New Board Member Orientation
November 11, 2016
Agenda

• Duke Alumni Board Overview
  – Our Changing Alumni Body
  – The Board and its Mission
  – Expectations

• Review Board Goals & Process

• University Priorities

• Committee Overview

• DAA Overview & Update
Alumni Demographics

163,046
Living Duke alumni

Degree type
- Undergrad: 54%
- Prof. school: 35%
- Graduate: 15%

Class year
- 2010s: 20%
- 2000s: 23%
- 1990s: 20%
- 1980s: 15%
- 1970s: 11%
- 1960s: 6%
- 1950s: 3%
- Earlier: 1%

Median age: 46
Median class year: 1996
Young Alumni Ethnic Diversity

Caucasian
Afr Amer
Asian
Hispanic
Native Amer
Did not Report
Undergrad-only Young Alumni Ethnic Diversity

- Caucasian
- Afr Amer
- Asian
- Hispanic
- Native Amer
- Did not Report

Years:
- 1984
- 1994
- 2004
- 2014
- 2019
- 2024

Ethnic Diversity Percentage:
- 0%
- 10%
- 20%
- 30%
- 40%
- 50%
- 60%
- 70%
- 80%
- 90%
- 100%
Mission of the Duke Alumni Board

To engage and connect alumni with Duke and each other and to celebrate their service to Duke and the world
Composition of Duke Alumni Board

- President
- Immediate Past President
- Vice Presidents (currently 8)
- Not less than 18 at large members (currently 34) – Bylaw change from School representatives to at large members instituted in FY17
- Graduate and professional students (TBA)
- 2 faculty members
- Honorary members (currently 4)
- Ex-officio for 2016-17
  - LGBT
  - DUHLAA
  - DBA
  - Senior Class President
- 2 recent grad rep
- Total membership = 56
- 2 year terms; eligible for re-election. Expect most members will not serve more than 2 terms
DAA Board Organizational Chart 2016-17

DAA President
Jack Boyd

Immediate Past President
Shep Moyle

Executive Committee

Fall Board Meeting
Joanne O’Connor
Judy Pahren

Clarybel Peguero
Beverly Harris
Carole LeVine

Winter Board Meeting
Kris Klein
Mark Scroggs

Nicole Kempton
Angela Eberts
Willie Green

Spring Board Meeting
Nikki Gibson
Ana Homayoun

Jenn Chambers
Ann-Louis Aguiar
Natalie Nobles

Awards & Recognition
Laura Wellman

Christina Holder
Angela Karl
Nicole Kempton
Clarybel Peguero

Diversity Task Force
Winston Henderson

Inga Peterson

Nominating Committee
Shep Moyle

Sterly Wilder
Nicole Kempton

Staff
Support

Duke Alumni
What Does the Executive Committee Do?

• Executive committee serves as cabinet for president and acts for board in between meetings
• Members chair and lead committees, task forces and plan meetings
• Monthly conference calls
• Annual planning retreat
• 2-day in-person meeting in Washington DC in January 2017
• 2 other in-person meetings
BOARD SELECTION PROCESS

At Large Members
- Nominating Committee chaired by Immediate Past-President
- President, DAA Staff, current and former board members
- Nominations from general alumni population (due Dec 1\textsuperscript{st})
- Selects slate of proposed board members for full board vote
- Goal is for board to reflect alumni population demographics

Executive Committee (Vice-Presidents)
- Selected by President on annual basis for 1-year term

President/President-Elect
- Recommended and nominated by nominating committee to full board
Overview of Current Board

Current Board by Race

- Asian American: 9%
- African American: 11%
- Hispanic: 16%
- Caucasian: 59%
- Other: 5%

