's Forum for the past several years.

Val is the proud parent of Kristina (A.B.'10) and Sean.



Jonathan P. Cardona M.B.A.'00

JP Cardona M.B.A.'00, *Seattle, WA, Member at Large*. Graduated from the Fuqua School of Business in 2000 and continued to live in Research Triangle Park until 2004 while working on the executive leadership teams for two startup companies, HowStuffWorks.com and Porivo Technologies Inc. During his time in RTP, he served as a board member and eventual president of the Duke Club of the Triangle region and was a volunteer basketball coach for kids in the

Special Olympics.

In 2004, JP moved to Seattle to pursue his passion for the outdoors and work for Recreational Equipment, Inc. Over the eight years at REI, he held marketing, advertising and project management positions and served on the co-op's product stewardship committee. He also received a Certificate in Sustainable Business and was the valedictorian of his graduating class from the Bainbridge Graduate Institute in 2010. JP now works for Amazon.com as a senior category marketing manager and spends much of his free time taking advantage of the numerous outdoor amenities in the Pacific Northwest.

JP is originally from Park Forest, Illinois, a southern suburb of Chicago. Prior to attending Fuqua, he graduated from the University of Michigan with a bachelor's of business administration in 1994 and then served as a supply corps officer in the United States Navy on the *USS Crommelin FFG-37* in Pearl Harbor, Hawaii, until 1998.

Duke has been a special part of JP's life since graduating. Over the past 12 years, he

has worked closely with the Alumni Association to help pilot and grow successful programs like DukeEngage and Duke Alums Engage. JP is very excited to serve as a DAA board member so he can give back to the University that gave him the opportunity to receive a graduate-level education and has always treated him as a valued contributor to Duke's alumni, family and friends.



Pola Ayllon Changnon '85, P'18

Pola Changnon '85, *Atlanta, GA*, Member-at-Large. Pola is vice president on-air promotions and creative director for Turner Classic Movies. In this role, she is responsible for managing and directing all on-air production that comprises the signature environment of TCM, as well as developing and executing strategies for network initiatives and business goals. Within the scope of her position, Pola supervises a staff of in-house writers, designers and producers. She

is based in Atlanta.

Beyond the on-air look of TCM, she is responsible for "the story the brand conveys" and bringing the brand to life beyond TV. Most recently, she has been heavily involved in the network's brand refresh, the first extensive update in the network's history. Designed to herald TCM as a contemporary environment built on a foundation of classic movies, the refresh encompasses all platforms and extensions.

Pola's other recent projects have included working on the branding direction of the TCM Classic Film Festival and the TCM Classic Cruise. Pola also worked with TCM's studio group to create a new set for host, Ben Mankiewicz, the first since he joined the network. The change involved imagining an entirely new environment that reflects Ben's personality and his role with TCM. Pola followed up with that by working with the studio team on a redesign of Robert Osborne's set last summer.

Prior to joining TCM, Pola was vice president of on-air and executive producer of program production at Cartoon Network. In this capacity, she was responsible for all on-air production for both Cartoon Network and Boomerang. Her duties also included serving as production lead on key programming projects, such as the top-rated five-hour weekly franchise Fridays and the comprehensive 3-D network reface involving all-new original animation.

Pola joined Cartoon Network in January 1998 and, in 2000, was named vice president and executive producer of Cartoon Network Online. In this role, she managed all creative development and production for Cartoon Network's award winning, top-ranked Web site, CartoonNetwork.com. She also directed the development and introduction of Cartoon Orbit, an innovative trading community for kids that utilizes the world's richest animation library. In fall 2003, she moved to the network on-air department where she oversaw production aspects of network spots, packaging and interstitials, as well as live-hosted programming. Since joining Turner Broadcasting, Pola has been selected as a 2001-02 Betsy Magness Leadership Fellow and was named by Cable World magazine in 2002 as one of "50 to Watch" in the cable industry.

Pola came to Turner Broadcasting from San Francisco-based Colossal Pictures, where she was a producer. She also consulted on projects for Nickelodeon, CBS, Viacom and Hanna Barbera. She holds a bachelor's degree in political science and psychology from Duke University and a master's degree in film studies/screenwriting from Northwestern University.



Jonathan Chou M.B.A.'99

Jonathan Chou, *Singapore, Singapore, Member at Large*. Jonathan is Senior Vice President, Chief Financial Officer and Chief Information Officer of Kulicke & Soffa Industries, Inc. Kulicke & Soffa is a global leader in the design and manufacture of semiconductor and LED assembly equipment. Jonathan joined K&S in December 2010, during the transition period of K&S's strategic move of global headquarters from Pennsylvania to Singapore. Since joining, Jonathan has successfully completed the move of Kulicke & Soffa's Global Headquarters, led a complex business tax restructuring project to improve efficiency and reduction of company's effective tax rate during a record setting revenue year.

Prior to joining K&S, Jonathan was Chief Financial Officer of a leading Chinese consumer goods company and a Sequoia Capital portfolio company headquartered in Beijing, China. Jonathan was instrumental in managing the audit and listing process as well as restructuring of its convertible notes to enable the company to seek listing on the New York Stock Exchange in June 2009.

Jonathan joined K&S with extensive professional experience largely from Fortune 500 companies including Asia Pacific Chief Financial Officer and Vice President of Mergers & Acquisitions of Honeywell International based in Shanghai, China. Prior to Honeywell, he was Asia Chief Financial Officer of Tyco ADT, the Fire & Security segment of Tyco International. He also served as Asia Pacific Chief Financial Officer and the position of Managing Director of Treasury & Customer Finance for Asia Pacific and China regions of Lucent Technologies Inc. based in Hong Kong and Singapore.

Jonathan holds an MBA from Fuqua School of Business at Duke University, a BA from University at Buffalo, and he is a fluent speaker of Mandarin Chinese.



Nikki Hurst Gibson '80, P'11, P'15, P'17

Nikki Gibson '80, P'11, P'15, *Dallas, TX, Vice President*. Nikki earned her bachelor's from Duke in 1980 and her law degree from Southern Methodist University in 1985. Nikki is Senior Counsel at Bell Nunnally & Martin LLP in Dallas, Texas representing financial institutions in commercial lending transactions. Before joining Bell Nunnally, Nikki worked at Bank One and Locke Liddell and Sapp. Nikki is the chair of the Dallas Duke Alumni Admissions Committee, a member of the

Dallas Duke Women’s Forum, Duke North Texas and chaired her 25th and 30th reunions. She previously served on the Annual Fund Executive Committee, the Women’s Studies Board and the Development Committee. Additionally, Nikki serves on the Annie’s List Steering Committee (helping elect democratic women to the State legislature) and volunteers with Planned Parenthood, the Stewpot, the Women’s Foundation and the Greenhill School. Nikki is married to Dennis, also an attorney and has three daughters-Claire ’11, Audrey ’15 and Lindsay ’17.



Christine Hoy Gosnell A.B. '83, P'10, P'11, P'18

Christy Gosnell '83, P'10, P'11, P'18, *Potomac, MD*, Member at Large. Christy has been a college counselor since 1993. She served as a college guidance counselor at Stone Ridge School of the Sacred Heart in Bethesda, Maryland for ten years, first as Associate Director, then as Director of College Counseling. In 2006, Christy started her own college advisory business, Advanced Placements. In addition to advising individual clients, Advanced Placements provides services to local independent schools. In 2007, Christy was asked to serve as Director of College Counseling at the Landon School in Bethesda, Maryland for a year during their director’s sabbatical. She continued her work with Landon serving as an Associate Director of College Counseling for the last six years while maintaining her private counseling business. She is a member of the National Association for College Admission Counseling (NACAC). Christy serves on the Board of Duke DC and is on the Executive Committee of the DC Women’s Forum. On behalf of the Duke DC, she organized a College Admissions Forum at the Martin Luther King library for students in the Washington, D. C. public schools. Christy has also served as an alumni interviewer for many years. Through the course of her career, Christy has helped at least 1,000 students achieve informed admission to higher education.

A Washington, D.C. native, Christy attended Stone Ridge School of the Sacred Heart in Bethesda, Maryland. In 1983, she graduated from Duke University with a double major in History and French. She was a member of the Tri Delta sorority. In 1988, she completed postgraduate studies at the George Washington University. Christy married fellow Blue Devil Greg Gosnell '82. She has three children, all who have attended or will attend Duke University: Gregory '10, Cale '11 and Charlotte '18.



Mychal D. Harrison '01

Mychal Harrison '01, *New York, NY*, Member at Large. Harrison graduated in 2001 (the first class of the new millennium!) with a bachelor’s in economics and a certificate in markets and management. Upon graduating from Duke, he began a career as a leverage finance banker at Goldman Sachs. Working closely with many fellow Duke alumni, he ultimately transitioned to the public side of the business as a trader and eventually a senior member of

leverage finance trading desks at Credit Suisse and Barclays Capital. Since the financial crisis Mychal has helped build out high yield and distressed trading platforms at boutique firms such as Cantor Fitzgerald and Guggenheim Securities.

While on campus Mychal was actively involved as a First Year Advisory Counselor (FAC), a participant of the Black Student Alliance (BSA), and a student assistant for the women's basketball team. Additionally, he served as an academic tutor for several Economics classes.

Since graduation he has given back to the institution that opened countless doors by serving as a co-chair for 2006 & 2011 reunions. He has also served as a lecturer for economic classes and other programs associated with the economics department, participated in the Duke in New York program, and established the Harrison Family Endowment. Most recently, he was asked by Kevin White and President Brodhead to join the Athletic Leadership Board.



Winston E. Henderson B.S.E.'90, J.D.'96

Winston Henderson B.S.E.'90, J.D.'96, *Boston, MA, Vice President.* Winston relies on both of his Duke degrees—in biomedical engineering/electrical engineering and law—in his role as vice president and general counsel at Surface Logix, a drug development company focused on small-molecule drugs. Earlier, Winston worked at Kenyon & Kenyon, in the intellectual property practice, and at Accenture.

Winston has maintained both his undergraduate and law ties to Duke, serving on reunion committees for both and attending numerous university and law events in Boston and New York, as well as on campus. Winston, who as a student joined the Black Student Alliance and Alpha Phi Alpha, recently co-chaired the Duke Black Summit, held in 2010 in Washington, D.C., and New York City. Winston continues to be a leader in discussions of how Duke can find new ways to engage black alums and of how Duke alumni can strengthen their personal and professional networks, and is on the Advisory Board for Law School's LLM in Entrepreneurship.



Alice Blackmore Hicks '69, P'07

Alice Blackmore Hicks '69, P'07, *Kent, CT, Member at Large.* Alice is a native of North Carolina and graduated from Duke University with a Bachelor of Arts in Mathematics and Economics. She then moved to New York and earned an MBA in Finance at New York University. She began her career on Wall Street at the Irving Trust Company rising to Vice President. A partnership at the investment advisory firm of David J Greene & Co. followed, and then SVP at Arnhold & S. Bleichroeder, Inc., a New York investment bank. Before retiring, she became a

founder and Executive Vice President of Iridian Asset Management LLC in Westport, Connecticut. Iridian is dedicated to independent research, investment rigor and the mitigation of risk by investing in companies undergoing significant corporate change.

Alice offers Duke Alumni Association extensive board served experience, having served on eight boards of directors over the course of her career. At Duke she served on the board of the Duke University Management Corp for 13 years, as well as the board of the Women's Studies program, the Duke Alumni Council, Class reunion chair, and now The Kenan School of Ethics.

She now resides in Connecticut, with her husband Jim where she is a Commissioner of the local planning and zoning Commission, a board member of the Land Trust and Treasurer of the Country Club. Besides civic work, she enjoys golf, gardening and other wise country life while still being close to New York City. Alice and Jim have two sons, James Byron, Jr. (A.B.'07) and Daniel Franklin...All avid Duke fans.!

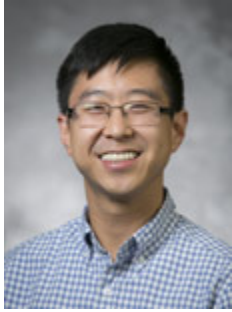


Ana Homayoun '01

Ana Homayoun '01, *San Francisco, CA, Vice President*. Ana is an author, speaker and life coach for teens and young adults. Since founding Green Ivy Educational Consulting, Ana has become a nationally recognized for her approach to addressing the intersection of technology, socialization and learning. Her most recent book, *The Myth of the Perfect Girl* (Penguin 2012), discusses strategies to help teen girls and young adult women thrive in today's culture. Her first book, *That Crumpled Paper Was Due Last Week* (Penguin 2010), highlights simple, powerful

methods for encouraging boys with organization, time-management, motivation, and goal setting skills.

In addition to her individualized coaching services, she is a frequent presenter to teachers, parents and students at schools around the nation and abroad on how to incorporate organization, time-management, personal purpose and overall wellness into the classroom and school environment. Ana is a 2001 graduate of Duke and is a member of the Duke Young Alumni Development Council National Board. She is a member of the leadership council for the San Francisco Bay Area Year Up organization, a nonprofit devoted to empowering urban talent to reach their potential. She holds a master's in counseling and pupil personnel services credential from the University of San Francisco.



Jin-Soo D. Huh '09

Jin-Soo Huh '09, *San Jose, CA, Young Alumni Representative*. Jin-Soo graduated from Duke with a double major in public policy studies and political science and a minor in French studies. While at Duke, he served as a co-chair of the First Year Advisory Counselors Board, the president of the International Relations Association, a member of the Senior Gift Committee, a member of the Undergraduate Judicial Board, and a tour guide.

Following his time at Duke, he joined Teach For America in the D.C. Region where he taught middle school math. He became involved in implementing new models of instruction in K-12 schools when he served as a teacher leader in implementing one of the first 1:1 iPad implementations. He moved to New Orleans where he taught high school math and became involved in the 4.0 Schools community. From there, he served as the Director of Technology at KIPP Chicago Schools where he oversaw the blended learning programs. He now serves as the Personalized Learning Manager at Alpha Public Schools in San Jose. In addition, he is a contributor to Edsurge and a member of edtech accelerator Imagine K-12's Educator Advisory Board.

He maintains his ties with Duke as the Secretary for the Duke LGBT Network, a co-chair for his class's reunion, a member of the National Board of the Young Alumni Development Council, and as an admissions interviewer.



Aruna Inalsingh M.B.A.'95

Aruna Inalsingh M.B.A.'95, *New York, NY, Member at Large*. The former president of the Duke Club of New York—and now co-chair of the unified Duke New York Board—Aruna has done much to engage the largest community of Duke Alumni outside of North Carolina.

Aruna was instrumental in organizing Duke New York's fourth annual Health & Fitness Day in central Harlem, a Duke Alums Engage event that provided free medical screenings, healthy living workshops, a full day of sports activities and healthy cooking for more than 130 children and their families. She also collaborated with the Dunlevy Milbank Center, affiliated with The Children's Aid Society in New York, for "Study Now, Play Later," a program that fosters self-esteem through academics and athletics, and developed a survey to better match New York alumni with volunteer opportunities.

Aruna runs Ani Marketing Service, a boutique strategy, marketing, & communications agency she founded in 2001.



