



ADVANCING THE IMPERATIVE FOR CHANGE

**THE RUTGERS UNIVERSITY ALUMNI
ASSOCIATION**

**Report of the President's Implementation Team
For Transforming Alumni Relations
March 2008**



*Advancing Rutgers University
By
Engaging All Alumni*

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I. A VIEW TO THE FUTURE

In his charge to the Task Force on Alumni Relations in September 2006, President Richard L. McCormick identified four values - relationships, diversity, pride and tradition - as central to a model for excellence in alumni relations. The Rutgers University Alumni Association, as described in this document, *Advancing the Imperative for Change*, exemplifies this model for excellence and embodies these values.

Rutgers University alumni are lifelong stakeholders in the University and its success. Their experiences as Rutgers students shaped them in innumerable ways and created some of their most cherished memories. Each alumnus and alumna has a unique and wonderful list of relationships developed, skills and knowledge acquired, and adventures and challenges undertaken during his or her time as at Rutgers – whether engaged in undergraduate, graduate school or professional school studies. Though the pathways and interests of alumni vary, a shared affection for Rutgers connects alumni to the institution. The creation of a single association, the Rutgers University Alumni Association, to which all Rutgers graduates automatically belong, formally connects all alumni to each other for the first time, and best enables alumni to advance Rutgers University.

The initiatives and successes of past and current alumni leaders, active in a diverse array of associations, regional clubs and interest groups have contributed positively to the connections between alumni and Rutgers University. Associations, regional clubs and interest groups will serve an important role in the Rutgers University Alumni Association. They are vested with the responsibility for creating and maintaining relationships among alumni who seek to affiliate based upon traditional notions of affinity groups as well as in ways that are yet unimagined.

Alumni interests will stimulate additional diverse communities, and alumni may engage in multiple communities within the Rutgers University Alumni Association. These bold and exciting changes may cause leaders of long-standing institutions new challenges as they navigate the precarious line that separates tradition and innovation - heritage and vision. Which traditions are preserved and which are reinvented? The Rutgers University Alumni Association, as one of its key first deliverables will help these organizations transition to the new structure.

The bold initiative to reorganize alumni relations at Rutgers effectively balances the preservation of Rutgers' rich history and traditions of alumni support for the University with the unlimited possibilities that lie ahead for alumni as a robust University community. One unified alumni body comprised of more than 362,000 individuals filled with pride in their alma mater and invested in the aspirations of Rutgers University is an amazing force.

A unified alumni population bolstered by extraordinary alumni leadership to deal with the challenges that presently confront Rutgers can only result in promoting Rutgers'

excellence in academics, research and service. The Rutgers University Alumni Association, partnered with the Department for Alumni Relations, has three primary tasks in the future – to serve as the storyteller for Rutgers University, spreading the knowledge that Rutgers University is important in the state, nation and world; to provide opportunities for all alumni to participate in the life of the institution; and to provide an avenue for alumni to advocate for the institution.

II. BACKGROUND

The President's Task Force on Alumni Relations at Rutgers University was charged to develop recommendations intended to significantly raise the level of alumni participation. The President and Board of Governors determined that improving Rutgers' interactions and communications with its 362,000 alumni is essential to the University's future.

The Task Force sought the input of alumni and University leaders, including holding meetings with alumni active within the University. The Task Force developed a set of recommendations designed to increase alumni engagement and dramatically improve Rutgers' relationship with its alumni.

The Task Force forwarded its recommendations to the President in August 2007 in a report entitled "Rutgers University Alumni Relations: The Imperative for Change" (the Report). After vetting the Report with representative members of the Rutgers community, President McCormick accepted the Report on December 6, 2007 and issued his statement of his vision for Alumni Relations entitled the "Plan for Alumni Relations at Rutgers, the State University of New Jersey" (the Plan).

The Plan announced the creation of an Implementation Team (the I-Team) to "lead the next phase of this alumni transformation." The President asked Rutgers Trustee Robert Stevenson, ENG '65 to chair the I-Team and also asked the group to complete its assignment by March 31, 2008.

The President charged the I-Team to follow the principles of alumni relations outlined in the Report and to consider four important issues that emerged during public forums held in October and November. A re-statement of those four issues is taken from the Plan:

- Create a structure that ensures all programming reflects the principle of partnership between the University and its alumni.
- Create a single, new alumni organization called the Rutgers University Alumni Association (RUAA) with a constitution and by-laws, including operating procedures that follow the principles of partnership.
- Develop mechanisms that promote the roles of proven alumni leaders and continue to employ the best alumni engagement practices already existing at Rutgers.
- Recognize the critical roles that the professional and graduate school alumni play in the life of the University and ensure that all aspects of alumni relations include this important constituency and provide programming to meet their needs.