Current Board by Race

- Asian American
- African American
- Hispanic
- Caucasian
- Other

Board Regions

- Asia: 52%
- Midwest: 18%
- Northeast: 21%
- South: 4%
- West: 5%

Board Regions

- Asia
- Midwest
- Northeast
- South
- West

Decade

- 1960: 3
- 1970: 6
- 1980: 17
- 1990: 11
- 2000: 14
- 2010: 4

Decade

- 1960
- 1970
- 1980
- 1990
- 2000
- 2010

Current Board by Sex

- Male: 57%
- Female: 43%

Current Board by Sex

- Male
- Female

Duke Alumni
# Current Executive Committee

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Degree</th>
<th>Reside</th>
</tr>
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<tbody>
<tr>
<td>Jack Boyd</td>
<td>A.B.’85</td>
<td>New York City, New York</td>
</tr>
<tr>
<td>Nikki Gibson</td>
<td>A.B.’80</td>
<td>Dallas, Texas</td>
</tr>
<tr>
<td>Winston Henderson</td>
<td>B.S.E.’90, J.D.’96</td>
<td>Boston, Massachusetts</td>
</tr>
<tr>
<td>Ana Homayoun</td>
<td>A.B.’01</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td>Kris Klein</td>
<td>A.B.’82</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td>Shep Moyle</td>
<td>A.B.’84</td>
<td>Roanoke, Indiana</td>
</tr>
<tr>
<td>Joanne O’Connor</td>
<td>A.B.’92</td>
<td>West Palm Beach, Florida</td>
</tr>
<tr>
<td>Judy Wagoner Pahren</td>
<td>A.B.’84</td>
<td>Richmond, VA</td>
</tr>
<tr>
<td>Mark Scroggs</td>
<td>M.D.’84, HS’88, HS’94</td>
<td>Chapel Hill, NC</td>
</tr>
<tr>
<td>Laura Meyer Wellman</td>
<td>A.B.’73</td>
<td>Charlotte, NC</td>
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</tbody>
</table>
Expectations of Board Members

- Acting as ambassador
- Sharing best practices
- Reporting/communicating to the regions and alums
- Acting as resource to alums with respect to Duke alumni programming
- Recruiting and leadership development to catalyze Duke volunteers
- Program leadership - remaining active as a leader of programs while on the board
- Upholding standards and ensuring quality of the Duke brand
- Assisting with fundraising identification and a spirit of Duke support
- Representing all alums
- Paying alumni dues and supporting the Annual Fund
Characteristics of Great Board Members

• Attend and participate in all board committee meetings and calls
• Understand the role of board and relationship to staff
• See the DAA Board as start of a journey not the completion
• Actively attend Duke events in regions and share the message
• Positive attitude and teamwork oriented
• Willingness to work
Engaging, Celebrating and Connecting Duke Alumni 2016-17

**Statement of Strategy**

The DAA strives to be the best alumni association in the world by fulfilling our potential to our stakeholders.

**Key Strategic Initiatives**

- Strengthen our Regional Presence by increasing Alumni Engagement and Enriching the Volunteer Experience
- Support the Launch of the Alumni Network
- Increase Student-Alumni Engagement
- Provide Robust Forever Learning Opportunities
- Build an Alumni & Visitors Center
- Implement Duke Works
- Facilitate Affinity Group Efforts
- Strengthen and increase graduate and professional engagement
- Increase diversity and inclusion programming
- Capitalize on the OneDuke initiative across all program areas
- Plan for Presidential transition

**Top Underlying Beliefs and Assumptions**

We can achieve our goals assuming...

- Board members are well-positioned with talent, drive and the resources to make the DAA the best alumni association possible
- Close collaboration with exceptional and committed staff with expertise across multiple areas and focus on alumni/regions across the globe

**Initial State – 7/1/2016**

- Regional metrics not consistently measured or coded efficiently for reporting
- Soft launch of Alumni Network in Spring 2016
- Expanded staff to meet strategic plan goals
- Forlines House too small and outdated for existing staff; no place to welcome alumni, visitors and guests
- Affinity groups in place for DBA, DUHLAA and LGBTQ; no group for Asian Alumni
- Little to minimum structure and training for current regions and volunteers
- Successful Volunteer Leadership Conference held in 2015; build on momentum for 2017
- First meeting of Council of Alumni Presidents in Spring 2016
- DAA bylaw changes to support the OneDuke model
- Less cohesion with the Graduate and Professional schools