Lara L. Jones '08

Lara Jones '08, *Seattle, WA, Young Alumni Representative*. As a recruit to Duke's track and field team, Lara Jones was immediately attracted to the university's commitment to excellence in both academics and athletics. She graduated *magna cum laude* from Trinity College with a bachelor's in economics. By her senior year, Lara ranked in the top 20 for the NCAA Division I women's pole vault, had competed in the 2007 Division I National Championship, and was a recipient of the Academic All-ACC Honor. While at Duke, Lara was a member of and the formal recruitment chair for Alpha Delta Pi and a resident assistant in Keohane Quad. Lara also worked at the Duke Career Center as a marketing intern and for the Department of Economics as a research assistant for Professor Emma Rasiel.

After graduating from Duke, Lara returned home to Seattle where she eventually moved into her current position with Kibble & Prentice. As a benefit analyst, Lara is responsible for analyzing the employee benefit packages for 25 companies with 100 to 500 employees. She is also currently working on a proprietary tool to calculate potential fee costs for employers with regards to the Patient Protection and Affordable Care Act.

It was Lara's goal after graduating from Duke to give back to and stay connected with the university through volunteering for Duke Puget Sound. As the community outreach chair, Lara planned numerous philanthropy outings for Duke Puget Sound, including the annual Duke Alums Engage event. She recently moved into her role as vice president of Duke Puget Sound. In August 2011, Lara was appointed as head of the Seattle DukeEngage alumni committee. She is responsible for planning and executing enrichment activities (including volunteer outings to local philanthropies and speaking events) for the program, which provides funding for Duke undergraduates who wish to pursue an immersive service experience for the summer.

In her free time Lara enjoys volunteering at her former high school as a pole vault coach, skiing in the beautiful mountains of the Northwest, watching Duke basketball games, attending country music concerts and traveling.



David Karger '95

Dave Karger '95, *Los Angeles, CA, Member at Large*. Dave is the Chief Correspondent at Fandango, where he hosts the original video series "Weekend Ticket" and "Fandango Frontrunners." He has made over 150 live appearances as an entertainment analyst on NBC's TODAY show, and appears regularly as a film expert and correspondent on Access Hollywood and E!

In 2015, Dave received the Publicists Guild Press Award honoring the year's top entertainment journalist. In 2014, he was named one of Out Magazine's "OUT 100,"

acknowledging the most influential people in the LGBT community. In addition, “Fandango Frontrunners” received a 2013 Webby Award nomination for Best Variety Series, while Dave was nominated for Best Host in a Web Series by the Cynopsis Model D Awards in 2014.

Prior to joining Fandango in 2012, Dave spent 17 years at Entertainment Weekly, where he wrote over 50 cover stories, on subjects including George Clooney, Angelina Jolie, Elton John, Taylor Swift, Johnny Depp, Denzel Washington, and Carrie Underwood. He also spearheaded Oscar coverage for the magazine and EW.com.

In 2012 and 2013, Dave was the Academy’s official red-carpet greeter on Oscar night. He also co-hosted the 2011 Oscars Digital Experience (produced by The Academy and ABC), which won the Primetime Emmy Award for Outstanding Creative Achievement in Interactive Media. He has served on the juries of the TriBeCa, Los Angeles, South By Southwest, and Florida Film Festivals. Dave graduated cum laude from Duke University, where he was the president of his class his junior and senior year.



Christopher B. Kennedy Ph.D.’79, P’05, P’09

Chris Kennedy Ph.D.’79, P’05, P’09, *Durham, NC, Honorary Member*. Chris was promoted to Senior Deputy Director of Athletics on July 1, 2013, and has been a part of the Duke Athletics staff since 1977.

His other capacities within the department of athletics have included academics coordinator and compliance coordinator. He became the senior associate director of athletics in 1997 and in the summer of 2008 served as interim director of athletics. His role includes oversight of Compliance, Academic Support, and External Relations as well as additional administrative duties. Kennedy, a native of Hillsborough, Calif., is a 1971 graduate of Georgetown University.

Under Kennedy’s oversight, Duke has won the College Academic Achievement Award a record 12 times, including five consecutive years from 1993-97, for the graduation rate of its football student-athletes. Kennedy has been presented five times with a special citation from the CFA for his excellence in academic advising. Additionally, Duke consistently ranks among the nation’s best in overall graduation rates of its student-athletes. In compliance, Kennedy has overseen the growth of a department that now includes four full-time positions.

Kennedy earned his master’s degree from Georgetown in 1974 and his Ph.D. from Duke in 1979. He still serves as an adjunct assistant professor of English at Duke. Beginning in 2014-15, he will also teach in the Kenan Institute of Ethics. He and his wife, the late Ana Beamud, have two children: Joe, a 2005 graduate of Duke and former captain of the men’s lacrosse team, and Marion ’09.



Paul Kim B.S.'97

Paul Kim B.S.'97, *San Diego, CA, Member at Large*. Paul is a Data Analytics, Finance, Accounting and Business Process & Strategy expert who is a recognized leader within the audit and fraud prevention community. With Math and Economics degrees from Duke University and Accounting from the University of San Francisco, Paul is a licensed Certified Public Accountant (CPA) and a Certified Fraud Examiner (CFE).

At Duke, Paul was active with the Navy ROTC program while also running on the varsity Track team. In between studies in his majors, he was also highly involved with his living group, Mirecourt. Paul received a commission as an Officer of the U.S. Navy upon graduation in 1997.

Although originally from the East Coast, Paul was then brought out to San Diego serving onboard the USS Gary and USS Coronado where he did two deployments and participated in numerous Navy operations with joint staff and foreign navies. After honorably serving in active duty and as an active reservist for 9+ years, Paul was a Senior consultant with Arthur Andersen in the Bay Area where he performed internal auditing services for 20 different clients in over 25 domestic and international locations (saving clients \$10M+ through the implementation of more efficient processes).

He later worked at Bay Area and San Diego-based Intuit, where he held a variety of responsibilities including Senior Internal Auditor, Fraud Manager, and Compliance Manager. His work at Intuit helped establish a "World Class" Fraud Prevention Program and reduced fraud by over 99% resulting in over \$20 million in prevented losses through the implementation of enterprise-wide fraud controls. He also led investigations into embezzled funds, capturing over \$5 million, and established secure controls to prevent future occurrences. Additionally, he worked in conjunction with the IRS, Law Enforcement, and other authoritative bodies to identify and prevent over \$1.8 billion in tax losses during Tax Year 2011.

Paul founded PK Analytics in 2010 where he provides expertise in business consulting, data analysis, and fraud prevention to help small businesses, large corporations, government entities, and other organizations optimize operational results. He currently helps over a dozen clients across various industries with their fraud prevention programs and performing audit services to prevent fraud, waste and abuse.

In his free time, Paul enjoys watching and participating in sports of all kinds as well as playing guitar. He is also an avid film-goer and has a side business venture working in (movie) entertainment as well as event organization. Paul likes to stay active in his local San Diego community as well as with the Duke community out

west. He has been volunteering with Duke since 2002 and has been serving on Duke San Diego Board since 2006.



Mary Kristin Klein '82

Kris Klein '82, *San Rafael, CA, Vice President*. Kris is senior advisor at Credit Suisse in the technology, media and telecom group in investment banking. She is based in San Francisco and is focused on senior-level coverage of global technology companies. She has advised on a broad range of capital raising and merger and acquisition transactions for these clients. Kris has served as a member of the firm's investment banking committee and the Board of Trustees of the Credit Suisse Americas Foundation.

Kris is actively involved with Duke as an alumni interviewer and as co-founder of Duke Women's Forum of Northern California. She has served as an ambassador for Duke Forward in San Francisco, has volunteered for Duke Engage and as a reader for the Duke Reader Project. She is currently enrolled in Professor Dan Ariely's "A Beginner's Guide to Irrational Behavior" course on Coursera.

In her community, Kris is involved with organizations focused on education. Kris is a member of the Alumnae Advisory Board of the Harvard Business School Women's Student Association and serves as a Trustee of Marin Academy, an independent college preparatory high school.

Kris graduated, *summa cum laude*, with a bachelor's degree from Duke and earned her M.B.A. degree from Harvard Business School. She lives in the Bay Area with her husband. Kris has two daughters. Her youngest daughter, Grace, is a current Duke student.



Abigail Williford Kocher '00, M.Div. '06

Rev. Abby Williford Kocher '00, M.Div. '06, *Richmond, VA, Divinity School Representative*. Abby is a United Methodist pastor who has served churches in North Carolina and Virginia. From 2006-2009, she served as community minister at Duke Chapel. In this position, she played a key role in designing and implementing Duke Chapel's engagement with the Durham community as well as regularly leading worship services.

Abby is originally from Rocky Mount, North Carolina. While at Duke as an undergraduate, she participated in service opportunities in leadership and studied abroad in Ghana, West Africa. After completing undergraduate studies, Abby was a fellow with the Z. Smith Reynolds Foundation in Winston-Salem, NC. She then attended divinity school on a Lilly Fellow scholarship. She is ordained by the Western North Carolina Conference of the United Methodist Church. Abby and her husband,

Craig Kocher '01, have a daughter, Caroline. They currently live in Richmond, Virginia.



Bret Lesavoy '15

Bret Lesavoy '15, *Allentown, PA, Recent Graduate Representative.* Bret visited Duke for the first time in August of 2010. The following year, Bret returned to Duke to join the Class of 2015. He quickly acclimated to college life, getting involved with a variety of organizations including East Campus Council (freshmen class council), Duke Student Government, Duke's Pre-Dental Society, Dukes and Duchesses, and Duke Men's Club Tennis Team. Through his class and house council involvements his freshmen year, Bret realized his passion for building and strengthening communities and decided to become a Resident Assistant in Wilson dormitory on East Campus his sophomore year. At the end of his freshmen year, Bret also ran for Class President and has continued to serve as President of the Class of 2015 for his remaining time at Duke.

Bret is most proud of his involvement in helping to create a new academic tradition at Duke known as Academic Homecoming—a celebration intended to welcome Sophomores into their new academic homes following the declaration of their majors. Bret is also anxiously excited about his latest effort at creating a Duke tradition known as Class Day. The inaugural Class Day ceremony is set to occur on May 7th, the Thursday before commencement weekend, and is intended to complement commencement in a way that emphasizes the light-hearted and fun aspects of the undergraduate personal Duke experience.

Bret graduated with a B.S. in Biology and is looking forward to the next chapter in his life at the University of Pennsylvania, School of Dental Medicine where he began in August.



T. Reid Lewis '84

Reid Lewis '84, *Bethesda, MD, Ex-officio Member.* As GroupLogic's President & Co-Founder, Reid Lewis helps drive the strategic direction and growth of the company's product lines, and works to ensure the success of customers who use mobilEcho, ExtremeZ-IP and Mass Transit. Reid represents GroupLogic at industry conferences and in online communities related to GroupLogic's products, customers' successes and related technologies.

As Co-Founder and Co-Chair of The Duke Global Entrepreneurship Network (DukeGEN), Reid both oversees and contributes to the implementation of DukeGEN's many programs, each designed to help entrepreneurially minded students and alumni achieve their goals.

Reid serves on the Advisory Board of The Center for Entrepreneurship and Innovation at Duke's Fuqua School of Business.

Reid has a B.S. in computer science and a minor in economics from Duke University.



Courtney E. Lorenz M.E.M.'06

Courtney Lorenz M.E.M.'06, Durham, NC, Nicholas School of the Environment Representative. As director of environmental management for Skanska USA Building, a leading global provider of construction management services, Courtney Lorenz works to develop project specific environmental management programs , inspect job sites for environmental compliance, lead LEED certification efforts on projects, train internal personnel and staff, and execute internal audits to maintain ISO 14001 certification. She serves as the U.S. representative for Skanska's Global Environmental Performance Network, while shapes policy and sustainability focused actions for the company as a whole.

Courtney works on several local and national fronts to achieve sustainability results for Skanska. In North Carolina, her efforts resulted in three awards for the Raleigh/Durham office; Green For-Profit Business of the year by the *Triangle Business Journal* (2008) the North Carolina Sustainability Award for Environmental Leadership (2007) and the area's greenest office as named by the *Raleigh News and Observer* newspaper (2007). She was also named a sustainability champion by Sustainable North Carolina for promoting social responsibility and environmental stewardship in business in 2008, a Green Pioneer by the *Triangle Business Journal*. Personally, she was awarded the Rising Star award from the Nicholas School of the Environment in 2011.

Courtney attended Indiana University, receiving a B.A. in Spanish and a B.S. in environmental management in 2002. She attended the Nicholas School of the Environment from 2004 to 2006, achieving a master of environmental management and serving as her class' graduation speaker.

Courtney thrives on outdoor activities and travel, having lived in four other countries and traveled to more than 30 in the past 10 years. She lives in Durham, and stays active in Nicholas School events, including serving on the Alumni Council for the past 4 years.



Frederick W. Mayer P'14

Fritz Mayer, *Durham, NC, Faculty Representative*. Fritz is Professor of Public Policy, Political Science and Environment at Duke University's Sanford School of Public Policy.

Mayer's research covers three broad areas. The first concerns globalization and its implications for public policy and governance, including the role of corporate responsibility. Recent work in this vein includes "Regulation and Economic Globalization: Prospects and Limits of Private Governance" (with Gary Gereffi, *Business and Politics*, 2010) and "Leveraging Private Governance for Public Purpose: Evolving Roles for Business, Civil Society, and the State in Labor Regulation" (in the *Handbook on the International Political Economy of Governance*, edited by Nicola Philips and Anthony Payne, 2013). His most cited work, *Interpreting NAFTA: The Art and Science of Political Analysis* (Columbia University Press, 1998) explored the politics that created NAFTA, both within and among Mexico, Canada and the United States.

Mayer's second major area of research concerns the role of stories in politics and policy making. His recent book, *Narrative Politics: Stories and Collective Action* (Oxford University Press, forthcoming 2014), explains why storytelling is at the heart of politics and shows how shared narratives enable communities to act collectively. Mayer also teaches a course on "Narrative and Leadership" that draws on literature from social movements, political campaigns, sports, and community initiatives to examine the roles of stories and storytelling in public life.

The third area of Mayer's research is the politics of climate change, particularly the role of political communication in shaping beliefs and in supporting or obstructing environmentally responsible policies. A recent policy brief, "Americans Think the Climate is Changing, and Support Some Actions" (with Alex Pfaff and Sarah Adair), issued by the Nicholas Institute for Environmental Policy Solutions, summarized original survey and focus research on the state of US public opinion on climate change policy.

Mayer has taught at Duke since 1988. He was the chief architect of Sanford's flagship introductory course in public policy (formerly PPS 55) and was the lead teacher of that course through the 1990s. As director of graduate studies at the Sanford School from 2000-2009, Mayer led the expansion of the Master of Public Policy (M.P.P.) program, created and directed the Ph.D. Program in Public Policy, and founded the Sanford School's Program in Global Policy and Governance, a summer program for graduate professional students in Geneva, Switzerland which he continues to direct. Mayer was also director of the Center for North American Studies from 1997 to 2000.

In addition to his academic experience, Mayer served as senior international trade and foreign policy advisor to former U. S. Senator Bill Bradley from 1992 to 1993. In other stints in Washington, Mayer served as an aide to Congressman Sander Levin,

as a policy analyst at the U.S. Environment Protection Agency, and as editor at the Close Up Foundation, an educational non-profit organization.