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III. RECOMMENDATIONS

The premise of the I-Team's work is the same that inspired the Task Force: that all members of the Rutgers community, including the alumni body, desire to do what is best for the University. Alumni, as critical members of the University community, must be included in the University's strategic planning and thinking as we seek to achieve Rutgers' aspirations. Rutgers alumni represent a strong, resourceful alumni citizenry and are key partners in achieving Rutgers' aspirations for continued growth as a pre-eminent University.

The I-Team met regularly beginning in December 2007 and additional sub-committee work was done between the weekly meetings. The summary below and the documents included in the Appendix are the results of the I-Team's efforts:

- A new, single, Rutgers University Alumni Association (RUAA) is created with a constitution and by-laws.
- Statements of purpose, vision and mission are recommended.
- A new entity called the Rutgers Alumni Leaders Council (the Council) is created. The Council will consist of the leaders of all groups that become chartered by the RUAA. The Council will allow leadership and volunteer development within the University and alumni community to flourish.
- Members for the first RUAA governing Board and the first Board chair are recommended for President McCormick's consideration. All recommended members and officers are leaders experienced in the elements of alumni relations. They will guide the RUAA and the alumni community through the critical first year.
- A set of priorities for the first Board is recommended to ensure focus on the RUAA's initial needs and opportunities.
- Operating guidelines are suggested for recognizing and chartering all member organizations.
- Key measures are recommended for determining the early success and progress of the RUAA.

The formation of the Rutgers University Alumni Association, governed by the Constitution and By-laws, is the official launching point for the new era of alumni relations at Rutgers University. It provides a foundation upon which all alumni may now most effectively support Rutgers in the spirit of unity and loyalty to alma mater, guided by a Mission and Vision for the RUAA.

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IV. MISSION AND VISION

Our Mission

Advancing Rutgers University by engaging all alumni

Our Vision

The Rutgers University Alumni Association shall strive to be an exemplary alumni organization that:

- *Respects and nurtures a full and inclusive range of alumni organizations*
- *Emphasizes the importance of Rutgers to the State of New Jersey, the nation and the world*
- *Adds value to Rutgers and supports its aspirations*
- *Partners with all members of the Rutgers community to build a world-class alumni relations program*
- *Strengthens Rutgers' high regard for its alumni; and*
- *Commits to integrity, service and diversity.*

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V. RUAA STRUCTURE

RUAA Constitution

The I-Team's objective in developing the Constitution was to achieve increased alumni engagement with the University in a manner which employs the principle of shared responsibility for alumni relations. The Constitution creates a structure in which the University and the RUAA are equal and essential partners in the strategic design and implementation of an alumni relations program that is considered to be a national model of excellence. The Constitution sets forth the following:

1. The University's Department of Alumni Relations, headed by the Vice President for Alumni Relations, and the RUAA Alumni Board headed by an alumni volunteer Chair, will partner in the direction of the core functions of alumni relations. The Vice-President is also to be the chief operating officer of the RUAA and a voting member of the Board.
2. Board members will chair Board committees and partner with the Department of Alumni Relations staff members to implement programs strategic to the core functions. The staff continues to report to the Vice President and will be employees of the University or Rutgers University Foundation.
3. To expand engagement opportunities, the Constitution creates an Alumni Leaders Council which is an assembly of the designated leaders of all chartered alumni groups. These groups include but are not limited to school and campus alumni organizations. Additionally, individual alumni faculty, staff and students will also be invited to become members of the Alumni Leaders Council. The Council will convene annually at a Rutgers facility and could number as many as two hundred. This annual forum of Rutgers leadership will dramatically increase the engagement of the alumni constituency's key volunteers with the institution's officers, deans, and governing board members. It will facilitate discussion of best practices with each other and provide for face-to-face communication about important issues of mutual interest.
4. The Constitution provides that all graduates are automatically members of the RUAA, without any dues requirement, and eligible for election to all of the volunteer leadership positions in the Association.

RUAA By-Laws

The By-laws provide the operating rules of the RUAA including the election process for the Officers and Board of Directors of the RUAA, the Vice-President's duties as they relate to the RUAA, the guidelines for and membership of the standing committees and other committees of the Board, a list of core functions to guide the first Board and an outline of procedures for convening and setting the agenda for the annual meeting of the Board and Council.

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VI. CHARTERING ALUMNI ORGANIZATIONS

A chartering document will provide a way for existing alumni associations, classes, regional organizations and interest groups, and future affinity groups to officially become members of RUAA. The chartering process will result in the RUAA and the chartered organization signing a document that formally signifies the understanding, partnership and acceptance of the terms of belonging to the RUAA. This process is designed to be as easy and transparent as possible, with few requirements. The RUAA will achieve success by making it as easy as possible for all supportive alumni groups to serve the University.