**Target State – 6/30/17**

- Strengthened Regional presence and structure as measured by regional metrics
- Successful launch of Alumni Network with 38,000 registrations completed
- Increased Student-Alumni Engagement (Duke Next, Mentoring Model, etc.)
- Best-In-Class Forever Learning Offering (Peer Review)
- Alumni & Visitors Center progressing according to plan and fundraising finalized
- Robust growing Duke Works initiative
- Affinity Groups thriving and continued emphasis on joint programming in the regions (Asian Alumni Group established)
- #/#% increase in Alumni Engagement (Since June 2016)
- Volunteer Training in regions and on campus (webinars, pocket guides, etc.)
- University-wide Volunteer Leadership Conference scheduled for Fall 2017
- DAA Staff supported by DAA Board (Anecdotal)
- DAA Board Members proud of their service (DAA Board Survey)
- Council of Alumni Presidents providing forum for communication, sharing of best practices, increased engagement and common goals across the schools
- Implement bylaw changes for Board membership and select a President-elect
- Increase multiple cohort programming
## 2016-17 Meeting Overview

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 10-12, 2016</td>
<td>Fall DAA Board Meeting – Durham</td>
</tr>
<tr>
<td>January 17, 2017 (12-1 pm)</td>
<td>Full Board Conference Call</td>
</tr>
<tr>
<td>January 26-27, 2017</td>
<td>Executive Committee Meeting – Washington, DC</td>
</tr>
<tr>
<td>February 10-11, 2017</td>
<td>Winter DAA Board Meeting – Durham</td>
</tr>
<tr>
<td>March 28, 2017 (12-1 pm)</td>
<td>Full Board Conference Call</td>
</tr>
<tr>
<td>April 20-21, 2017</td>
<td>Spring DAA Board Meeting – Durham</td>
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<tr>
<td>April 21-23, 2017</td>
<td>Duke Forward Celebration – Durham</td>
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</tbody>
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DAA Board Meeting Goals 2016-17

• Fall Board Meeting – Volunteer Engagement (Nov.11-12)
  – Understand best practices surrounding volunteerism
  – Development of University-wide Volunteer Leadership Conference
  – Discuss and enhance Regional Training and Volunteer Resources
  – Create a Duke brand and standard for volunteers
  – Actively engaging the Board of Directors

• Winter Board Meeting – Lifelong Engagement (Feb. 10-11)
  – Convene a university-wide conversation on lifelong career support, the Duke alumni network, and mentoring.
  – Define a culture of engagement around career from day one of the student and alumni experience.
  – Define the role for the alumni network platform around career.
  – Assess current networking models and identifying ways in which we can learn/improve.
  – Understand the ways in which students and alumni want to engage around career.
  – Develop ways to leverage alumni networks at companies where there are large concentrations of Duke alumni.
  – Assess how macro-trends in career services impact Duke and its stakeholders

• Spring Board Meeting – Alumni Engagement (Apr. 20-21)
  – Fully define engagement and all its iterations – broadening, deepening, strengthening, diversifying and measuring
  – Consider reasons that alumni are not engaged (pre-work) and develop a strategy to address those that are changeable
  – Identify programs for which 2.0 versions would increase engagement and evaluate impact of modifications that have recently been implemented for specific programs
  – Brainstorming session – “What if we could....?”
  – Discuss results of Engagement Challenge (Bring-a-Friend-to-Duke Day)
  – Establish Duke alum lifecycle to inform programming decisions
    • By the numbers (use available stats, census, etc.)
The DAA strives to be the best alumni association in the world at engaging volunteers by developing standards, policies and measurements for success.

**Initial State – 7/1/2016**
- Successful re-launch of VLC in October 2015
- Pocket Guides and Webinars available for use
- Volunteer Handbook available for use
- Regional Calls with Volunteer Leaders in place
- Senior Director of Volunteer Engagement hired and on-boarded
- Volunteer Engagement audit conducted to assess DAA’s internal use of alumni volunteers and to gain an understanding of the DADD system
- Alumni Network launched
- Metrics – baseline established for measuring volunteer engagement

**Key Strategic Initiatives**
- Strengthen volunteer experience via regional and university-based training
- Professionalize the resources available for volunteers (e.g., handbook, pocket guides, webinars)
- Share and implement job descriptions for all volunteer roles to ensure there are clear expectations and defined responsibilities
- Develop multi-prong approach to celebrating, recognizing and thanking volunteer leaders
- Implement strategy to develop volunteer pipeline and to on-board new leaders
- Facilitate university-wide system that enhances volunteer stewardship via a volunteer management system
- Conduct a university-wide assessment of volunteer opportunities on campus and in the regions.