Mayer received an A.B. in history and literature from Harvard, and both an M.P.P. and a Ph.D. in public policy from the Harvard Kennedy School of Government.



N. Shepard Moyle '84, P'15, P'17

Shep Moyle '84, *Roanoke, IN, Immediate Past President*. Shep is the owner and CEO of Shindigz, one of the world's largest internet providers of party supplies, decorations, and favors serving the US and 55 countries worldwide offering over 35,000 items through 6 different e-commerce brands. Shindigz was proud to have been named the online party retailer of the year in 2008. Prior to Shindigz, he worked as a brand manager for Frito Lay inc for five years in Dallas, Texas and is the proud father of restaurant style Tostitos tortilla chips.

Shep has been active in the Young President's Organization for over 18 years and served as the International Chairman of the Board in 2005-06 visiting over 80 countries in 270 nights on the road visiting YPO members and chapters. He also has served as Chairman of the Parkview Health System a regional health provider in northeast Indiana employing over 6,000 persons. He currently also serves on the board of Canterbury School and the Fort Wayne Country Club.

At Duke, he was elected student body president as a sophomore and graduated with an A.B. in political science and history. He then received his M.B.A. from the Harvard Business School in 1986. He has remained active at Duke as a member of the Athletic Advisory Board, serving on the Fuqua school entrepreneurship innovation board, serving as alumni interviewer and serving on his 25th reunion committee.

He has three children, Madison '15, Chase '17, and Max who are all rabid blue devil fans. Shep's wife, Wendy, is a native fan of the Indiana Hoosiers but has also become an honorary Blue Devil. They have just moved into their new home with their three dogs— Duke, Boomer and Bella—and look forward to more visits to Durham.



Naakoshie G. Lamptey Nartey '02

Koshie Nartey '02, *New York, NY, Member at Large*. Koshie is a Marketing Manager for The New York Times. After graduating from Duke in 2002, Koshie moved back to New York to begin her career in consumer marketing at Blue Horizon Media. From there, she moved on to Time Consumer Marketing where she spent more than five years working on titles including People, Sports Illustrated, and Time. In 2008, Koshie moved to San Diego working for Eventful, a leading digital media company connecting more than 21 million users with

entertainment and live events. Koshie returned to New York in 2011 to help establish Eventful's N.Y. office. As of this past May, Koshie joined The New York Times, managing subscriber retention efforts for its core digital products.

Koshie's work with Duke began in 2002 when she joined the Duke Club of New York as an alumni volunteer working on young alumni events. In San Diego, she worked to revitalize the Duke Club of San Diego, ultimately serving as its Vice President. In 2012, Koshie was asked to join the Executive Committee of the Duke 50th Anniversary Commemoration where she served on the Regional Events subcommittee planning the New York City regional event. She has also served as an ambassador for Duke Forward in New York and on the board of the Duke University Black Alumni Connection. Koshie is currently serving on the Duke "Proceeding from the 50th Commemoration" Committee (DukeProceed).

In addition to her work with Duke, Koshie has served on the Board of Directors for the St. Aloysius Education Clinic and is a volunteer with All Star Code. Koshie resides in New York City with her family.



Mark Anthony Neal

Mark Anthony Neal, *Durham, NC, Faculty Member Representative.* Mark Anthony is Duke University's Professor of African and African American Studies and Professor of English at Duke University where he teaches courses in Black Cultural Studies, including signature courses on "Michael Jackson and the Black Performance Tradition" and "The History of Hip-Hop". Mark also co-taught with Grammy Award Winning Producer, 9th Wonder. Neal is the author of five books including *What the Music Said: Black Popular Music and Public Culture*, *Soul Babies: Black Popular Culture and the PostSoul Aesthetic* and *Looking for Leroy: Illegible Black Masculinities*. He was also co-editor, with Murray Forman, of *That's The Joint: The Hip-Hop Studies Reader*. Mark directs the Center for Arts, Digital Culture and Entrepreneurship (CADCE) and is the host of *Left of Black*, a weekly video podcast produced in collaboration with the John Hope Franklin Center for International and Interdisciplinary Studies at Duke. Mark received his Ph.D. in American Studies at State University of New York at Buffalo, and earned an M.A. and B.A. at State University of New York at Fredonia.



Gary R. Nelson '64, P'95

Gary Nelson '64, *Steamboat Springs, CO, Member at Large.* Gary is an economist and corporate investor. Gary serves as head of Sigma Federal, a small private equity firm, and as a board member and officer of two aviation service firms, Mint Turbines and Keystone Turbine Services.

Prior to his current responsibilities, Gary was vice chairman and

senior officer of SRA International and helped lead the Washington-based management consulting and information technology firm from \$2 million in revenues to over \$300 million.

Gary served in the federal government as a Deputy Assistant Secretary of Defense and at the U.S. Office of Personnel Management as head of the civil service retirement system and the federal health benefits program. He was also principal analyst at the Congressional Budget Office, joining the CBO in its initial year of operation.

Prior to government, Gary was an economist at the Rand Corporation in Santa Monica, CA and the Institute for Defense Analyses in Arlington, VA.

At Duke, Gary served as editor of the Duke Chronicle and has been active in class reunions, serving as co-chair of the 50th reunion in 2014. In addition to his degree in mathematics from Duke, Gary also holds a PhD in economics from Rice University.

He is married to the former Holly Roos and has four daughters, including Dr. Catherine Nelson, B.S.'95, as well as ten grandchildren.



Joanne M. O'Connor '92

Joanne O'Connor '92, *Palm Beach Gardens, FL, Vice President.* Joanne graduated cum laude from Trinity College in 1992, with majors in political science and Spanish. While at Duke, Joanne wrote for *The Chronicle*, played club field hockey, was active in ASDU, served as an RA, and studied abroad with Duke-in-Madrid. Following graduation, she worked as a Presidential Management Intern at the Department of Justice in Washington, D.C. While obtaining her

Master's degree in Political Science and Latin American Studies from the University of Florida, Joanne interned at The Carter Center of Emory University and traveled to Mexico with President Carter as part of an international team monitoring the 1995 Mexican presidential elections.

Joanne obtained her law degree, summa cum laude, from Tulane University School of Law in 1999. Following graduation, she clerked for now Chief Judge, Sarah Vance, of the Eastern District of Louisiana. Joanne holds an AV-Preeminent rating for ethical standards and legal ability from Martindale Hubbell and has been named among Florida's Leading Lawyers (Litigation) by Chambers USA and as a Top Lawyer (Litigation) by the South Florida Legal Guide every year since 2009. She practices in the areas of complex commercial litigation, business torts and lawyer and law firm defense.

Joanne served as the President of the Duke Club of the Palm Beaches from 2003 to 2011. During her tenure, the Palm Beach club hosted several Duke speakers including art history professor Kristine Stiles (60 alums turned out for brunch and a guided tour of The Norton Museum of Art's exhibit "JFK and Art") and political science professor David Rohde (lunch at Ruth's Chris steakhouse to discuss Florida's role in the 2008

presidential election). More recently, Joanne sought to highlight local alumni who have made significant contributions to the university. To that end, the Club last year hosted David Goldstein, Ph.D., Director of the Center for Human Genome Variation and The Richard and Pat Johnson Distinguished University Professor at Scripps Florida, a biomedical research institute that opened in Jupiter, Florida in 2005. The event allowed local alumni to learn about and to honor the contributions made to Duke by the Johnsons, residents of Palm Beach, and promoted collaboration between Duke and Scripps Florida, which has already sent several of its high school summer interns to Duke.

Joanne has served as an active alumni interviewer with the Alumni Admissions Committee in Palm Beach County for nearly ten years, having begun work with alumni admissions during graduate school.

Joanne serves as a member of the board of directors of The Forum Club of the Palm Beaches and is a former state trustee of the PACE Center for Girls, which provides gender responsive educational and counseling programs for adolescent girls in 19 centers throughout Florida. A 2008 graduate of Leadership Palm Beach County, Joanne actively volunteers with that organization's Youth Leadership Program for high school juniors.

Joanne has one son, William Cameron Brodner. His father is David Brodner, M.D., also a Trinity 1992 graduate. Joanne is married to Neill Borland, M.D. and is thrilled that her step-daughter, Emily Borland, is a member of the class of 2015.



Sara K. Oliver B.S.E. '06

Sara Oliver B.S.E. '06, New York, NY, Member at Large. Sara Oliver is a Professional Engineer experienced in transportation and urban planning, urban transportation policy analysis, highway design, environmental compliance, and flood resiliency projects. She is a project manager at Michael Baker International, a company specializing in a comprehensive range of innovative services and solutions for governments and a wide range of private development.

Sara specializes in infrastructure design projects and is currently managing a flood resiliency project at the World Trade Center Site in downtown Manhattan. Previous project experience includes: the New NY Bridge (Tappan Zee Bridge replacement); the Staten Island Expressway highway and bridge replacements; and environmental compliance programs for natural gas and electric generation facilities in Texas.

Sara currently serves as the General Events Committee Chair for the DukeNY Board of Directors. The General Events Committee is working to create a structured process of event development and approval specifically to target events that serve groups of people or interests that might not be currently served through the robust menu of existing programming throughout the region. Sara also serves an ongoing role as the class agent for the Duke Pratt School of Engineering Class of 2006, and she enjoys

keeping in touch with many of her engineering classmates. Through that role, Sara led efforts that broke the five-year reunion record for class participation in giving to the Engineering Annual Fund. During her tenure in Dallas, Sara served as co-chair of the North Texas Duke Women’s Network during its inaugural year. While at Duke, Sara was involved in the following capacities on campus: Pratt Fellows, Pratt Student Advisory Board, Engineering Student Government, Duke University Chorale, and Delta Delta Delta.

As a passionate engineer, music lover and basketball fan, Sara was lucky to find a University community through which she can actively pursue all of her passions. She wants to do all she can to help give back and make sure generations to come get the same opportunities both on this beautiful campus and as a part of this amazing alumni body.

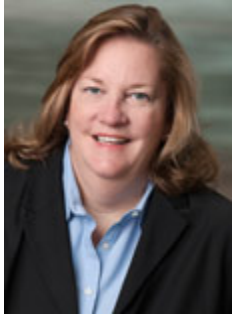
Sara graduated from Duke in 2006 with a B.S.E. in Civil Engineering. She also has a Masters in Urban Planning from NYU Wagner School of Public Service (2011).



Roberta González Oyakawa B.S.E.’86

Roberta González Oyakawa B.S.E.’86, *Dallas, TX, Ex-officio Member*. Raised in New Jersey in a Puerto Rican household, Roberta graduated from Duke in 1986 with a degree in Biomedical Engineering. Throughout a 20-year career in the telecom and network testing industry, Roberta worked in a variety of marketing roles for Hewlett-Packard, Spirent, and several smaller companies for which she travelled extensively throughout the US, Europe, Asia, Australia and Latin America, evangelizing new technologies and supporting sales efforts. Since 2000 Roberta has been an entrepreneur, founding a number of companies, the most recent of which is DermPRO, an e-commerce and marketing platform for dermatologists and plastic surgeons.

Roberta loves Duke and has been involved in some way with Duke since graduating. She has been an active member of the DU-AAAC for many years, has served as the Chairperson of the Central California Coast AAAC, and currently serves as a Board Member both of the Duke Club of North Texas and of DUHLAA. As Communications Chair for DUHLAA’s inaugural 2011-13 term, Roberta established a website for the group on Duke’s affinity group platform, maintained the group’s Facebook page and website, keeping them both updated regularly, and authored a variety of communications and letters to DUHLAA members and stakeholders throughout the Duke community.



Judith Wagoner Pahren '84

Judy Pahren, *Richmond, VA, Vice President.* Judy is Senior Vice President of Home Loans at Capital One where she leads key programs to build business infrastructure. She has been responsible for developing the HL line of business model and for the integration of the Capital One and INGD Home Loan Businesses.

Judy joined Capital One in 1994. She has held a variety of diverse leadership roles in many areas including New Business Development, Card and New Business operations, Human Resources, Risk Management and Process Management. In addition, Judy frequently leads high-impact, large-scale strategic change and infrastructure projects for the organization.

Judy is the executive sponsor of Capital One's Women's Initiative and plays a key role in the development of women at Capital One. Through her leadership, Capital One has also focused on developing future leaders by hosting the Future Leaders Forum for Young Women for the past ten years.

Organizations in the community also benefit from Judy's involvement. She is President of the Maymont Foundation. She also serves on the Board of Trustees for ChildSavers/Memorial Child Guidance Clinic Endowment, and The Collegiate School. She volunteers for Duke University in a number of roles including chairing the Alumni Admission Committee for Central Virginia, serving on the leadership group for Duke Richmond and participation in reunion committees. Past board service includes Board Chairman of the Richmond Forum, Vice Chair for the Powell Center for Economic Literacy, and Childsavers Operating Board.

Judy has been recognized for her business and community contributions including 2011 Style Weekly Executive Women in Business, 2013 Forever Duke Award, and 2014 Outstanding Women Award (Business).

Judy earned her bachelor's degree in political science from Duke University, and her M.B.A. from Vanderbilt University with concentrations in Operations Management and Human Resources. She lives in Richmond, Virginia with her husband and her two daughters.



Kecia Paredes M.B.A.'04

Kecia Paredes M.B.A.'04, *Queens, NY, Fuqua School of Business Representative.* Kecia Paredes recently transitioned to a new role at American Express as a Director on the Premium Product Management team where she works on the branding, value prop and end-to-end experience for Platinum Card Members. Prior to joining American Express, she held various marketing functions at Walmart, Dannon and P&G.

Kecia earned her B.A. in Economics & Mathematics from Boston University and her MBA from Duke's Fuqua School of Business. Prior to Duke, Kecia worked for Lazard Asset Management and Deutsche Bank within portfolio management and operations.

She recently served on the Fuqua Minority Alumni Advisory Board and volunteers with New York Cares. In her free time, Kecia enjoys traveling (most recently Iceland and Croatia), recreational cooking, and exploring new restaurants with friends. She resides in Queens, NY and enjoys supporting DukeNY alumni events.



Vikas Patel B.S.'96, M.D.'00, H.S.'04

Vikas Patel B.S.'96, M.D.'00, H.S.'04, *Cary, NC, Member at Large*. Vikas is the owner of and principal physician at North Carolina Dermatology Associates, based in Raleigh, NC. After graduating from Duke, he continued at Duke for medical school. Upon graduation from Duke Med, Vikas moved to San Francisco for his medical internship at California-Pacific Medical Center before returning back to Duke in 2001 to complete his residency in

Dermatology. Vikas practiced dermatology in the DC area from 2003-2009 and decided to return back to the Triangle to start his own practice.

Vikas was his Class Representative for his 5-year Medical School reunion as well as the Co-Chair for his 15-year reunion. In addition, he has been active on the Alumni Admissions Advisory Committee since 2011. Vikas also served on the Leukemia and Lymphoma Society's 2016 Man/Woman of the Year Leadership Team.

Vikas has 5-year old twin girls, who are rapidly becoming as big of a Duke fan as their father. His wife, Neha has become an honorary Blue Devil and currently works for Adobe, Inc.