The rights, privileges and responsibilities for chartered organizations will include the use of the alumni database, use of the university's trademarks and the use of the university's tax-exempt status. Chartered organizations will be invited to actively participate in the RUAA and in the annual Rutgers Alumni Leaders Council meeting.

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VII. INITIAL BOARD PRIORITIES

The formation of the RUAA signals the era of a new partnership between the University and alumni and underscores both the University's commitment to alumni relations and alumni commitment to alma mater. With the Purpose, Mission, Vision, Constitution and By-Laws of the RUAA formulated, the first Board of the RUAA must direct its focus upon the core functions of alumni relations and increasing alumni engagement in the life of the University.

A set of priorities for the first Board is attached and is an effort to provide direction. The I-Team worked on the top priorities for the first Board and that sub-committee report is attached in the Appendix. The I-Team has established the following as the top three priorities for the first Board:

1. For the first time, there will be one alumni association to which all Rutgers University graduates immediately belong. The Board will welcome all members to the new RUAA. It will also educate the membership and existing associations about the advantages of the new direction for alumni relations at Rutgers and facilitate the existing alumni organizations through the transition to the new alumni volunteer and staff structure.
2. A highly visible, exciting inaugural event by the RUAA will be produced to underscore the hopes and aspirations of the new organization in generating the highest levels of participation and support for Rutgers.
3. The process for chartering alumni organizations and creating the Alumni Leaders Council will be implemented.

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VIII. INDICATORS OF INITIAL PROGRESS

The I-Team proposes key measures to create a set of metrics for success of the RUAA in its initial phase. As the Task Force learned, while there are many different possibilities, there are no easy, definitive indices in the profession. Nonetheless, the I-Team determined a few benchmarks that would provide indications of progress for the initial Board.

- Quantify alumni participation in RUAA programs, using comparisons to prior events where possible, and developing baseline data for such services as on-line and print communication.
- Measure Deans' perceptions and feelings in response to alumni relations programs, services, and communications.
- Measure the participation of Alumni Leaders at Council meetings, in Board committee involvement, and in the engagement effectiveness of the various alumni organizations they lead.
- Measure Board participation, as well as engagement of Board members. In addition, the RUAA leadership will annually assess performance of each Board member.

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IX. FIRST RUAA BOARD AND CHAIR

The University's Board of Governors will commission the RUAA. This first Board, its Chair and Vice Chair will be appointed by President McCormick and endorsed by the Board of Governors. This Board will serve through June 30, 2009. The first elected Board will begin serving its term on July 1, 2009. In the spring of 2009, the Board's Committee on Nominations will conduct its first round of Board candidate nominations. All members of the first appointed Board, including officers, may be nominated to stand for election to the Board for staggered terms. From that point on, Board members, including officers will be elected according to the RUAA Constitution and the By-laws.

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X. ACKNOWLEDGEMENTS

It remains only to be said how impressed we were throughout this process by the hard work of so many, the keen interest of countless alumni, and the general support that buoyed our efforts. The beginnings of a new future for Rutgers alumni relations is well provided for and the I-Team looks forward to watching the new organization grow to be a positive force for Rutgers - one which gives increased expression and importance to the 362,000 Rutgers alumni spread across the world and who represent a huge resource for our great University.

It is important to reiterate the fact that countless Rutgers alumni have worked and continue to work tirelessly for the University. These generous efforts have helped make the University the distinguished institution it is today. The I-Team gratefully acknowledges how much those efforts and accomplishments have influenced its discussions and the I-Team encourages all of those continuing to provide service to the University through alumni organizations, to unite for an even brighter future for Rutgers.

The I-Team accomplished its goals with staff support from Assistant Vice President for Alumni Relations Brian Perillo, Alumni Director Keri DeMayo and Administrative Assistant Angela Green and with the continued assistance from consultants Dan White and Bill Stone of eAdvancement. In addition, University Vice President and General Counsel Jonathan Alger and his staff and outside counsel Greg Reilly provided the I-Team with invaluable insights and guidance.

The Implementation Team respectfully submits this report to Rutgers University President Richard L. McCormick, this 31st Day of March 2008.