**Target State – 6/30/2017**
- Robust and comprehensive VLC planned for Fall 2017 with training targeted to constituencies across the University
- Hold regional volunteers and DAA staff members accountable for highly functioning top 20 regions
- Model developed for in-region checklist for measuring and achieving success
- Active use of professionalized training manual and pocket guides: calendars for webinars in place
- Set standards to track and measure volunteer engagement
- Pilot program for volunteer coordinator in place in regions reporting to the Director of Volunteer Engagement; standardized process for on-boarding and training regional volunteers implemented
- Create process for volunteer pipeline program
- Develop certification program for volunteers - Duke Standard

**Top Underlying Beliefs and Assumptions**
- We can achieve our goals assuming...
  - DAA believes that in order for our alumni volunteers to have a fulfilling experience, we must collaborate university-wide and fully articulate the benefits of serving for Duke
  - DAA believes in the volunteer experience and will provide resources and support to develop the best in practice
Statement of Strategy: LIFELONG CAREERS (Winter Meeting)

The DAA strives to be the best alumni association in the world by connecting alumni for outstanding career development, mentoring and student interactions.

Initial State – 7/1/2016

- Institutional Advancement Committee approved Duke Works career initiatives 5/16
- Campus Engagement Plan finalized Q3 2016
- DEMAN strategy completed August 2016
- Duke Futures web portal and referral process launched
- One Duke Alumni Career Services Roundtable launched
- Student access to the network under development
- Scalable regional career programs in regions such as NY, DC and Boston
- Metrics for regional career-related programming not consistently measured/tracked
- Attitudinal surveys and focus group research says alumni and students want more career-related programming and access to the network
- Mentoring programs exist across the university with widely variable definitions and administration. Metrics not tracked
- Each school has its own level of career services and alumni support

Key Strategic Initiatives

- Supporting DAA transition to data-driven organization
- Supporting rollout of the Alumni Network
- Supporting the rollout of the Campus Engagement Plan
- Increasing Student-Alumni Engagement
- Implementing Duke Works initiatives from IAC May 2016
- Auditing current campus mentoring initiatives and leading campus-wide mentoring movement
- Re-launching DAA website alumni career coach resources
- 2017 Regional Volunteer Leadership Conference planning underway
- DAA Board interviewing pan-university stakeholders before Winter board meeting

Top Underlying Beliefs and Assumptions

We can achieve our goals assuming...

- Board members are well-positioned with talent, drive and the resources to make the DAA the best alumni association possible.

Target State – 6/30/17

Network:
- Test and rollout student access to the network. Add profile features to facilitate student and alumni connections
- Launch student profile capability

Career:
- Assessment and evaluation of regional career-related programming
- Scale repeatable career programming in the regions, such as TF6 and Business Breakfast formats
- Reflect increased satisfaction with career preparedness and alumni career support in alumni attitudinal survey
- Engage and track success for previously unengaged alums with new programs and track success
- Alumni appreciation for recruiting initiatives introduced
- Launch student-focused Forever Duke marketing campaign to encourage career and professional engagement

Mentoring:
- Determine capacity for university mentoring resource through audit of campus programs
- Increase opportunities for "mentoring moments" like Blue Devil Suppers with first year class intro and plans in place for international grad & prof students

Affinity:
- Launch career vertical (i.e. DEMAN or healthcare) affinity group
Statement of Strategy - ALUMNI ENGAGEMENT (Spring Meeting)
The DAA strives to be the best alumni association in the world by increasing and enhancing its alumni engagement.