Susan M. Prosnitz '89

Susan Prosnitz '89, *Washington, DC, Law School Representative*. Susan graduated from Duke Law in 1989. During law school, she served as Vice-President of the Duke Bar Association. Following graduation, Susan was appointed to the Future Forum Board as a young alumna and thereafter to the Law Alumni Association of which she is a past President. She has also supported Duke Law students through mentoring programs and by participating in career panels

focused on public service. Susan earned her undergraduate degree from Amherst College and later received certificates in Executive Leadership from the Harvard Kennedy School and Georgetown University.

Susan recently moved to Washington D.C. to work as the Assistant Chief Counsel for

Legal Policy and Education in the Office of Chief Counsel for the Transportation Security Administration. She advises the Chief Counsel on matters relating to legal policy, education, and professional development and works closely with the Assistant Administrator responsible for transportation security policy. Previously, Susan worked at Suffolk University Law School, where she was the first Executive Director of the Rappaport Center for Law and Public Service. Before entering academia, she was the General Counsel to the Massachusetts Executive Office of Public Safety and Security, which oversees all state public safety, criminal justice, and homeland security agencies in Massachusetts. Following 9/11, Susan was appointed by former Massachusetts Governor Jane Swift to serve as the Executive Director and General Counsel for the Special Advisory Task Force on Massport, charged with conducting a top to bottom review of Logan Airport in the aftermath of the terrorist attacks. She also served as Chief Counsel to the Massachusetts Highway Department, and as Chief of Litigation for the Boston Police Department. During her government tenure, Susan was appointed by the Massachusetts Supreme Judicial Court to the Task Force on Hiring Practices in the Judiciary formed in the wake of allegations of corruption and fraud within the Massachusetts Probation Department. In addition, she served as co-chair of the Governor's Task Force on Hate Crimes and as Co-Chair of the Statewide Racial and Gender Profiling Committee.

Susan has received several service awards including the Suffolk Law Thomas J. McMahon Award for "Outstanding Dedication to the Student Body", the Boston Bar Association's President's Award, a Certificate of Recognition from the Massachusetts House of Representatives for "Outstanding and Dedicated Service", the National Center for Women in Policing "Breaking the Glass Ceiling" Award, the Boston Police Department's "Distinguished Service" Award, and the Boston Police Commissioner's "Special Citation for Outstanding Performance" Award.

Sarah Arciszewski Rosen '84



Sarah Arciszewski Rosen '84, *Short Hills, NJ, Member at Large*. Sarah is Director of Development for NJTV, New Jersey's public television station. Prior to that, she has served as a development consultant to many non-profits in New Jersey and as Director of Development at Kent Place School, Deputy Director of Development at WNET and Director of Planned Giving at Union Theological Seminary. Sarah currently serves as vice-chair of Horizons Newark, an academic program focused on closing the opportunity and achievement gaps for low-income, public school students in Newark, and as a trustee of the Frances & Edwin Cummings Memorial Fund. She is a member of the DukeNY board, co-chair of the DukeNY Women's Forum and has previously been a member and chair of Duke University's Council on Women's Studies. Sarah is an active Duke Alumni interviewer and helped launch a Duke Alums Engage project in Newark. Sarah has served on the boards of the Summit Area Public Foundation, Horizons National, Temple Sinai, Bridges Outreach, and Interweave. Sarah also helped launch the Martin Luther King Jr. Day of Service and the One Book, One Community programs in Summit, NJ. She

has been a fellow at Lead NJ and Leadership New York.

She graduated from Duke University with a double major in Economics and History. She and her husband, David, live in Short Hills, New Jersey with their three children, Ben, Caroline and Jonathan.



Eric G. Savage '92

Eric Savage '92, *Bangalore, India, Member at Large*. Eric is the Co-Founder and CEO of Unitus Capital. Unitus Capital is a Bangalore-based social investment bank that raises equity and debt for companies that do life changing work in the fields of microfinance, affordable health care, renewable energy, education, agriculture and women's empowerment. Eric has led the company in raising over \$1 billion for more than 50 social businesses across Asia. For Unitus Capital's work, Eric was selected the 2014 Expat Entrepreneur of the Year.

Previously, Eric led Citigroup's Asia Power & Infrastructure Investment Banking Group, and helped secure and execute multiple landmark equity, debt and M&A transactions totaling many billions of dollars. Eric was based in Hong Kong for 12 years and NYC for two years with Citigroup/Salomon Brothers. Eric also headed Salomon's Asian utilities sector equity research and was selected to Institutional Investors' All-Asia research team.

Eric graduated cum laude from Duke with an Economics degree in 1992. While at Duke, Eric was a member of BOG, studied abroad in Brussels and helped start the Best Buddies program that allows students to befriend mentally handicapped adults and children. Eric also has a Master's Degree in Public Administration from the Harvard Kennedy School, where he received the Lucius N. Littauer Fellow Award, the program's top honor.

Eric has been an active alumnus since graduation having done alumni interviews for over 15 years and also attending and helping organize various alumni events in NYC, Hong Kong and India. Eric also co-founded and serves as co-chairman of Duke India. Eric serves on Fuqua's Impact Investing Initiative Advisory Board and participates every year in the Coach K Academy fantasy basketball camp where he is the career leader in fouls.

Eric has served on a variety of Boards/Advisory Boards, including dairy company MokshaYug Access, Mallya Aditi International School, Minlam Asset Management, Unitus Seed Fund, Catalyst Microfinance Investors, India Financial Inclusion Fund and Get Buckets Basketball Academy. He's also been named to St. Francis de Sales High School's (Toledo, OH) Wall of Fame.

Eric and his wife Phyllis (an honorary Dukie) have four children: Gabriel, Trinity,

Amelia and Maximus. All believe that the sun rises and sets in Durham, NC.



Michael Schoenfeld '84

Michael Schoenfeld '84, *Durham, NC, Honorary member.* Michael J. Schoenfeld is Vice President for Public Affairs and Government Relations at Duke University. He oversees communications and advocacy for the university and medical center, the university's Washington center, and serves as Duke's chief spokesperson. He is also an adjunct lecturer in the Sanford School of Public Policy, where he teaches a course on media and politics.

As the chief communications strategist, he directs the university's efforts to connect with local, regional, national and global audiences, and represents Duke before a wide range of constituencies. Under his leadership, Duke has energized its digital media presence, including a redesigned home page, new social media channels, and the launch of Duke on Demand, an online video hub for the university. He also enhanced Duke's capabilities in global communications, marketing and strategic communications, and government relations to support the university's priorities in these areas.

Since he arrived in 2008, Duke has added several gold, silver and bronze awards from the Council for the Advancement and Support of Education (CASE).

Schoenfeld is also co-founder and chairman of Futurity (www.futurity.org), a multimedia consortium of more than 60 leading research universities from the U.S., Canada, the U.K. and Australia.

Schoenfeld came to Duke from Vanderbilt University in Nashville, TN, where he was vice chancellor for public affairs from 1997-2008. He created and led a comprehensive public affairs program that earned multiple honors, including a number of regional Emmy awards for television production. In addition, he led Vanderbilt's legislative agenda at the local, state and federal levels on issues that include research funding, higher education policy and health care, and was widely credited with rebuilding Vanderbilt's relationship with the Nashville community through leadership in education, economic development and the arts. He was twice named volunteer of the year by the Nashville Chamber of Commerce and received the Otis Floyd Award for Distinguished Service to Education from the Tennessee College Public Relations Association.

Prior to joining Vanderbilt, Schoenfeld was senior vice president for policy and public affairs at the Corporation for Public Broadcasting (CPB) in Washington, D.C., where he was the chief spokesman and senior corporate officer for media relations, community relations, research and public policy. As the leader of CPB's Internet and technology initiatives, he helped develop one of the first public telecommunications websites and negotiated a partnership with the MIT Media Lab.

Schoenfeld started his career and spent seven years in international broadcasting and public diplomacy at the Voice of America in Washington. He held several reporting and leadership positions, including news and sports anchor, Congressional liaison officer, and executive assistant and chief of staff to the director and helped coordinate VOA's response to major world events including Operation Desert Storm/Desert Shield and the collapse of the Soviet Union. He received a special commendation from the President's Advisory Board for Broadcasting to Cuba for his work on the launch of TV Marti.

Schoenfeld also served as the first director of program development at Worldnet, the United States Information Agency's global satellite television network.

Schoenfeld is active in professional and civic leadership. He is a member of The Seminar, a group of senior public relations executives from the leading corporations and nonprofit organizations, and currently serves on the CASE board of trustees, the Association of American Universities Public Affairs Committee, and chairs the Public Issues Committee of the Consortium on Financing of Higher Education (COFHE). He was a longtime member of the Duke Magazine Editorial Advisory Board.

Locally, Schoenfeld is chairman of the Durham Chamber of Commerce, chairman of the WUNC Public Radio Community Advisory Board, chairman of the Durham Cultural Advisory Board. He is also a member of the board of the Full Frame Documentary Film Festival, the Museum of Durham History, the National Academy of Television Arts and Sciences (Midsouth), the Sarah P. Duke Gardens, and the OpenNet Advisory Committee. In 2009, he was appointed by Governor Perdue to the North Carolina State Library Commission.

Schoenfeld graduated from Duke in 1984 and received a master's degree in public policy from the State University of New York at Stony Brook in 1986.



Mark W. Scroggs M.D.'84, HS'88, HS'94, P'18

Mark Scroggs, *Chapel Hill, NC, Vice President.* Mark is an ophthalmologist and partner with Carolina Ophthalmology Associates in Chapel Hill, N.C. He specializes in corneal diseases and transplantation and also practices comprehensive ophthalmology, which includes diagnosis, treatment, and surgery for most anterior segment eye problems. He previously served on Duke's faculty. Mark is an active member of several organizations, including the American Academy of Ophthalmology, the North Carolina Society of Eye Physicians and Surgeons, and the North Carolina Medical Society. He is also a member of the Duke Medical Alumni Council.

After earning a medical degree from Duke in 1984, he completed a medical and

surgical ophthalmology residency at the Duke Eye Center. Following his residency, Mark completed a cornea and anterior segment fellowship in New Orleans before returning to North Carolina to begin private practice.

He and his wife, Robin Leigh Mote '80, live in Chapel Hill with their two children. Their son, Kelley, will be a member of the Duke class of 2018. Kelley is proud of the fact that all four of his grandparents have Duke degrees.



William B. Senner B.S.E. '06, M.E.M. '06

Will Senner B.S.E. '06, M.E.M. '06, *Durham, NC, Pratt School of Engineering Representative.* Will Senner is an assistant project manager in the Durham office of Skanska USA Building, a leading global provider of construction management services.

Currently, Will is working on the new events pavilion at Duke. He recently completed the James B. Hunt Jr. Library at North Carolina State University, a winner of the national FiaTech award for job site innovation, where he was responsible for LEED and BIM/Innovation implementation. Previously, Will was a part of the preconstruction group at Skanska, where he worked on projects across the East Coast, primarily in the healthcare, higher education and commercial market segments. He has also worked on special projects at Skanska, including work with the green consulting group and the national innovation and virtual design and construction initiatives.

In addition to his work at Skanska, Will is very active with the USGBC North Carolina Chapter, a nonprofit organization working to promote green building and sustainability. He has served on the Triangle Chapter Board of Directors since 2009 and has been chair of the chapter since 2010. In 2011, Will was recognized as the region's Green Advocate of the Year by Triangle Business Journal. He has also presented to numerous local organizations including CMAA, CSI, AGC and AIA and at national industry events including AGC's BIMForum, Autodesk University, ENR's FutureTech and ConstructTech's Technology Day.

Will graduated with honors from Duke in 2006 with a B.S.E. in structural engineering and a master's of engineering management. At Duke, he was active with the Smart Home, ASCE and Duke Motorsports projects.



Nandita Singh A.B. '16

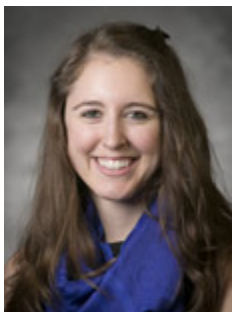
Nandita Singh '16, *Carrollton, TX, Recent Student Member*. Nandita is currently pursuing a degree at Duke with a Biology major and a Neurobiology concentration. Aside from Duke's Brownstone, she is involved with WHO speaks, DPS Global Health, Duke Student Government, and volunteering at a Hospice center. She was born and raised in Texas and is a loud, proud supporter of America's team The Dallas Cowboys. She enjoys Wingstop, Sunday night football, all things Bollywood, Taylor Swift sing-alongs, playing basketball, and movie marathons.



Jennifer Moody Skeesick D.P.T. '06

Jennifer Skeesick D.P.T. '06, *Mountain Home, ID, Graduate Program in Physical Therapy Representative*. Jennifer Skeesick is a 2006 graduate from Duke's Doctor of Physical Therapy program. She has worked in private practice as a staff PT and as a clinic and regional director. She also taught at her alma mater for two and a half years as a clinical associate on faculty while developing an athletic enhancement and injury prevention program. In the American Physical Therapy Association, she has served as the combined section meeting programming chair for the private practice section for two terms.

Jennifer has been an invited speaker for numerous national physical therapy meetings and will be presenting on spine health at a national equine veterinary conference in the fall. Prior to her physical therapy training, she attended Auburn University, where she was the captain of the equestrian team for four years before graduating with her degree in animal science and pre-veterinary medicine in 2003.



Margaret L. Skoglund '10

Margaret Skoglund '10, *New York, NY, Young Alumni Representative*. Margaret is an (Duke 2010, Political Science major, Film/Video/Digital certificate (now AMI), cum laude) an Associate Company Manager for Disney's Newsies tour. At Duke, she managed the Women's Basketball team for four years, produced theatrical shows both independently and for Hoof 'n' Horn, participated in Alpha Delta Pi, and served as a Resident Assistant in Bell Tower and Edens. Since graduating, she has volunteered as an alumni interviewer and has planned several Duke NY events, ranging from a personal finance seminar for young alums to a Motown the Musical outing and talkback with its director. Margaret returned to campus in 2012 for DEMAN Weekend, where she led a career workshop for young arts professionals, and returned to USC as a guest

speaker in 2011 for Duke In Los Angeles, a program that changed her life in 2008.

Prior to *Mamma Mia!*, Margaret worked with Broadway producer Robyn Goodman (Avenue Q, Bengal Tiger at the Baghdad Zoo with Robin Williams) and at ICM Partners, a leading talent agency where she participated in its prestigious Agent Trainee Program and established its East Coast “CULT-ure Initiative” that coordinated events connecting clients, agents, and assistants.

Margaret has experienced the power of the Duke alumni network firsthand and traces virtually every internship and job opportunity to the many supportive alums and professors in her life, including Manny Azenberg, Michael Malone, Charles Randolph-Wright '77, Amy Jacobs '93, Preston Whiteway '04, Dan Levinson '80, and the next generation of Duke entertainment industry professionals, many of whom she counts as wildly inspiring friends.