Robert Stevenson, ENG '56, Chair
Glenn T. Gnrirrep RC '82/GSNB '89
Anthony L. Marchetta RC '71/GSNB '78/MBA '83
George Rears, RC '89/MBA '95
James H. Rhodes, CCAS '94
Louis A. Sapirman, NLAW '94
Donna K. Thornton, Vice President for Alumni Relations
Christine Tiritilli, DC '92
Michael R. Tuosto, SB '62/MBA '65
Bernice Proctor Venable, DC '62/GSNB '67/GSE '83

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XI. APPENDIX

Attachment A – The President’s Plan for Alumni Relations, December 6, 2007

Attachment B – Proposed Constitution, Rutgers University Alumni Association

Attachment C – Proposed By-Laws, Rutgers University Alumni Association

Attachment D – Sub-Committee Report on Board Priorities

Attachment E – Sub-Committee Report on Chartering Affinity Groups

Attachment F – Sub-Committee Report on Board Measurements and Metrics

Attachment G – List of Core Functions of Alumni Relations

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Attachment A – The President’s Plan for Alumni Relations, December 6, 2007

**PRESIDENT RICHARD L. MCCORMICK’S PLAN
FOR ALUMNI RELATIONS AT
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
DECEMBER 6, 2007**

Alumni are essential members of any great university community. They are lifelong stakeholders in the institution, and their passion for and loyalty to their alma mater inspire devotion that is second to none. These bonds of affection are very special, and institutions such as Rutgers cannot achieve their goals without them.

Rutgers has a responsibility to support its alumni for a lifetime. In their achievements and worldwide impact, our graduates validate the mission of the university and embody what Rutgers produces—an educated citizenry. They play a critical role in helping its leaders realize their aspirations for Rutgers’ future. They must see that the institution at which they were educated and made lifelong friends holds to its enduring values and principles. Our Rutgers alumni must be recognized, respected, and supported as an institutional asset.

Just as the transformation of undergraduate education improved the student experience at Rutgers, the alumni experience must also be enhanced. For Rutgers to reach its place among the top tier of America’s research universities, its alumni must have a strong and engaged presence within the institution. It is in such partnerships that universities flourish and alumni thrive.

The plan I am presenting to the Rutgers University Board of Governors creates a strong new partnership between Rutgers and its alumni. It is the product of advice from independent consultants, deliberation by those charged with proposing improvements, and discussion with the university community. It represents a model of excellence that will inspire alumni loyalty and involvement and help Rutgers to achieve its boldest dreams.

THE ALUMNI TASK FORCE REPORT

In September 2006, I appointed an Alumni Task Force consisting of 27 members and reflecting the diversity of the alumni body. The Task Force was charged to review the Rutgers alumni experience by asking the following questions:

- What is Rutgers University’s relationship with its alumni?
- What is the relationship of the Rutgers alumni body with its alma mater?
- Is Rutgers’ alumni relations program properly organized to achieve the highest benefit to both the alumni body and the university?

The Task Force, ably led by former Board of Governors Chair Gene O’Hara UCN’62 as chair, and Board of Trustees Chair Gerald Harvey RC’72 as vice chair, began meeting in September 2006. During their year of deliberations, the members considered all aspects of alumni relations at Rutgers with the assistance of the alumni relations consulting firm eAdvancement. The Task Force submitted its report to me on August 28, 2007.

The Alumni Task Force Report, titled *The Imperative for Change*, calls for significant improvements in five critical areas:

- a stronger partnership between the university and its alumni, with shared management and shared priority setting;
- a new, single, all-encompassing alumni association to include all Rutgers graduates from all campuses;
- a new staff structure for the Department of Alumni Relations organized around the core functions of alumni relations;
- adequate university funding of alumni relations in the central university budget; and
- expansion and upgrading of alumni programming to engage alumni more deeply in the life of the university and to enhance their lifelong experience with the institution.

The report and the recommendations have received my careful review, and I have listened to the comments of alumni who care deeply about Rutgers. Four public forums held during the fall provided valuable input from alumni of our Camden, Newark, and New Brunswick campuses, and an online forum allowed me to hear the viewpoints of Rutgers alumni residing outside the New Jersey area. The email messages the university has received, and the many conversations I have had with members of the alumni community, have also been helpful in determining this plan.

UNIVERSITY COMMITMENT TO A NEW DIRECTION

I wholeheartedly endorse the Alumni Task Force Report and applaud the members of the Task Force for their vision and clarity. Implementing the changes recommended in the report will allow all Rutgers alumni to interact and engage with their alma mater in a way that is mutually rewarding, while achieving the highest standards in advancing the university. In endorsing these recommendations, however, let me also acknowledge the many comments and concerns expressed during my listening period.

Today I am pleased to announce the following university commitments to the success of this historic new direction for alumni relations at Rutgers:

- Alumni relations is an essential function of the university and must be treated as such. Just as we could not thrive without academics, the arts, or athletics, we cannot succeed without a vibrant and engaged alumni body. Executive Vice President Phil Furmanski will work with Carol Herring and Donna Thornton to provide a funding program that will enact the recommendations in the report. I agree that every Rutgers graduate should be a member of his or her alumni association—the Rutgers University Alumni Association—and that we should eliminate the membership dues program immediately while taking special care to ensure that current dues-payers have a smooth transition to our new alumni experience.
- Elevating the presence of alumni relations within the university community is an important element of the Task Force Report. With the support of the Board of Governors, we will charter the Governors’ committee on university relations to include alumni relations and, as the Task Force Report suggests, then create a joint committee of the Boards of Governors, Trustees, and Overseers to give the alumni body unprecedented access to these university governing boards.