Initial State – 7/1/2016
- XX% of alumni are engaged*

Regional/Global Programming:
- Welcome & Send-Off Parties
- Women’s Forum
- DAE, Community Service
- AAAC
- Game Watches
- Travel
- Graduate & Professional Schools
- Forever Learning (Speakers, Faculty Fellows, etc.)
- Networking, Cultural & Special Access Events
- Young Alumni Programs

On Campus Programming:
- DEMAN Weekend
- Marine Lab Weekend
- Lemur Center Weekend
- Women’s Weekend
- VLC
- Homecoming & Reunions

Affinity & Interest Groups:
- DBA, DUHLAA, LGBTQ

Infrastructure:
- Regional, School & Other Boards
- Global Efforts
- One Duke Regional Model
- Network (winter meeting)

Virtual:
- Coursera, EdEx, Network

Key Strategic Initiatives
- Assess programming to determine what’s working, what’s not, what can be improved and how
- Identify alumni motivators and determine most effective use of DAA resources
- Clearly define metrics. What does engagement mean? What does an increase in engagement look like? (understanding the life cycle of engagement)
- Understand the reasons that alumni do not engage with Duke and address those that can be changed
- Conduct an anecdotal review to benchmark what our peers are doing successfully
- Engagement Challenge: bring an unengaged alum to a Duke event, assess and report back (+1 vision)
- Define the baseline for engagement
- Collect engagement stories from alumni to support future opportunity planning.
- Assess ways that engagement is recognized and develop methods to celebrate and display participation
- Evaluate programs to align them with life-stages to determine where additional programming is needed, in particular family-themed and young alumni engagement.

Target State – 6/30/17
- XX% of alumni are engaged
- Metrics are in place and clearly defined to measure/track engagement in its many iterations (broader, deeper, stronger and more diverse)
- Increased awareness among alumni about the various opportunities to engage with Duke
- 2.0 Versions developed for programs that were identified as needing to be revamped
- Resource allocation assessment complete and determined on a per engaged alum basis
- Net Promoter Score implemented
- Plan developed to address unengaged alumni
- Anecdotal peer review complete and benchmarks set to demonstrate improvements
- Engagement Challenge results analyzed and plan developed to address major issues

Top Underlying Beliefs and Assumptions
We can achieve our goals assuming...
- That we broaden, deepen, strengthen, diversify and measure engagement
- That we connect with and understand the reasons that alumni do and do not engage with Duke

*An engaged alum is defined as an individual who has participated in any one or combination of the programs listed underneath “initial state.”
# Agenda

**Friday, November 11th**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:30am-11:15am</td>
<td>New Board Member Orientation</td>
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<tr>
<td>9:30-11:15am</td>
<td>Awards &amp; Recognition Committee</td>
</tr>
<tr>
<td>10:00-11:15am</td>
<td>Diversity Task Force Meetings</td>
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<tr>
<td>11:30am-1:15pm</td>
<td>Lunch</td>
</tr>
<tr>
<td></td>
<td>• The Year Ahead</td>
</tr>
<tr>
<td>1:15-1:30pm</td>
<td>Break</td>
</tr>
<tr>
<td>1:30-2:00pm</td>
<td>Alumni Center Status and Network Update</td>
</tr>
<tr>
<td>2:00-3:15pm</td>
<td>Volunteer Leadership Re-imagined</td>
</tr>
<tr>
<td>3:15-3:45pm</td>
<td>Past, Present and FUTURE of Volunteer Engagement</td>
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<tr>
<td>3:45-4:00pm</td>
<td>Break</td>
</tr>
<tr>
<td>4:00-5:00pm</td>
<td>Breakout Sessions</td>
</tr>
<tr>
<td>5:00pm</td>
<td>Dinner</td>
</tr>
<tr>
<td>7:00-9:30pm</td>
<td>DEMAN Keynote and Reception (optional)</td>
</tr>
<tr>
<td>7:00-9:30pm</td>
<td>Duke vs. Marist Men’s Basketball Game (optional)</td>
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## Agenda
**Saturday, November 12th**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30-8:15am</td>
<td>Breakfast</td>
</tr>
<tr>
<td>8:15-8:30am</td>
<td>600 Seconds of Education – The importance of a brand</td>
</tr>
<tr>
<td>8:30-9:45am</td>
<td>Action Plan Development; the Future of Volunteer Engagement</td>
</tr>
<tr>
<td>9:45-10:00am</td>
<td>Break</td>
</tr>
<tr>
<td>10:00-10:15am</td>
<td>“Is it over yet? Duke and the 2016 Election”</td>
</tr>
<tr>
<td>10:15-10:45am</td>
<td>Looking ahead (Winter Meeting)</td>
</tr>
<tr>
<td>10:45-11:15am</td>
<td>Looking ahead (Spring Meeting)</td>
</tr>
<tr>
<td>11:15-11:30am</td>
<td>Break and Travel to Lunch and Closing Activity</td>
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<tr>
<td>11:30am-12:00pm</td>
<td>“What if we could_______?” Wrap up Activity</td>
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<tr>
<td>12:00-12:30pm</td>
<td>Lunch</td>
</tr>
<tr>
<td>12:30-1:30pm</td>
<td>Tour of West Union Building (optional)</td>
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<tr>
<td>1:30-5:00pm</td>
<td>Free Time</td>
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<tr>
<td>5:00-6:00pm</td>
<td>DEMAN Wrap-up Party (optional)</td>
</tr>
<tr>
<td>5:30pm</td>
<td>Duke vs. Grand Canyon Men’s Basketball Game (optional)</td>
</tr>
<tr>
<td>7:00pm</td>
<td>Nasher Gala honoring President Brodhead (optional)</td>
</tr>
</tbody>
</table>
Key University Priorities