Danielle M. Squires '02

Danielle Squires '02, *Charlotte, NC, Ex-officio Member*. Danielle is Managing Director, Interest Rate Risk Management, Wells Fargo Bank, N.A. Wells Fargo & Company. For the past twelve years, Danielle has been structuring and marketing interest rate hedging solutions to corporate, commercial, brokerage, real estate and wealth management clients across the United States. In addition to her coverage responsibilities she sits on the board of the Johnston YMCA in Charlotte, as well as the Wells Fargo Securities Development and Engagement Council. At Duke, she majored in comparative area studies and Italian with a concentration in economics. She is currently serving as the President of Duke Black Alumni and has volunteered on the Annual Fund Executive Committee, as a Reunion class chair, and as a member of the Duke Proceed committee. She and her husband, Stephen Silvera, live in Charlotte.



Susan Matamoros Stalnecker '73, P'06, P'06

Susan Matamoros Stalnecker '73, P'06, P'06, *Wilmington, DE, Member at Large*. Susan retired from the DuPont Company in 2016 after nearly 40 years of service. She was Vice President and Treasurer for 10 years with responsibility for global treasury operations including cash and debt management, capital structure, and financial risk management. She also had responsibility for M&A, global credit and international finance. Her last role was Vice President Corporate Productivity and Hospitality where she led the effort to restructure corporate functions and implement shared services and had P&L for the DuPont Hotel the DuPont Country Club. During her DuPont career, Susan was called on to resolve difficult issues having significant impact on the Company. These included leading the successful defeat of the Triam Group in a proxy contest in 2015.

Susan is currently a Senior Advisor for The Boston Consulting Group.

Susan's commitment to serve Duke spans several decades. She and her husband, Mark ('73), have been in leadership and committee roles for virtually every reunion gift committee since graduation and were co-chairs for the 30th, 35th, and 40th. She also served on the Annual Fund Executive Committee from 1998 to 2008. Susan had the honor and privilege to serve on the Duke University Board of Trustees from 2003 until 2015. She was Vice Chair from 2013 to 2015 and served as Chair of the Business and Finance and Audit Committees. She is currently on the Duke Health Board and serves on the Audit Committee. She is also on the Duke Athletic Executive Committee and Council.

Susan was on the PPL Corporation Board where she served on the Audit and Finance Committees. She was President of the Delaware Art Museum and served on the Elwyn Institute DE board.

Susan graduated from Duke, summa cum laude and Phi Beta Kappa, with a dual degree in Economics and History. After working at The Philadelphia National Bank for 2 years she received her MBA in corporate finance from The Wharton School, University of Pennsylvania.

Susan has been married to Mark Stalnecker for 42 years and they have twins, Andrew (B.S.E. '06, M.B.A. '13) and Erica (A.B. '06, J.D. '11). Susan and Mark have a granddaughter, Clare, and reside in Centerville, Delaware and Duck, North Carolina.



Joan M. Stanley B.S.N.'71, P'07

Joan Stanley, *Davidsonville, MD, Nursing School Representative.* Joan is a Ph.D., CRNP, FAAN, FAANP and Senior Director of Education Policy at the American Association of Colleges of Nursing (AACN). Joan serves as AACN's representative to numerous initiatives including the Advanced Practice Registered Nurses (APRN) Consensus Process which developed the new Model for APRN Regulation: Licensure, Accreditation, Certification and Education.

She has provided leadership for the development of the Essentials and many major position statements on a variety of nursing education issues, including the Research-Focused Doctorate, and the move of Advanced Practice Nursing to the Doctor of Nursing Practice degree. Joan held a faculty position, 1977-1982, in the Adult Primary Care NP Program at the University of Maryland. Since 1973, she has continued to practice as an Adult NP at the University of Maryland Medical System. Her book, *Advanced Practice Nursing: Emphasizing Common Roles* is in its third edition.

Joan received her B.S.N. from Duke University in 1971, an M.S. in Nursing from the University of Maryland at Baltimore in 1978, and a Ph.D. in Higher Education Policy and Organization from the University of Maryland at College Park in 1990. She has served on the Duke University School of Nursing Alumni Council since 2006 and

President from 2012 – 2014.



Sarah Strunk '88

Sarah Strunk '88, *Chapel Hill, NC, Sanford School of Public Policy Representative*. Sarah is Executive Director of Active Living By Design. She has been with the organization since its inception, first serving as Deputy Director from 2002-2005. As Director, Sarah focuses on organizational development, strategic planning, business development, program development and the management of external partnerships. An important part of her role is building and maintaining an environment in which ALBD staff can unleash their passions and work collaboratively with partners across the country to create a culture of active living and healthy eating.

Sarah also serves on a variety of local and national advisory committees, including the Alliance for Biking and Walking, Communities Creating Healthy Environments (CCHE), and Girls on the Run of the Triangle, and as a proposal reviewer and advisor for many state and national grant programs.

She has professional experience in strategic planning, business development, operational planning, fundraising and constituent relations in provider, payer, public health and university settings. Previously, she was Director of External Affairs at the UNC Gillings School of Global Public Health. Sarah also served as Director of Corporate Planning at BlueCross and BlueShield of North Carolina, and in strategic and business planning roles at Duke University Medical Center and Wake Forest University Baptist Medical Center.

Sarah earned a Masters of Healthcare Administration from The University of North Carolina at Chapel Hill in 1991, and a Bachelor of Arts in Public Policy from Duke University in 1987.

Outside of the office, she enjoys training for and running marathons, cooking, Duke basketball and spending time with Daisy, her crazy but loveable hound/lab/pit mix.



Aisha J. Taylor '05

Aisha Taylor '05, *Detroit, MI, Member at Large*. Aisha is a financial freedom expert who brings a modern and fresh twist to wealth consciousness. She is the #1 Amazon Best Selling author of the book, "5+5 FNPhenomenal Ways to Save \$100 This Week Without Killing Your Lifestyle."

Aisha lives in Detroit, Michigan, with her extensive shoe collection and loves to travel, spend time with family and friends, serve the community, and escape for quiet reflection by watching boats sail by on the Detroit River. She often

reminds herself that although she may not be where she wants to be, she's thankful for the bumps in the road and is grateful for the progress she has made.

Aisha holds bachelor's degrees in public policy and economics from Duke University and master's degrees in business administration and health services administration from the University of Michigan. Aisha also completed the Certified Financial Planning® program and passed the licensing exam. She worked as a senior financial analyst for a Fortune 100 company for almost 6 years, and is now a Project Manager for the City of Detroit Restructuring.

Although Aisha had been well instructed in how to manage money, she fell into the trap of "keeping up with the Joneses" and had to develop a positive relationship with money in order to reach financial freedom. After graduating from business school, she, with the help of her father, created a plan that allowed her to repay student loan debt and eliminate credit debt while still sustaining a high quality of life. Aisha's true passion, however, lies in making a significant impact on the world community through volunteerism. This is demonstrated through her active involvement in Duke Alums Engage program for 5 years and as project leader for the Detroit project for 3 years.

By founding Frugal-n-Phenomenal (FNPhenomenal), Aisha is continuing on the road toward self-improvement through pursuing knowledge, helping to build her community, and utilizing her resources to educate others. The mission of FNPhenomenal is to help women break the vicious cycle of making money but not keeping it, and to help women live frugally yet phenomenally. This is accomplished by helping them to feel worthy enough to keep their money, changing their mind-set, providing education about money management, encouraging them to live their authentic selves, and by pursuing what makes them phenomenal.



Suzanne J. Wasiolek '76, M.H.A. '78, LL.M. '93

Sue Wasiolek '76, M.H.A. '78, LL.M. '93, *Durham, NC. Honorary Member.* Sue is the assistant vice president for Student Affairs and dean of students. Except for a nine-month leave of absence to practice law, Sue has worked at Duke since 1978. Her commitment extends to Reunion Planning Committees as well as the Annual Fund Executive Committee. Outside of Duke, she is involved in the boards of Durham Crimestoppers, Durham Nativity School, and Partners for

Youth.

Without financial aid, Sue would not have been able to attend Duke. She believes in Duke as an institution with the power to change people's lives.



Laura Meyer Wellman '73, P'11

Laura Meyer Wellman '73, *Charlotte, NC, Vice President*. Laura is president and chief executive officer of E4E Relief™, the nation's leading provider of employee disaster and hardship relief funds. E4E's proven expertise and best practices offer companies efficient, turn-key solutions to support employees who are experiencing financial hardship due to unexpected life events. Laura's leadership, strategic insight and operational expertise are focused on energizing the company's expansion of employee relief funds into new markets, as she and her team build partnerships and broaden business relationships.

Prior to taking the helm at E4E in April 2014, Laura served as executive vice president to its parent organization, Foundation For The Carolinas, a community foundation with assets of \$1.7 billion, based in Charlotte, NC. Joining the Foundation in 2002, she was responsible for business oversight, including talent planning, investments, marketing, communications, administration, and strategic development.

Previously, Laura had an extensive career in the financial services industry, encompassing a wide range of executive leadership positions in marketing, management, investments, business development and other disciplines with Bank of America and Citibank, including both U.S. and international responsibilities. Among her prior positions at Citi are having served as director of investor relations and as vice president for Middle East/Africa private banking in New York. She moved to Charlotte as consumer marketing executive for NationsBank, and served as regional marketing executive for its subsequently named company, Bank of America.

Laura holds the position of Honorary Consul of France for the Piedmont and western regions of North Carolina, appointed in 2011, and is a member of the International Women's Forum. A current member of Duke University's Advisory Committee on Investment Responsibility, she previously served on the Trinity Board of Visitors, in addition to participating actively in capital campaign, local event and reunion planning for Duke.

Her Charlotte community leadership positions currently include serving on the boards of Providence Day School, the World Affairs Council (Charlotte) and Opera Carolina, as well as the advisory boards of Johnson & Wales University and the Learning Society at Queens University.

Laura received her A.B. (dual degree) in Russian and French from Duke and an M.B.A. in Management from Fordham University's Graduate School of Business. She resides with her husband, Ward, a law professor and retired attorney, in Charlotte. They have two adult children, a son, Alex (Middlebury '07) and a daughter, Edie (Duke A.B.'11).



Sterly L. Wilder '83

Sterly Wilder '83, *Durham, NC, Secretary-Treasurer and Associate Vice President, Alumni Affairs.* After graduating, Sterly worked with Alumni and Development Records researching lost alumni. In 1985, she began working in the Duke Annual Fund, where she ran the phonathon program, the young-alumni program, the 55th reunion gift drive, and the Parents' Fund (but not all at once!). She was promoted to director of the Annual Fund in 1991. In August of 2004, Sterly was appointed executive director of Alumni Affairs. In 2009, Sterly was promoted to Associate Vice President of Alumni Affairs.

Duke is an integral part of Sterly's life and she views her work here as a way to give back to a school and place that has done so much for her and her family. Her father, Pelham Wilder, retired in 2000 after more than 50 years on the Duke faculty as a professor of chemistry and pharmacology. He also served for more than 20 years as University Marshal. Sterly gives to the university through serving as an academic advisor for first-year and sophomore students and serving as assistant university marshal. She is also a former member of the Duke Club of the Triangle Board, a volunteer for 5th, 10th, 15th, 20th, and 25th reunions, and a former AAAC interviewer. Outside of Duke, she is involved with Durham's Ronald McDonald House, Durham Academy's Alumni Board, and the Junior League of Durham and Orange Counties.



Gerald Lee Wilson B.D. '61, A.M. '68

Gerald L. Wilson B.D. '61, A.M. '68, *Durham, NC, Honorary Member.* Gerald is Senior Associate Dean of Trinity College and Pre-Law Advisor who is a native of Winston-Salem. His undergraduate degree is from Davidson College. He has a degree from Duke Divinity School, a Masters in Religion from Duke and a Ph.D. in History from UNC-Chapel Hill. He has been the University's Pre-Law Advisor for 34 years. He served as Chair of the Pre-Law Adviser's National Council and has published various articles on religion, education, history and pre-law matters in regional and national publications. He teaches one seminar, "Leadership In American History" and one lecture course, "American Dreams/American Realities" every semester. He has lectured on various topics throughout the nation. He is also an ordained minister in the Presbyterian Church (USA).



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Leveraging Leaders

A focus on developing alumni leaders will pay long-term dividends

By *John Valva*

"Let's be honest. Isn't alumni relations ultimately just about identifying and cultivating donors?"

A member of the University of California, San Diego Alumni Association Board of Directors posed this question at our annual retreat a couple of years ago.

The question prompted a contentious, and much needed, strategic planning discussion. The organization was at a crossroads: The university had made alumni relations a higher priority and provided an infusion of staff and program resources, but we had to come up with a plan. We started by asking basic questions: What are the mission and goals of the alumni association? What services are most relevant to alumni and students? In return, what are alumni willing to provide to the university?

Most of our staff and board members rejected the idea that alumni relations is solely about donor cultivation. Yet, in an era defined by the ever-increasing need for private financial support, institutions value bottom-line dollars more than any other measure. Alumni professionals must be able to show the tangible value of what they do. Therefore, the question is not whether our programs are intrinsically valuable, but how we can translate that value in a meaningful way to campus leaders.

Alumni relations is a mutually beneficial relationship. If we provide useful services and communicate effectively, then a good number of our alumni will choose to support their alma mater. In a relationship business, however, it often is difficult to determine which actions directly influence which responses.

As alumni relations professionals, we try to develop an individual relationship with each alumnus or alumna, though each has his or her own biases, needs, and capabilities. Of course we cannot create hundreds of thousands of unique programs. We must develop programs and communications vehicles that attract and empower the masses but resonate with the individual.

At UCSD we measure success by tracking progress from one level of involvement to the next. The most influential and supportive alumni connect so thoroughly that they inspire others to relate in a similar fashion.

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In the end we developed a business model that answered the board member's question about the goal of alumni relations. Our ultimate goal is to develop alumni leaders who donate their time, talent, and treasure to their alma mater and, by doing so, serve as catalysts for others.

UCSD's engagement model

Our model focuses on moving alumni toward leadership. We identified five phases of the alumni relationship: communication, touch, acquisition, cultivation and cross-selling, and leadership development (see flowchart on opposite page). The alumni leaders then work their way back through the flowchart, communicating with, touching, acquiring, and cultivating and cross-selling others, and, ideally, developing more leaders. Inevitably, fewer alumni are involved in each subsequent phase of the model, with the leadership phase comprising a relatively small percentage of the total alumni base. We determine success by tracking the number of people who move from one phase to the next. The most successful alumni programs have a high percentage of alumni who take on volunteer leadership roles for their institution.

Phase 1: communication. The foundation of all relationships—whether with spouses, colleagues, or clients—is good communication. Alumni relationships are no different. We must communicate with alumni and not simply talk to or at them. All alumni must have the opportunity to hear from institution leaders and be able to communicate with us easily and effectively.

Tracking the success and impact of alumni communications starts with monitoring and improving addressable alumni statistics and leads to managing the number of communications delivered. In our case, to improve alumni communication, we launched UCSD's first alumni magazine, created a regional monthly e-news service, and relaunched our interactive Web community. In just two years, we have moved from communicating with less than 12 percent of our alumni annually to more than 93 percent.

Phase 2: touch. If we communicate well with our alumni, a growing number of them will react. We know we will never experience a 100 percent reaction from those with whom we communicate, so the goal is to continually increase the percentage.

What is a reaction? We define this phase as touch, which is the most difficult stage to translate into data. Basically, a touch means resonating with the constituent. At UCSD we track how well we touch alumni through reader surveys, focus groups, and discussions.