- Effective December 6, 2007, Donna Thornton will hold the position of vice president for alumni relations and will serve as a member of my cabinet. In addition, I am promoting Carol Herring to the position of executive vice president for development and alumni relations. These two promotions are further evidence of the university's commitment to bring alumni relations to the highest level of governance.
- A most important recommendation in the Task Force Report is to establish an alumni center or presence on each campus. Creating a place for alumni to gather and celebrate special events is critical to the success of a well-rounded alumni program. It is my hope that Rutgers and members of the alumni community will develop a shared vision for such centers in which the university will contribute parcels of land and the alumni will financially support the project. By July 2008, my administration will appoint an ad hoc committee to begin a feasibility study for this initiative.
- *Rutgers Magazine* is an important tool by which we communicate with our alumni, and it should be seen by all Rutgers graduates. I have asked the Departments of University Relations and Alumni Relations, the Foundation, and Dr. Furmanski to develop a plan to fund the magazine so that every alumnus and alumna receives *Rutgers Magazine*. Additionally, the Departments of University Relations and Alumni Relations should collaborate closely to ensure that the editorial content in the magazine advances the university's communication with its alumni.

IMPLEMENTING THE PLAN

Today I am appointing an Implementation Team to lead the next phase of this alumni transformation. I have asked Robert Stevenson ENG'65, to chair the Implementation Team. Bob is a former RAA president, a member of the Board of Trustees, and a member of the Alumni Task Force. He chaired the subcommittee that drafted the Alumni Task Force Report. He is deeply committed to the success of these plans, and I know he will provide outstanding leadership. In addition, the following individuals have agreed to serve as members of the Implementation Team:

Glenn Gnirrep RC'82, GSNB'89
 Anthony Marchetta RC'71, GSNB'78, MBA'83
 George Rears RC'89
 Jim Rhodes CCAS'94
 Louis Sapirman NLAW'94
 Donna Thornton, Vice President for Alumni Relations
 Christine Tiritilli DC'92
 Michael Tuosto SB'62, MBA'65
 Bernice Proctor Venable DC'62, GSNB'67, GSE'83

The Implementation Team is charged to follow the principles of alumni relations outlined in the Alumni Task Force Report and to consider four important issues that have emerged during the forums on each campus:

- First and foremost, the partnership between Rutgers and its alumni is essential to the future progress of this university. I strongly endorse the partnership model as set forth in the Task Force Report and call on the Implementation Team to ensure that all structural and programming changes reflect this principle.

- I enthusiastically support the Task Force recommendation to create a single new organization to be called the Rutgers University Alumni Association (RUAA). As the Task Force Report recommends, it is anticipated that the Rutgers University Alumni Federation will eventually cease to exist. The Implementation Team is directed to develop a constitution, bylaws, and operating procedures for the RUAA that pay close attention to the principles of a partnership between the university and its alumni. This is in the spirit envisioned by the Task Force and reflects that of successful alumni and university relationships around the country. The new Board of Directors of the RUAA and an operating structure should be created no later than March 31, 2008. The Alumni Relations department will continue to provide support to the alumni events and programs currently planned through this fiscal year ending June 30, 2008.
- The existing alumni associations and currently formed alumni clubs and chartered affinity groups have contributed in myriad ways to the support of Rutgers students and alumni and to the advancement of the university. We owe a huge debt of gratitude to the alumni leaders who have devoted so much of their time and talent to keeping their fellow graduates connected to Rutgers. With appreciation for these groups and their dedicated leaders, we welcome and look forward to their continued active participation. The Implementation Team is directed to develop mechanisms that promote the roles of our proven alumni leaders and use the best alumni engagement practices of the existing alumni associations and groups under the auspices of the new RUAA.
- Additionally, I ask the Implementation Team to clarify the important roles that professional and graduate school alumni play in the university and to ensure that all aspects of alumni relations include this important constituency and provide programming to meet their specific professional needs.

THE NEW RUTGERS ALUMNI EXPERIENCE

The finest universities in the nation benefit from active and engaged alumni who interact regularly and deeply with their alma mater, who feel a strong sense of loyalty, and who invest themselves in the advancement of the institution's programs, values, and quality. We want the same for Rutgers, and I am confident that the changes we are implementing will accomplish these goals.

Graduates encountering our new and revitalized approach to alumni relations will find a Rutgers that seeks their participation, expertise, and involvement from their earliest years as alumni. They will be welcomed to full membership without the requirement of annual dues. They will enjoy maximum opportunities to participate in the life of the university and receive maximum encouragement to help and support Rutgers.