• Duke Alumni Network
• DKU evolution/undergraduate degree
• Completion of new construction projects
  – West Union, Library, Chapel, Abele Quad
  – Arts Building
  – Student Health & Wellness Center
  – Athletics Complex & 751 Parking Garage
  – Alumni Center
  – Central Campus/Dorms
• University Strategic Plan
• Completion of Duke Forward
• STEM
• New President on July 1st, 2017
Macro Issues

- NCAA changes
- Sexual assault changes at federal level
- Federal funding for research
- Financial aid
- Future of higher education (value proposition, MOOC’s, etc)
- Legislation (HB2, endowments, etc)
Committee Overviews

• Awards and Recognition Committee
• Diversity and Inclusion Task Force
• Nominating Committee
Statement of Purpose
To engage and connect alumni with Duke and each other and to celebrate their service to Duke and the world.

Initial State – 6/30/16
- Process for identifying candidates further enhanced and improved
- Awards ceremony lunch to kick off the Volunteer Leadership Conference during Homecoming weekend a huge success
- Annual calendar for the awards “process” revised to facilitate comparisons of candidates nominated (ie: reviewed Distinguished Alumni nominee carryovers at fall committee meeting and allowed more time for DAA and University-wide staff to cull the lists to the most qualified candidates)
- Engaged DAA and University-wide staff more in the nomination and selection process

Key Strategic Initiatives
- Celebrate the service of Duke alums to the University and their communities through the Forever Duke, C.A. Duke, Beyond Duke and Distinguished Alumni awards
- Work with Director of Volunteer Engagement to determine ways for regional volunteer leaders to recognize volunteers and programs
- Review and recommend other means of DAA recognition of alumni in addition to formal awards. In particular, focus on recognizing outstanding volunteers and programs in the regions
- Further efforts to expand the pool of potential award winners through outreach to alums and University-wide staff, particularly through DAA regional groups, affinity groups and the DAA Board, as well as with the assistance of the Director of Graduate and Professional Schools Engagement

Target State – 6/30/17
- Extraordinary cohort of highly deserving winners selected for 2017 DAA awards
- Consistent guidelines, criteria and descriptions are in place for all awards on Duke websites and in written materials
- Detailed strategy developed to get DAA regional groups and affinity groups involved in identifying candidates for awards
- Paths in place to recognize regional volunteers and programs and to publicize their success
- Unique and exciting ways sourced to award and showcase winners while celebrating what it means to be Forever Duke (especially for Beyond Duke winners who may not be able to attend a formal awards ceremony)
- Strategies identified to utilize award winners as speakers, regional leaders and DAA spokespeople at large

Top Underlying Beliefs and Assumptions
We can achieve our goals assuming...
- The committee receives input on worthy candidates to receive DAA awards
- The committee receives candidates from all schools for all awards that represent a diverse population of the alumni body
**Statement of Purpose**

To engage and connect the entire range of diverse alumni with Duke, and encourage/support activity of Affinity Groups.