Too often business plans skip this phase and concentrate on acquisition. This means we end up evaluating catalysts to acquisition, such as direct solicitation, without finding out what is compelling to the respondent.

Phase 3: acquisition. This is the most studied phase of alumni relations. We gauge acquisition in many different ways, including direct mail and telemarketing response rates, event attendance, and letters to the editor. Most established alumni programs tend to track acquisition well. Alumni directors are good at spouting their alumni giving statistics, membership trends, and reunion attendance totals. Because this phase contains the best data, it is often the only alumni measure found in annual reports and comparative studies. These data are not enough to gauge the strength of the relationships we are building, however.

As we compare methods of acquisition, we initially study the first response and then try to determine which subsequent responses they trigger. Did the individual join the alumni association before making the first gift, or did the gift come first? Did he or she volunteer or attend an event first? The data at different institutions vary greatly, but in our case no one method of first acquisition seems most prominent or relevant. This realization was enlightening. We learned that it almost doesn't matter which way we get alumni in the door—it's the next phase that's most important.

Phase 4: cultivation and cross-selling. Do your alumni association members become donors? Do reunion attendees volunteer to help plan the next event? Do alumni recruiters

and scholarship reviewers also offer career advice to those students once they get to campus? We can and should move some percentage of alumni we acquire to other activities. All alumni relations programs rely on this strategy. We all have a cadre of alumni on whom we rely when we are in a bind. But how well do we track these individuals and identify them early in their relationship with the institution? Are we losing potential leaders?

A number of emerging techniques can track cross-selling and cultivation. Alumni officers at the University of Portland and Queen's University in Ontario have implemented point systems to "grade" constituent engagement. This has helped them identify top alumni prospects.

Managing the data, however, can be tricky. Most alumni databases are not designed to track customer relationships. We all struggle with maintaining comprehensive event attendance and volunteer records. Typically, our databases are designed for tracking individual prospects and do not specialize in aggregating the totals. Aggravating the problem, our stretched staff members often find themselves preparing for the next activity before they can input all the data from the previous event. Thus, the system is not as comprehensive as we would like. Still, even without perfect data, all programs must concentrate on moving alumni from the first acquisition to multiple areas of involvement.

Phase 5: leadership. We define alumni leaders as those who self-perpetuate the flowchart. Think about the top donor whose gift is a catalyst for others. Name the board members, trustees, class secretaries, and regional volunteers who engage the alumni masses. Even consider the physician who places the alumni magazine in his or her waiting room for others to read. Leaders provide counsel, connections, and significant funding. Our favorite leaders, of course, do it all.

Has the alumni relations operation identified and groomed leaders on whom the campus CEO and key decision makers rely? Are our programs and communications maximizing their ability to motivate and involve other alumni?

The true test of the value of alumni relations is how well you build a sizable and influential base of alumni leaders. Identifying an engagement plan to get you there is the key.

About the Author

John Valva

John Valva is executive director of the University of California, San Diego Alumni Association.

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Stephen Webster

Recruit. Retain. Repeat.

From interview pointers to technology tips, alumni leaders share their secrets for volunteer-management success

By *Nancy Mann Jackson*

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Last summer, Baylor University parent Susan Rowell of Colorado Springs, Colo., led more than a dozen fellow volunteers to host a send-off party for students heading to the Waco, Texas, institution. The volunteers—many of whom are Baylor alumni—secured the venue, marketed the event, prepared a brunch, registered attendees, and shared information with incoming students and their families.

Not present at this event? A single Baylor staff member. That was true for many of the nearly 80 welcome events that the Baylor alumni and parent networks sponsored around the United States, all of which were organized by more than 200 volunteers.

"The lifeblood of our outreach efforts are our volunteers," says Tommye Lou Davis, Baylor's vice president for constituent engagement. During the 2012–13 academic year, Baylor hosted 845 alumni events in 26 states, with more than 36,000 attendees. Staff alone couldn't achieve those numbers, Davis says. But a group of more than 600 volunteers made that level of engagement possible.

As graduates worldwide clamor for more services from their alma maters, alumni professionals are leaning more on volunteers for help. But the process isn't as simple as making a call and then putting respondents to work. Many alumni relations professionals point to two keys for success in working with volunteers: Recruit the right people, and manage them effectively so they'll serve again. Here's how to succeed at both.

Sell alumni on service

You're in a battle for your graduates' time. All nonprofits, including educational institutions, are "competing with each other, and people seem to have less and less

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available time," says Christine Fairchild, director of alumni relations at the University of Oxford in the U.K. "[Potential volunteers] are also getting pickier about how they spend that time."

Alumni leaders need to show graduates the value of volunteering. The Baylor Alumni Network typically recruits volunteers through alumni affinity groups. For example, the Baylor Business Network hosts a number of alumni breakfasts each year. The events give attendees a chance to share networking strategies and business development tips with fellow graduates—opportunities that wouldn't be possible if not for the dedicated volunteers who plan the events. The network's steering committee draws much of its volunteer workforce from those who attend the events.

Offering alumni value in return for service carries an added bonus: It can turn your volunteers into recruiters. "They tell the story of their involvement in a compelling way that can encourage others to follow in their footsteps," Fairchild says.

Prescreen your pro bono team

In the past, Lea Sublett says her office signed up any alumni who wanted to volunteer "without thought given to university support or even ensuring we had selected the right people for the right roles." But the associate director of alumni relations at Australian National University in Canberra now says that "the process is more about having a conversation with alumni" to find the right fit.

Sublett and her staff test-drove their new approach to volunteer recruitment earlier this year when filling 50 spots on the new young alumni and international alumni councils. ANU alumni relations staff followed a structured, two-month screening process that included in-person, Skype, and telephone interviews with 67 applicants.

At Oxford, Fairchild approaches these kinds of interviews as if she's hiring a staff member. She develops a job description that lists essential qualifications and characteristics, and builds interview questions based on that profile. She is careful to determine whether alumni are motivated to help the institution—or by self-interest.

"I think you can tease that out in an interview," she says. She typically asks why graduates want to volunteer and what they expect to gain from the experience. If a volunteer is interested in becoming a career adviser for no reason other than to meet people or enhance his or her social life, Fairchild says she probably wouldn't select that person for the position.

ANU's interview process was grueling and time-consuming, Sublett says, but the benefits were clear: "We have the right alumni leaders to sit on the council for the next two years."

Emphasize accountability

Alumni relations professionals should clearly communicate to volunteers the scope of their responsibilities, length of service, and expectations for performance. Fairchild stresses accountability with her pro bono workforce.

"I'm looking for a report on their activities. If they head up a regional alumni group, I want to know how many events they put on this past year, how many attended, etc.," she says. "Volunteers work best when given a framework."

The Baylor Women's Network sets expectations for its volunteers during two annual training sessions, Davis says.

"We want them to have ownership in their group and not feel like the university is hovering over them," she says. "We want them to know that we are here to help them and guide them in the Baylor way."

Be a better boss

Once the right graduates have been recruited to fill roles, alumni leaders' focus shifts to managing their volunteer workforces. John Feudo, a senior development officer at Boston

College and the author of *Herding Cats: How to Effectively Manage Volunteers*, explains that alumni in the past often had been given smaller roles. Alumni reunion organizers may have been tasked with calling a few friends and asking for small gifts. Now those alumni are helping lead billion-dollar campaigns. Vast changes in expectations for volunteers naturally require significant adjustments for their managers.

Some institutions have the resources to hire a staff member dedicated to volunteer management. Feudo says this person should have extensive experience as—you guessed it—a volunteer.

"You need to understand how volunteers tick and how their psyche is affected by a variety of factors, not the least of which is the way in which they're treated by you and your staff," says Feudo. His perfect candidate? Someone with volunteer and management experience, good communication skills, and an outgoing personality.

For institutions that can't hire a volunteer manager, Feudo suggests training an existing staff member. Often a director-level advancement professional will have the skill set to conduct an internal training session for staff members who will work with volunteers. But Feudo also recommends bringing in an external trainer or a consultant once every few years.

Outside voices "add the objective, impartial perspective to the mix," he says. "Training should be interactive and engaging to allow both the consultant and the senior manager to see staff in action."

Emphasizing professionalism in the volunteer-management role is necessary, but ensure trainings recognize the importance of relationships to the volunteer experience too, says Jared McCannell, assistant director of the annual fund and alumni affairs at Maine Central Institute.

"Seeking [volunteers'] expertise or simply asking their opinion and valuing the response are all often missed opportunities in recognition and retention that keep volunteers as part of the team," he says.

Turn to technology

Alumni relations leaders often find they have too many volunteers and not enough time to manage them all. When overload strikes, McCannell, who worked for several nonprofits before joining the Maine independent school, recommends technological solutions that handle tasks such as building volunteer databases, creating and organizing volunteer roles, and scheduling volunteers' time.

"You need to be able to document who is doing what and when," McCannell says, adding that software can eliminate the guesswork.

Many programs can be integrated into other advancement software, including Raiser's Edge and DonorPerfect, to help share information about alumni volunteers with other departments, such as annual and planned giving. McCannell suggests two affordable, easy-to-find programs:

VolunteerSpot (free): The program allows alumni professionals to plan events, assign volunteers, and link to websites and social media (although screening prospective volunteers or preventing unqualified candidates from signing up for a role is difficult).

Volgistics (starting at \$9 per month): This software does it all, McCannell says, but allows volunteers to opt out of certain electronic communications, which limits managers' ability to contact volunteers.

Don't let the end be "The End"

Too often, alumni volunteers complete their tasks or terms then hear little from their staff contacts—much less an alumni director. That leaves volunteers feeling more like a number and less like a valued part of an organization's operation.

At many of the institutions where McCannell has worked, alumni relations professionals recruited graduates during a reunion year to write appeal letters to classmates. But after that, graduates rarely heard from the institution again.

"The school lost out on engaging already willing and experienced fundraisers in other areas of advancement or institutional need," he says.

To avoid such faux pas, says Feudo, alumni relations professionals must view volunteer management as an ongoing process, much in the way development officers handle prospects.

"The best volunteers are recruited and managed as if they're major donors. You've selected them based on their skill set and potential, cultivated them to determine their level of interest and competence, and asked them to get involved. Then, you need to recognize their efforts," he says.

ANU recently added a volunteer award to its annual alumni recognition program, Sublett says. The institution also is incorporating a volunteer thank you program that uses messages similar to those sent to financial donors.

"Considering volunteer management a cyclical process, not a one-time working arrangement, benefits both parties. Alumni have a meaningful experience, and alumni relations professionals receive some much-needed assistance toward their goals," McCannell says. "Dynamic, fluid volunteer-management programs are what separate the good alumni relations programs from the great ones."

The Seven S's of Success

While writing her master's thesis at Georgetown University in Washington, D.C., Amy Gregg sought to unearth best practices in volunteer engagement among higher education advancement offices. But she quickly encountered a roadblock: No one she interviewed had a clear blueprint to follow—only anecdotes about dealing with volunteers.

Drawing on her prior experience working for the Salvation Army and the YMCA, Gregg concluded that nonprofit institutions generally don't take enough time to look inward and assess where—or even whether—volunteers can truly help. To do this, Gregg suggests that advancement leaders use the McKinsey 7S evaluation model, a management tool widely used by consulting firms to determine how well a client organization is positioned to achieve its goals.

Gregg, now a senior associate with Langley Innovations, a development consultancy in Rockville, Md., offers the following questions to help advancement leaders apply the McKinsey model to their organizations before bringing volunteers on board.

Strategy

Identifying the tasks you need to accomplish to stand out from your peers

Three questions to ask:

- What do you want the organization to look like in a year? In five years?
- Can volunteers provide insight for your strategic plan or help achieve your goals better or faster?
- What factors might help or hinder achieving these goals?

Structure

Organizational resources and how they fit together

Three questions to ask:

- How is your staff structured?
- Where and how would volunteers fit—would volunteers be included only in specific areas or programs?
- To whom would volunteers report?

Systems

How work gets done and measured

Three questions to ask:

- What staff training programs and resources do you have, and could you include volunteers?
- Are your tools, particularly technological systems, accessible to volunteers?
- Do you have a performance measurement system, and could you alter it to apply to volunteers?

Shared values

Your culture and work ethic

Three questions to ask:

- What are your core values, and how do they relate to your mission?
- Are new employees or volunteers easily able to assimilate into your culture?
- How will you educate volunteers about your culture and traditions?

Style

The way leadership sets the tone for collaboration and communication

Three questions to ask:

- Does your leadership team welcome participation from all staff?
- Are employees competitive or cooperative with one another?
- Does your working environment welcome innovation, and would ideas from volunteers be well-received?

Staff

Your team

Three questions to ask:

- What staff positions need to be filled, and instead of hiring, could volunteers fill them?
- Can your staff manage and evaluate volunteers?
- Are there certain limits on when and where you can use volunteers?

Skills

What your staff can—and can't—do

Three questions to ask:

- Does your staff lack skills that could prevent you from reaching your goals?

- Could volunteers provide those skills—or teach your staff these skills?
- Would any of those particular skill gaps harm a positive volunteer relationship?

Struggling with some of these questions? Your organization should address those issues before recruiting volunteers. Feeling confident that you can move forward? Let your answers to these questions guide your engagement plan.

—Kristin Simonetti

Virtual Volunteers

Alumni relations leaders at Pennsylvania's Lehigh University classify volunteer engagement in two categories: long-term service, such as serving on a board, and one-time opportunities, such as hosting an event. Now they're pursuing a third option through a phenomenon called microvolunteering.

"Microvolunteering opportunities are easy, low-commitment, bite-size volunteering opportunities that benefit a worthy cause," says Michael Bright, who in 2008 founded www.helpfromhome.org, a U.K.-based e-volunteerism site. In recent years, sites such as Bright's and www.catchafire.org have connected highly skilled volunteers to nonprofits with tasks that can be completed online or by mobile device. The assignments, usually done in less than 15 minutes, can include writing press releases, sending social media messages, and giving feedback about web design.

The platform is popular with companies seeking to connect employees with volunteer opportunities, busy professionals looking for convenient ways to give back, and students wanting to bolster their resumes with marketable skills. Lehigh is developing its own microvolunteering site in what is one of the first tests of a university using the concept to engage new volunteers.

Microvolunteering can "open huge doors to the ways we interact with alumni, students, parents, and friends of the university," says Jessi McMullan, Lehigh's associate director of volunteer engagement. "We hope that it allows people to feel connected to the university by dropping barriers to involvement."

Some of the microvolunteering options that the Lehigh site will offer include reviewing letters to alumni, tagging fellow graduates in event photos posted to Facebook, and tweeting or emailing friends to encourage their participation in a text-to-give challenge. When complete, the website will be marketed through alumni communications channels, including social media and the university's magazine.

The initiative's ultimate goal is to steer alumni, especially young graduates, into a volunteer pipeline for deeper service in the future, McMullan says. Microvolunteering also will allow Lehigh alumni already involved in larger volunteer roles—such as reunion chairs or board members—to stay engaged between assignments.

"Microvolunteering gives you the opportunity to put faces and names together and begin relationships with graduates," McMullan says. "It will make a huge impact on how we interact with and engage the Lehigh family."