Imagine, for example, a 2004 alumna of Rutgers–Camden with a degree in urban studies who lives in Newark and works in Manhattan. In fall 2008, she receives a copy of *Rutgers Magazine* for the first time ever and reads about Rutgers' new commitment to alumni. She finds it encouraging, and her interest is further piqued when she receives an invitation to a Charter Day celebration on the Newark Campus for all Rutgers alumni living in the area.

A few months later she is invited to an event sponsored by Douglass Residential College on women making a difference in urban areas. Though she has never been to the New Brunswick Campus, the topic interests her and she attends. In spring 2009 she attends her reunion in Camden

and reconnects with classmates and sorority sisters. She registers for the Rutgers alumni online community and immediately learns about a social event for young alumni hosted by the New York City Rutgers Club. There she meets other Rutgers graduates working in the city and forms an informal online group for career networking. She also joins a group of her Camden classmates and other Rutgers alums with an interest in urban studies to form an affinity group, which later nominates her for membership in the Rutgers University Alumni Council of the university-wide alumni association. Along the way, she becomes a contributor to the Annual Fund and offers her time as a mentor for urban studies majors at Rutgers.

While this scenario may not be typical, it suggests the many points of entry to the university that we seek to make available through the bold plans I am announcing today. We are committed to engaging Rutgers graduates of all classes, all campuses, and all programs of study. We are determined to build an alumni program that serves their needs and interests and strengthens their financial and emotional commitment to Alma Mater. In doing so, we will form a dynamic partnership between the university and its loyal alumni that will allow Rutgers to **achieve its greatest ambitions.**

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The Rutgers University Alumni Association

CONSTITUTION

Adopted April 24, 2008

ARTICLE I. NAME AND AUTHORIZATION

The name of this association shall be the Rutgers University Alumni Association, herein referred to as RUAA and/or the Association. This Constitution was adopted and approved by the Board of Governors of Rutgers, The State University of New Jersey on April 24, 2008.

ARTICLE II. PURPOSE

The purpose of the Association is to advance the best interests and well being of Rutgers University by engaging all alumni in the life of the institution through communication, programming, services and volunteer opportunities.

ARTICLE III. MEMBERSHIP

Membership in the Association shall be awarded automatically to all persons having earned a degree at Rutgers University or any of its predecessor schools, upon graduation. The Board of the Association may from time to time designate additional categories or individuals eligible for membership. All members shall be eligible to serve on the Board of the Association or Board committees.

ARTICLE IV. BOARD

Section 1. Powers and Duties. The Board of the Association shall have authority over the affairs of the RUAA except as assigned to the Rutgers Alumni Leaders Council, hereafter known as the Council, as stipulated in this Constitution. The Board shall partner with the Department of Alumni Relations in the core functions of alumni relations. Core functions are those activities that are deemed to further the goals of the mission of the RUAA as identified in the By-Laws. The Board shall make an annual report to the Rutgers Alumni Leaders Council.

Further, the Board shall be the sole authority for granting charter status to any group of alumni seeking formal status and recognition as a chartered alumni organization whose purpose is deemed consistent with and supportive of the policies and goals of the Association and whose purpose is not already represented by an existing chartered alumni organization. The designation of chartered status shall enumerate those rights, privileges and responsibilities that pertain to sanctioned status in the Association and shall be subject to periodic review.

Board members will serve on behalf of all alumni rather than any school or constituency. The Board's composition shall be reflective of the diversity of the alumni body, including members from Camden, Newark and New Brunswick campuses.

Section 2. Membership.

2.1 Eligibility. Any member of the Association is eligible to serve on the Board through the procedures specified in this Constitution.

2.2 Composition. The Board shall consist of no more than 21 voting members, including the five officers of the Board.

a. Regular members. There shall be no more than fifteen regular voting members of the Board. The Board's Committee on Nominations shall identify and nominate regular members for staggered terms, for approval by the Board, and ratification by the Council. All regular members of the Board shall serve for one three-year term except as provided in the By-laws. A regular member who has completed a three-year term shall not be eligible for re-election except as an officer subject to the conditions outlined in Article V.

b. Appointed voting member. The Chair of the Board may appoint with the consent of the Board, one alumnus each year to serve as an at-large member in full standing for a one-year term, and to be included in the total of voting members not to exceed 21, for the purpose of meeting a special need of the Board that shall not in the opinion of the Chair have been addressed by the election process.

c. Ex officio non-voting members. Ex officio non-voting members of the Board shall include a delegate from the Joint Committee on Alumni Relations of the combined Boards of Governors, Trustees, and Overseers, and the President of the Rutgers University Foundation. So as to accomplish its responsibilities more effectively, the Board may annually appoint additional non-voting ex-officio members.