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**Initial State – 6/30/16**

- Following a FY16 audit there are 15 active affinity groups operating on campus and in the regions with coordination and support from DAA Campus Engagement and Regional teams.
- Affinity groups are divided into two categories, recognized and identity, with differing levels of volunteer responsibility and DAA support. The most active affinity groups are identity groups - DBA, DUHLAA, Duke LGBTQ Network, Women’s Forum, and DEMAN.
- 20 regional identity group chapters were launched in FY16.
- Tracking metrics on identity group annual expenses and registration numbers.
- Informal process for nominating and placing identity group representatives onto DAA regional boards.
- Informal process for creating and maintaining new recognized groups.
- Informal co-branding of affinity group events.

**Key Strategic Initiatives**

- Maintain on-going dialogue with identity groups to inform DAA’s direction and programming.
- Create a deeper pool of qualified nominees to fill volunteer roles, regional boards, DAA Board and University-wide volunteer boards.
- Increase membership.
- Define affinity group volunteer roles and responsibilities.
- Strengthen the DAA’s all-call programming through diversity of identity, opinion, passions, focus, background, experiences, etc.
- Launch and maintain active regional identity group chapters in all Tier 1 regions with local DAA regional board support.

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**Target State – 6/30/17**

- Intentional diversification of DAA all-call programs taking place on campus and in the regions.
- Affinity group leaders serve as energized and informed members of DAA regional boards and assist them in deepening affinity-specific engagement in the regions. Best practices are shared between regions.
- Pipeline of diverse leaders for Duke boards and programs has been established. Each affinity group representative to DAA regional boards has a programming committee and each national affinity board has a Chair-Elect.
- Identity group engagement metrics tracked annually in more depth (registered vs. attended, post-event surveys) and measurable goals developed for future engagement over 5 year time frame.
- Consistent effective communication between affinity groups and the DAA in the regions and on-campus.
- Formal application and launch process implemented for new recognized and online-only groups using DAA Network resources.
- Asian American Alumni Association established.

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**Top Underlying Beliefs and Assumptions**

We can achieve our goals assuming...

- Both DAA and Affinity Groups can articulate benefits of diversity.
- The committee has significant input from Affinity Group leaders.
- Affinity leadership has the full support of the DAA.
Nominating Committee Action Plan 2016-17

**Statement of Purpose**
To engage and connect alumni with Duke and each other and to celebrate their service to Duke and the world.

**Initial State – 6/30/16**
- New Bylaws approved by Board changing Board composition and increasing at-large seats
- Transition period with graduate and professional representatives and selection process
- Working to identify Board nominees earlier in the year
- Opportunity to formalize development plans for top nominees and carryovers
- Establishment of Council of Presidents to facilitate communication between DAA board and school alumni boards

**Key Strategic Initiatives**
- Implementation of Bylaw changes to reflect OneDuke vision and Board composition
- Actively engage with graduate and Professional school to deepen and enlarge pool of board candidates to balance representations
- Selection of next President-elect of the DAA by February Board Meeting
- Work with Board leadership to implement closer relationship and improved process with sub-committee on Trusteeship to identify future alumni representatives to the Board of Trustees

**Target State – 6/30/17**
- DAA Board will continue to make progress to fulfill Bylaw objectives, meet diversity goals and look like our alumni body today and tomorrow
- New President-elect will be identified and approved
- First pool of alumni nominees to BOT developed and proposed to SCOT

**Top Underlying Beliefs and Assumptions**
We can achieve our goals assuming...
- We will identify and develop pool of graduate and professional school Board members
Duke Alumni Affairs
Strategic Plan: “Big Ideas”

1. Build an agile and dynamic Alumni Network platform
2. Establish a consistent, inclusive, and Powerful Regional Presence
3. Strengthen our Investment in Education--the Concept of Forever Learning
4. Deepen Alumni Engagement with Students and With One Another
5. Create a Signature Campus Home for Duke Alumni and Visitors
Summary

• Have Fun
• Work Hard
• Be On Time
• Be Forever Duke