—Michelle J. Nealy

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Courtesy of Mesa Community College

Training Camp

Schools large and small host training programs for their alumni volunteers—but how can you measure success?

By [Leah Kerkman Fogarty](#)

Sidebar

Grinnell College alumni love talking about their alma mater, but that enthusiasm hasn't always translated into high reunion attendance. Advancement staff members at the Iowa college saw a way to increase alumni engagement by creating more opportunities to help out at reunion, beginning with revamped training for its 50th reunion volunteers. With better structure and more-detailed tasks, the program led to an overall higher level of engagement.

It was a big effort with a big payoff. Attendance jumped from 18 percent for the 50th year reunion in 2011 to 41 percent in 2012, when parts of the new volunteer training program were piloted. The following two years, when Grinnell rolled out the entire training module, 50th year reunions had record attendance.

"This group of volunteers, with the training that we provided, helped us create a new benchmark for 50th reunion engagement—it was extraordinary," Jayn Bailey Chaney, director of alumni and donor relations at Grinnell, says of the Class of 1963. ["They raised \\$2.48 million for their 50th reunion efforts.](#) Before that, our 50-year reunions were raising in the high six figures."

Using alumni volunteers as university ambassadors is a no-brainer, say advancement professionals. Most universities and colleges offer some kind of orientation or training for their alumni volunteers, but in recent years the trend has been to provide more robust, dedicated training. Many institutions hold training days, often tied to another on-campus alumni event, such as homecoming or an alumni weekend.

"The biggest advantage of on-site training is to give our alumni volunteers an understanding of what's happening on campus and what they need to be better at their roles," says John Pine, director of alumni outreach and programs at New York University.

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Starting from scratch

"When trying to engage alumni, we quickly realized that we didn't have enough human resources to do all that we need and want to do," says Kristin Stetler, senior associate director of alumni relations at Bucknell University in Pennsylvania. "Volunteers help us do our strategic work. They are a way for us to reach out to our 52,000 alumni."

But using unpaid, non-staffers, no matter how good their intentions, can give many alumni relations professionals hives. Solid training is key to ensuring that volunteers are best representing their alma mater—and delivering the right messages and impressions.



"We want to know what they need from us, and we want them to know what we expect from them in return to ultimately achieve our mission," says Rebecca Keith, executive director of talent management at the Indiana University Alumni Association. Keith's philosophy is that volunteers are unpaid staff. Because of that, they should be part of the full talent management cycle: cultivation, retention, orientation and onboarding, training and development, performance management, and succession planning.

The scope of volunteer training programs can vary depending on an institution's size, budget, and staff limitations, but the key elements should remain the same.

- **Think before you train:** Establish buy-in, and solicit suggestions from all interested parties, from staff members to alumni volunteers.
- **Tailor the training:** Think about what specific details your alumni volunteers need to best represent your school, and create programming that addresses those issues.
- **To web or not to web:** Provide support for your alumni volunteers through online resources, from webinars to web-based training modules.
- **Post-event follow-up:** Ask for feedback on how to improve the program for next time.

Think before you train

Like any complex organization, universities can have several people in the role of volunteer manager. When Catherine Biggs was hired for that position at the U.K.'s University of Cambridge two years ago, she found that many of the university's 31 colleges and various museums had their own volunteer managers—but many did not solely focus on that task. So Biggs set up a [Cambridge network group](#) to ensure consistent management and stewardship of volunteers.

"This has proved to be a godsend," Biggs says. "People love coming to the meetings. Many are doing volunteer management off the side of their desk," so they appreciate the guidance she provides, from protecting donor data to addressing U.K. visa restrictions for volunteers.

If staff buy-in is an important first step, creating and communicating program goals is a close second, Chaney says. "Volunteers want work that is meaningful," she says. If an organization hasn't thought about how it wants to use its volunteers, it will be a wasted opportunity, and staff members will be "spending too much time figuring out how to keep volunteers busy."

Getting volunteer buy-in for training is as important as staff buy-in, Pine says.

When he launched a training weekend aimed at familiarizing volunteers with the university's mission and goals, Pine created a committee from the university's various clubs and boards. "I used that committee as a focus group to develop a strategy for

creating the [NYU Alumni Volunteer Conference](#)," Pine says. "We have a long tradition of active volunteers, and I wanted to make it even stronger."

Tailor the training

Once staff members and volunteers have both weighed in, you're finally ready to plan the training program.

Some of the details may be mandatory. Biggs at Cambridge is developing a program on U.K. laws that govern volunteering. Bucknell asks volunteers who deal with sensitive information—such as those helping with fundraising—to sign a confidentiality agreement.

Training programs should inform volunteers about current institutional priorities. Enrollment figures, branding initiatives, and capital campaign goals are commonly presented during orientation or training. Breakout sessions can provide information specific to various affinity groups. During these gatherings, international alumni group leaders or individual college alumni leaders can meet and learn from each other.

Organizers stress the importance of fun, too. One of NYU's most popular training events, Pine says, is an alumni speed-networking session, where attendees mingle with fellow volunteers, albeit quickly. Other universities offer attendees coveted swag, such as gear in red and white stripes, a signature of IU's training events.

When developing the two-day Bucknell University Alumni Leadership Summit, organizers considered the essential skills volunteers need to carry out their specific roles. "They have to understand what alumni relations' mission is, what our goals are, and how we fit into development and the broader university goals," Stetler says.

That may mean reminding alumni about how their alma mater has changed since they've graduated, says Marcy Snitzer, coordinator of alumni relations and communications in institutional advancement at Arizona's Mesa Community College.

"If I'm sitting with someone who went to Mesa in 1970, they know a very different institution," Snitzer says. "Our alumni advisory board members need to know our current programs and degrees and what our current student population looks like—they need to know what Mesa looks like today."

Sometimes this means educating volunteers about how to deal with preconceived notions about an institution.

At NYU's volunteer conference, a session called "Quieting the Naysayers" gave alumni talking points for combating negative comments about their alma mater. "It was about how to deal with negative energy around NYU," Pine says. "We armed our volunteers with tools to become better advocates."

To web or not to web

Training doesn't have to be done face-to-face. Virtual training lets you educate and connect with volunteers throughout the year at less cost. At Indiana, an email marketing maven—who's also an alumna—hosted a webinar to educate other volunteers on the university's email marketing software. As a result, staff members freed up some of their time, the alumna felt appreciated and valued, and volunteers gained a better grasp of the software.

"For staff and volunteers, we're continuing to learn—it's not just happening once a year," says Rachael Jones McAfee, IUAA's director of alumni communities and volunteer management. "Staff members are learning from volunteers, volunteers are learning from staff, volunteers are engaging in peer-to-peer learning. So if we can offer a wide variety of mediums for interactions to happen throughout the year, that is where the richest education happens."

In addition to online webinars, Indiana also has a dedicated Facebook page for alumni leaders and an intranet for alumni volunteers, which offers tools, news, and tips, from managing membership lists to recruiting millennial volunteers. The university, McAfee

estimates, offers volunteer training opportunities to alumni at least once a month.



At Bucknell, Stetler's office hosts three web-based meetings per year for its alumni club volunteers to share and learn from each other, apart from the university's biannual volunteer leader summit. The events are held in the evening, Eastern Time, so people across the world can participate.

"We've had club leaders from Australia and the West Coast call in," Stetler says. "We do a balance of university and programmatic updates with club leaders sharing with one another."

You don't always need staff to support volunteers. At Mesa Community College, Snitzer assigns each incoming board volunteer to a veteran board member, who acts as a mentor.

"Volunteer-to-volunteer interaction can be rich," she says. "Sometimes they ask questions that they might not be comfortable asking me."

Post-event follow-up

Like any new program, the first year of a volunteer training program will be a learning experience.

"You take a lot of advice and do a lot of research, but ultimately, you're throwing spaghetti against the wall and seeing what sticks," NYU's Pine says.

Evaluating what worked and what didn't is key to keeping volunteers interested in future training events. Indiana's webinar series was launched to address alumni volunteers' suggestions in a more timely fashion than at the annual event.

Grinnell staff members set up annual calls or in-person meetings to provide feedback on a volunteer's performance and to learn what the volunteer needs, Chaney says. "That one-to-one interaction is important," she says. "Yes, we have monthly messages that go out to some of our alumni volunteers. But those are easy to ignore. It's a lot harder to ignore a phone call."

It's also important to offer praise, Pine says, which is why NYU awards outstanding programs and volunteers at its alumni volunteer conference. A panel of board members chooses the winners.

"I view that awards ceremony as a win-win," Pine says. "It was a win for the people who felt proud of what they got, but also because other people heard specific examples of amazing programs that our volunteers are doing to engage their fellow alumni."

Organizers say the whole point of a large-scale training event is to get your alumni volunteers energized, invested, and eager to represent your university. Over time, you will see how one idea can grow and spread—all because of a training session.

Keith Epperson, the alumni board president at Missouri's [Truman State University](#), knows this from experience. Several years ago, he presented a session about using alumni volunteers to organize freshman send-offs at various chapters—a chance for incoming freshmen and parents to connect with local students and alumni in their own regions. Today, says Epperson, almost every one of the association's 10 chapters hosts a send-off.

Providing training for your volunteers shows that you've invested in them. In turn, they will invest in you.

Volunteer Training Program Dos and Don'ts

DO borrow and share ideas. Turn to your colleagues at other schools and see what they are doing in terms of volunteer training. "There's no reason to reinvent the wheel," says John Pine, director of alumni outreach and programs at New York University. He borrowed from Emory University's volunteer training event, he says, when planning NYU's first one.

DON'T overreach or overplan. If you're a small school, you may not have an extensive volunteer base or the budget for large-scale training. Marcy Snitzer at Mesa Community College in Arizona provides orientation materials and follows up with each new alumni board volunteer one-on-one. The Athenian School, a private middle and high school in California, hosts volunteer training just one night a year in the fall.

DO think about your guest list. Who would benefit most from your training event? If the answer is new volunteers, you might consider travel stipends, which NYU and Iowa's Grinnell College offer, to encourage younger alumni to attend.

DO invite as many as the budget allows. Allie Rowe, the Athenian School's director of development, holds an annual volunteer training for parents who help with the school's fundraising efforts. She encourages as many people to come as possible. "It's great to have this excuse to provide information on how we work," Rowe says. Those who attend her training event, she says, "end up being our most supportive donors," because they understand and appreciate how critical the school's fundraising is.

DON'T underestimate the power of face time. Organizers of volunteer training events prefer in-person orientation over online meetings. "One of the beauties of that on-campus experience is that we are capturing their time and attention. You don't do that with a webinar or online training experience," says Jayn Bailey Chaney at Grinnell. Most volunteer trainers suggest using online programming to supplement, not supplant, in-person training.

DO take it on the road. To attract a broad range of attendees, think outside the campus. Indiana, New York, and Bucknell universities have all hosted regional training events in cities with a large number of alumni volunteers.

About the Author

Leah Kerkman Fogarty

Leah Kerkman Fogarty is a writer and editor living in Northern Virginia. She has covered nonprofit education topics her entire career.

Comments

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Title

Comment

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Volunteer Leadership Conference 2015

AGENDA

- **Friday, October 2, 2015**

11:00 AM - 11:45 AM	Welcome, Goals, Introductions and Lunch	Washington Duke Inn
12:45 PM - 1:15 PM	Celebrating the C.A. Dukes, Beyond Duke, and Forever Duke DAA Award Winners	Washington Duke Inn
1:15 PM - 1:45 PM	University Updates Hear updates from University administrators about the Alumni Association, Duke Forward, the Alumni Network and the Alumni & Visitors Center.	Washington Duke Inn
<i>Shuttle service from Washington Duke Inn to Sanford Building provided</i>		
2:00 PM - 2:45 PM	Diverse is the Word (Session I) As the diversity of our student body continues to evolve, so does our alumni population. How can we make all alums (and current students) feel welcome? How do we harness the richness of diversity to make our regions stronger and our campus more vibrant? Each region faces its own challenges, so join us as we exchange strategies that are working well and brainstorm creative ways to keep moving forward. Speakers: <ul style="list-style-type: none"> ○ Nelson Bellido '89 ○ Steven Petrow '78 	Sanford/Rubenstein Hall
2:00 PM - 2:45 PM	Have Tool Kit, Will Volunteer (Session I) Explore the tools and resources that are available to help you identify, recruit, train and retain volunteers. Discuss the challenges that you face, share your experiences and hear from other volunteers leaders who have developed creative ways to address their volunteer needs. We'll ask for your feedback on the tools, because even if it's not dull, that doesn't mean it can't be sharper. Speakers: <ul style="list-style-type: none"> ○ Nikki Hurst Gibson '80, P'11, P'15, P'17 ○ Koshie Lamptey Nartey '02 	Sanford/Rubenstein Hall

2:00 PM - 2:45 PM	<p>Networking with Alumni the New-Fashioned Way (Session I)</p> <p>The new Alumni Network is coming and it is going to be transformative, making our ability to connect with other alumni much easier and a whole lot more fun. Be the first one in your family to learn how to use the system, even before those 10-year old future Dukies in your life.</p> <p>Speakers:</p> <ul style="list-style-type: none"> ○ Mandeep Dhillon '92 ○ Sara Oliver B.S.E.'06 	Sanford/Rubenstein Hall
3:00 PM - 3:45 PM	<p>A Good Event Is (Not) Hard to Find (Session II)</p> <p>One of the keys to engaging alumni is to provide a range of programming that appeals to different interests in your region. Our challenge will be to create a list of 60 event ideas in 30 minutes (no, that is not a typo, it will be easier than you think). We'll plant a few seeds to get you going and then the magic will just happen; this promises to be a creative supernova. Sunglasses optional.</p> <p>Speakers:</p> <ul style="list-style-type: none"> ○ Bill Bermont '97 ○ Nikki Hurst Gibson '80, P'11, P'15, P'17 	Sanford/Rubenstein Hall
3:00 PM - 3:45 PM	<p>Leadership, Resources and Best Practices for Affinity and Identity Groups (Session II)</p> <p>A discussion lead by Hardy Vieux '94 about how the DAA supports and facilitates DBA, LGBT, DUHLAA and the soon to be formed Duke Asian Alumni Association. The session will focus on events and structures that have worked for each group and resources that are available through the DAA and other areas of the university.</p> <p>Speaker:</p> <ul style="list-style-type: none"> ○ Hardy Vieux '93 	Sanford/Rubenstein Hall

3:00 PM - 3:45 PM	<p>Social Media is an Oxymoron (Session II) Let's face it, whether you like it or not, social media is here to stay. So even if you are a late-resister in an early-adaptor world, you can make social media work to your advantage. Join other alums as you navigate the trends in social media and understand new ways to reach and engage with Dukies where you live to promote events, find volunteers and make peace with the cyber world.</p> <p>Speakers:</p> <ul style="list-style-type: none"> ○ Jin-Soo Huh '09 ○ Aruna Inalsingh M.B.A.'95 	Sanford/Rubenstein Hall
3:00 PM - 3:45 PM	<p>Today's Duke Student - Opportunities, experiences, pressures and fun (Session II) Question: What do Duke students do? Answer: Everything! Come hear from a panel of current students to learn how they engage in the Duke community. This is a great opportunity to learn about students' interests, campus life, and how they juggle academics and extracurriculars</p>	Sanford/Rubenstein Hall
4:00 PM - 4:30 PM	<p>Highlights from Breakout Sessions Come back together and discuss lessons learned from Sessions I and II.</p>	Sanford/Rubenstein Hall
<i>Shuttle service from Sanford to Bryan Center provided</i>		
5:30 PM - 7:30 PM	<p>Founders' Day Convocation and Reception The ceremony includes a memorial for members of the community deceased during the past year; recognition of outstanding students, faculty, and staff; and the presentations of the Alumni Distinguished Undergraduate Teaching Award, the Distinguished Alumni Award, and the University Medal.</p>	Page Auditorium