Section 3. Quorum and Conduct of Meetings. A majority of the voting members of the Board currently in office, which must include either the Chair or the Vice Chair, shall constitute a quorum for the transaction of all business and, except as otherwise provided in these By-laws, a majority of those voting members present shall be sufficient to adopt any resolution of the Board. The Board shall meet at least three times in each year, at such times and places as shall be fixed by the Chair or by the Board and notice of each such

meeting shall be given by the Vice President for Alumni Relations to each member by physical or electronic means not later than the tenth day prior to the meeting.

With the permission of the Chair, Board members may participate in Board meetings from remote locations. Board members participating remotely shall be counted as present for the purposes of constituting a quorum.

In the event of extraordinary circumstances, actions may be taken by the Board outside of regularly scheduled meetings by consent of no less than two-thirds of the Board.

All Board members will be required to comply with conflict of interest policies as stipulated by any applicable law and by University policies.

ARTICLE V. OFFICERS

The officers of the Board shall be a Chair, a Vice Chair, a Secretary, a Treasurer, and the Vice President for Alumni Relations. They shall serve simultaneously as the officers of the Association. The Vice President for Alumni Relations shall serve as Chief Operating Officer of the Association and is a voting member of the Board and all committees. With the exception of the Vice President for Alumni Relations who shall serve by virtue of holding said office, the officers will be elected by the Board upon nomination by the Committee on Nominations, approval of the slate by the Board and ratification thereafter by the Council, and will perform the duties set forth in the By-laws and serve without compensation.

All elected officers shall serve a single two-year term. Upon completion of said term, all officers except the Chair may be elected to other officer positions up to a total of three different officer positions, but may not be reelected to their current office. The Chair shall retire from the Board upon completion of a two-year term.

ARTICLE VI. BOARD COMMITTEES

Standing Committees. Standing committees identified in this Constitution shall be chaired by a member of the Board, and may include a minority of non-Board participants as voting members. The Board Chair shall appoint committee chairs annually. The Chair and Vice-Chair shall serve ex-officio on all standing committees with full voting rights, with the exception of the Committee on Nominations.

There shall be the following standing committees:

A Committee on Nominations which shall be responsible for all annual elections of the Board, Council and Association.

A Committee on Finance which shall oversee all money received by the Association.

A Committee on the Council which shall set the objectives of the annual meeting of the Council and advise the Board and Council concerning matters of membership, goals, performance, and compliance with organization objectives set forth in this document and in the By-laws.

Additional Committees. The Board may establish additional committees from time to time in order to achieve the objectives of the Association as reflected in its By-Laws. The Board Chair, Vice Chair and the Vice President shall serve with a vote on all such committees.

ARTICLE VII. ALUMNI LEADERS COUNCIL

Section 1. Powers and Duties. The Rutgers Alumni Leaders Council shall convene at least annually at a time and place to be designated by the Board for the purpose of conducting such business as the Board shall propose, and to ratify the slate of nominees for the Board and Council.

The Council shall also ratify amendments to the Constitution as proposed by the Board. The Board will present to the Council a summary report on the preceding year's activities, a forecast of the coming year, and the Council shall consider other subjects that may be relevant to the mission of the Association.

Section 2. Membership.

2.1 Eligibility. Any member of the Association is eligible to serve on the Council through the procedures specified in this Constitution.

2.2 Composition. The Council shall consist of the following:

a. Leaders of chartered alumni organizations. The principal alumni officer of each chartered alumni organization that is operating in accordance with the guidelines, as such may be established and amended by the Board shall be a member of the Council. Council membership shall be extended only so long as the principal alumni officer holds such position with the chartered alumni organization.

b. RUAA Board members. RUAA Board members will serve automatically as members of the Council during their terms on the Board. Upon expiration of their Board terms, they may return to the Council in other leadership roles consistent with the requirements for Council membership set forth in this Constitution.

c. Faculty and staff. Four faculty who are alumni of the University and four professional staff who are alumni of the University shall be full members of the Council elected one each per year for a term of four years according to procedures outlined by the Board's Committee on Nominations and consistent with all election processes stipulated in this Constitution.

d. At Large members. The Board's Committee on Nominations shall also nominate and the Board shall appoint alumni leaders to serve a term of two years as at-large Council members. Consideration should be given to the demographic make-up (age, gender, geographic, ethnic, fields of study, etc.) and shared interests of the Rutgers University

alumni population in making such appointments. At-large members shall never total more than twenty-five percent of the total Council membership.

e. Ex officio members. The Board, at its discretion, may add other senior members of the administration who, in its judgment, shall be deemed important to the current work of the RUAA by virtue of their positions.