Shuttle service to Card Gym Lot provided

*Parking is also available in the Blue Zone Lots beginning at 6:00 pm
All cars must be removed from the Blue Zone by 2:00 am or will be subject to towing*

7:30 PM - 9:30 PM	VIP Lounge for Alumni (early entry to President's Homecoming Dance) Duke alumni are invited to enjoy VIP status at the annual President's Homecoming Dance; meet up with your group/friends/classmates before the crowds descend at 9:30 p.m.—nosh, sip a beverage, and get your Homecoming 2015 weekend off to a festive start!	Krzyzewskiville Quad (adjacent to Card Gymnasium)
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Beginning at 9:00 pm, shuttle service between Card Gym Lot and Washington Duke Inn will leave every 15 minutes until 10:30 pm

9:30 PM - 1:00 AM	President Brodhead's Homecoming Dance This highlight event takes place in the Wilson gym basketball court and under a giant tent on K-ville Quad... a true Duke tradition not to be missed! Light reception fare, beverages, a live band, and student performers add to the festive atmosphere.	Wilson Recreation Center & Krzyzewskiville Quad
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• **Saturday, October 3, 2015**

Beginning at 7:30 am, continuous shuttle service between a designated parking area to West Campus will be provided until 5:00 pm

8:00 AM - 8:45 AM	Innovative Ways to Work with Faculty Panel Discussion Learn how faculty use innovative ways to work with alumni. Moderated by Jenn Chambers '01 with faculty panelists' John Caccavale '81, Frederick "Fritz" Mayer and Karen Price '92. Speakers: <ul style="list-style-type: none">○ John Caccavale '81○ Jennifer Chambers '01○ Frederick Mayer○ Karen Price '92	Divinity School - Westbrook Building
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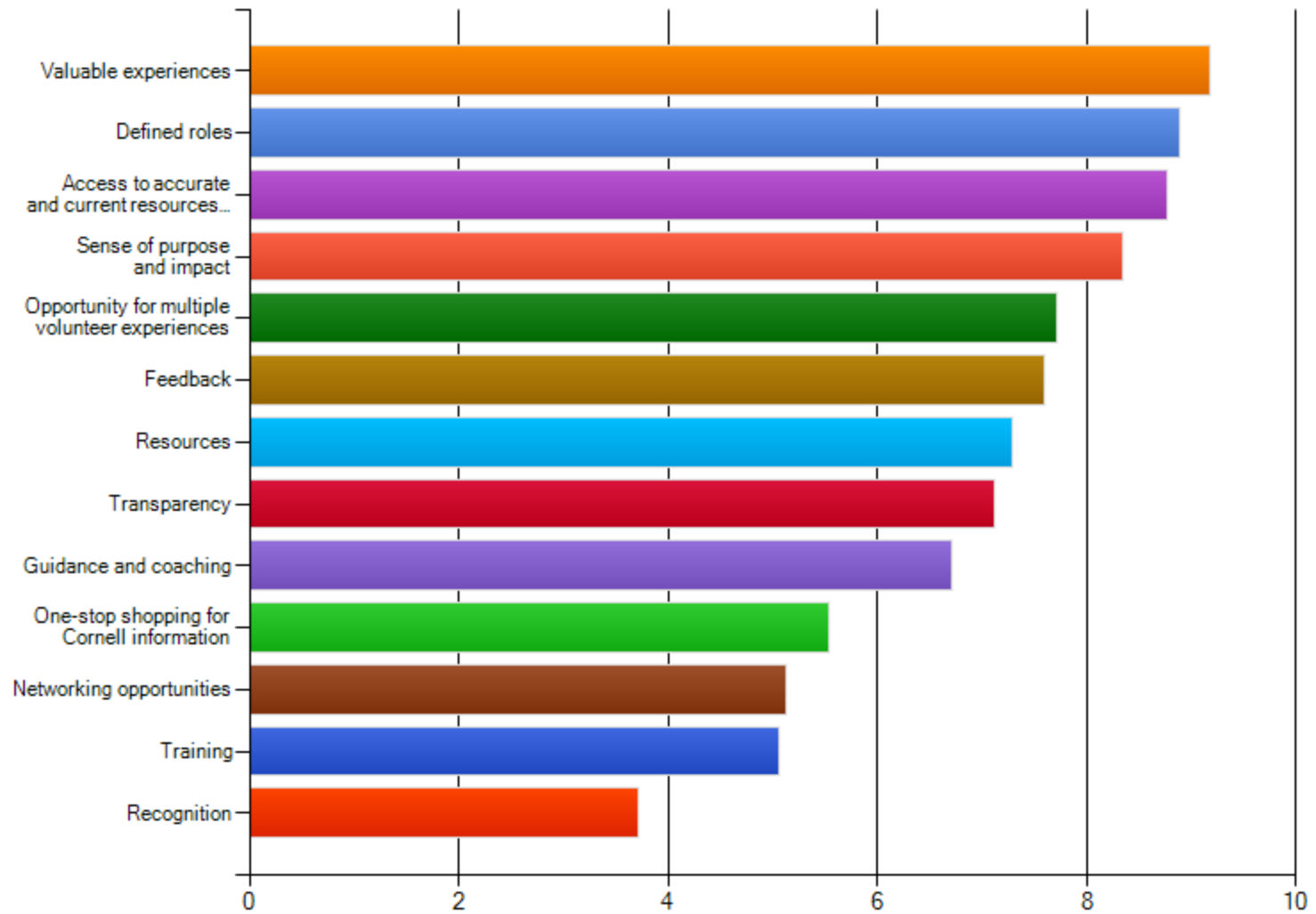
8:50 AM - 9:30 AM	<p>Don't Just Lead, Stand There (And Inspire) (Session III) Sometimes being a good leader is knowing when to let you "followers" take over. The old image of a general leading troops into battle is an anachronism. As a volunteer leader, you likely work with some extremely capable and busy Dukies (aren't they all?). Hear from a Fuqua Professor about leadership styles and ways to make volunteers feel their efforts are worthwhile and appreciated. You'll also swap inspiring tales about getting the most out of competent, capable and willing volunteers with other alumni leaders from around the globe.</p>	Divinity School - Westbrook Building
8:50 AM - 9:30 AM	<p>Expectations? Great! (Session III) Attendees will review DAA's expectations for regions of various alumni population sizes and share challenges, opportunities and best practices to strengthen our regions- the frontier in our efforts to engage volunteers and provide programming. You'll be helping us, help you. Speakers:</p> <ul style="list-style-type: none"> ○ Kris Klein '82, P'19 ○ Joanne O'Connor '92 	Divinity School - Westbrook Building
8:50 AM - 9:30 AM	<p>Networking with Alumni the New-Fashioned Way (Session III) The new Alumni Network is coming and it is going to be transformative, making our ability to connect with other alumni much easier and a whole lot more fun. Be the first one in your family to learn how to use the system, even before those 10-year old future Dukies in your life. Speakers:</p> <ul style="list-style-type: none"> ○ Mandeep Dhillon '92 ○ Sara Oliver B.S.E.'06 	Divinity School - Westbrook Building
8:50 AM - 9:30 AM	<p>Understanding Duke Undergraduate Admissions (Session III) Is Duke a good match for your child? How do you help them navigate the admission process? A member of the Duke Admission Staff and Carole LeVine, DAA Director of Alumni Admissions, will present about applying to Duke in 2016. The session will include facts, figures, stories and helpful advice.</p>	Divinity School - Westbrook Building

<p>9:40 AM - 10:20 AM</p>	<p>Duke Admissions Update for AAAC Volunteers (Session IV) A member of the Admissions staff will overview the admissions process and talk about how AAAC volunteers can maximize their impact on the process.</p>	<p>Divinity School - Westbrook Building</p>
<p>9:40 AM - 10:20 AM</p>	<p>Have Tool Kit, Will Volunteer (Session IV) Explore the tools and resources that are available to help you identify, recruit and retain volunteers. Discuss the challenges that you face, share your experiences and hear from other volunteer leaders who have developed creative ways to address their volunteer needs. We'll ask for your feedback on the tools, because even if it's not dull, that doesn't mean it can't be sharper. Speakers:</p> <ul style="list-style-type: none"> ○ Nikki Hurst Gibson '80, P'11, P'15, P'17 ○ Koshie Lamptey Nartey '02 	<p>Divinity School - Westbrook Building</p>
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<p>9:40 AM - 10:20 AM</p>	<p>Social Media is an Oxymoron (Session IV) Let's face it, whether you like it or not, social media is here to stay. So even if you are a late-resister in an early-adaptor world, you can make social media work to your advantage. Join other alums as you navigate the trends in social media and understand new ways to reach and engage with Dukies where you live to promote events, find volunteers and make peace with the cyber world. Speakers:</p> <ul style="list-style-type: none"> ○ Jin-Soo Huh '09 ○ Aruna Inalsingh M.B.A.'95 	<p>Divinity School - Westbrook Building</p>

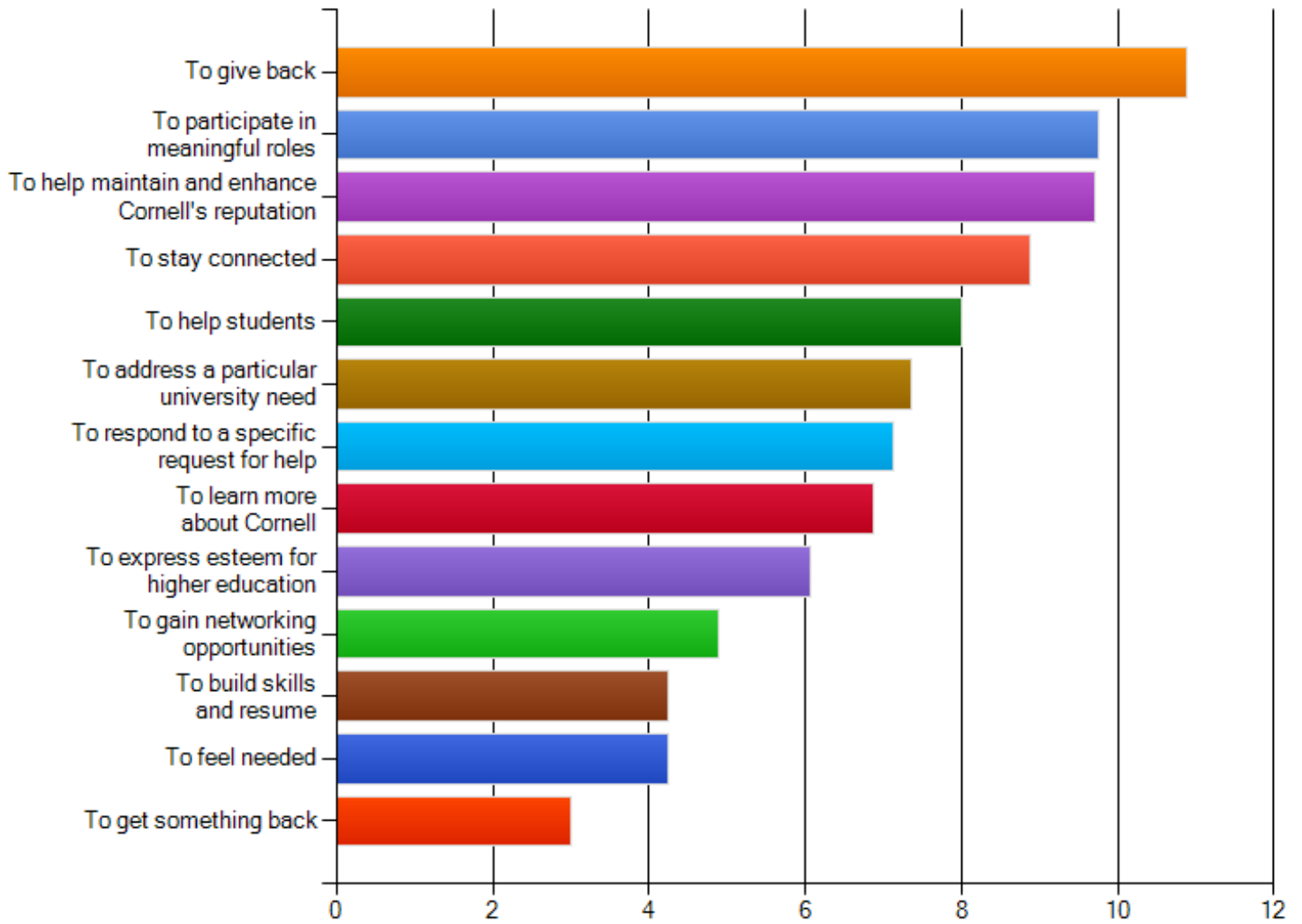
10:30 AM - 10:45 AM	Feedback and Wrap-Up	Divinity School - Westbrook Building
11:30 AM - 2:00 PM	VLC Luncheon (VLC, DAA Board, and J. B. Duke & Braxton Craven members)	Penn Pavilion
1:30 PM - 3:30 PM	Duke Alumni Association Pregame Celebration Get ready for some football at the DAA pregame gathering. The DAA will provide the food, beverages (beer, sodas, water) and fun for the whole family, including face painting, a photo booth, and a balloon artist It's also a great place to meet up with members of your affinity group: sign your group up here, and we'll provide a meet-up area—and a banner to help group members find each other. Don't miss this pregame tradition!	Krzyzewskiville Quad
3:30 PM	Duke Football Game Cheer for football and Coach Cutcliffe when the Blue Devils take to the gridiron against the Boston College Eagles	Wallace Wade Stadium

**Materials for the Volunteer Leadership Re-imagined Session
with Laura Denbow from Cornell University
Friday, November 11**

WHAT do you as a volunteer need from Cornell?



WHY do you volunteer for Cornell?



Trustee Task Force Interview Questions

ASSISTANCE:

How can Cornell help make the management of volunteers a better experience for you?

ROLE:

Describe your current relationship with volunteers.

Which groups do you work most closely with?

Which group do you find most helpful?

How do you define ideal volunteer engagement (give financially, attend programs, do something meaningful, etc.)?

What areas do you not want volunteers to be involved in?

How do volunteers become engaged with you? (i.e., are they selected and how are they selected)

RETURN ON INVESTMENT:

What are the current benefits you derive from volunteers?

Do you have any ideas on how to derive even more benefits from volunteers?

What are the current costs (staff time, money, etc.)? Do you have any ideas on how to improve the experience for volunteers?

SCOPE:

How many volunteers do you work with?

How many would you like to work with?

TRANSITION/SUCCESSION PLANNING:

How do you plan for transition/succession of volunteers?

Where do your volunteers come from and are they appropriate ones for your needs?

Where do they go?