ARTICLE VIII. BY-LAWS

The conduct of the affairs of the Association, its Council and its Board shall be governed by a set of By-laws, consistent with this Constitution and with the policies and goals of Rutgers University, and which may be amended by the Board from time to time in accordance with the provisions thereof.

ARTICLE IX. AMENDMENTS

Amendments to this Constitution can be proposed by the Board, or by any member of the Association using a petition of 100 signatures of Association members. The Board must review and approve all such amendments before they are presented to the Council for ratification.

This Constitution may be amended by a two-thirds vote of the Council members present in person or by proxy at a regular or special meeting of the Council, upon notice specifying the nature of such amendment mailed or sent electronically to the Council members at least thirty days before such meeting. Any such notice shall be mailed or sent electronically by the Vice-President for Alumni Relations at the request of the Board Chair.

No amendments to this Constitution shall be necessary in the event of a change in title of any ex officio member of the Board or Council.

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The Rutgers University Alumni Association

BY-LAWS

Adopted on April 24, 2008

ARTICLE I. BOARD

Section 1. Election and Term. The slate of regular members of the Board of the Rutgers University Alumni Association (referred to as RUAA or Association) shall be ratified by the Rutgers Alumni Leaders Council in a manner and at a time to be determined by the Board. Approximately one third of the Board members who are not officers (referred to as regular members) shall be elected each year to serve three year terms (except as may be otherwise required by Section 4 of this Article I).

The Board Committee on Nominations will take into account the leadership needs of the Association and the demographic make-up of the membership when preparing the slate. Regular members shall assume office on July 1. Ex officio members shall serve for the period of their appointment.

Section 2. Eligibility. Beginning July 1, 2010, no regular member of the Board shall be eligible to be elected to more than one full term. Article II of these By-laws shall separately govern the terms of the Chair, the Vice Chair, the Secretary, and the Treasurer of the Board. Section 4 of this Article of these By-laws shall govern the eligibility of members of the Board elected to fill interim vacancies.

Section 3. Nominations. Nominations for election to the Board shall be made annually by the Board Committee on Nominations chaired by a member of the Board appointed by the Board Chair and whose membership, prescribed by the Constitution (Article IV) and these By-laws (Article III), shall include the Vice President for Alumni Relations and five additional members as follows: two sitting members of the Board who have not served a prior term on the Committee, to be selected by the Board Chair; three alumni members from the Council who have not served a prior term on the Committee, or on the Board, to be selected by the Board Chair with the consent of the Board. Consideration should be given to the demographic makeup of the Association in selecting members of the Committee on Nominations.

The Secretary of the Board shall issue a call for nominations annually.

Any Association member may suggest names to the Committee on Nominations in accordance with the process to be determined from time to time by said

Committee so long as names are received by the Secretary 90 days prior to the annual meeting of the Council.

No nominations for election to the Board shall be made from the floor of the Council, or any other Council or Board meeting.

Section 4. Vacancies. Any vacancy in the regular membership of the Board may be filled by a majority vote of the remaining members of the Board. Board members elected in this manner will serve out the balance of the vacated term and shall be eligible thereafter to be elected to a regular term on the Board if nominated and elected pursuant to Sections 1 and 3 of this Article of these By-laws. If a regular member of the Board is elected to be Chair, Vice-Chair, Secretary, or Treasurer prior to the expiration of that member's term, the Board may consider the seat vacant and it may be filled in the manner prescribed herein. The unexcused absence of a member of the Board for two consecutive Board meetings may be deemed a resignation that causes a vacancy.

ARTICLE II. BOARD OFFICERS

Section 1. Election of the Chair, Vice Chair, Secretary and Treasurer. The Chair, Vice Chair, Secretary and Treasurer, shall be elected by a majority of voting Board members. Regular members whose terms shall expire during the calendar year of the election shall be eligible for election to such offices in a manner consistent with Article V of the Constitution. Officers shall begin their term of service as Chair, Vice Chair, Secretary, and Treasurer on July 1st.

Election to all offices shall be for a two-year term, with the elections being held in odd numbered years, the normal cycle commencing on July 1, 2009. All officers shall remain full voting members of the Board and of the Council while serving as officers. All officers shall be ineligible for re-election to their respective offices, and shall not be eligible to hold a total of more than three different officer positions. Upon completion of a single term, the Chair shall retire from the Board. The Chair may assume other leadership roles in the Association, but shall not be eligible for membership on the Board. As with the regular election process, the Board Committee on Nominations shall assist the Board in filling vacancies in the officer group.

The Vice President for Alumni Relations at Rutgers University shall be an Officer of the Board.

Section 2. Officers - Duties. The Chair shall be Chief Executive Officer of the Association and shall preside at the annual meeting of the Association, all business meetings of the Council and Board, and at his/her discretion, any official Association functions or meetings deemed important to the Association and/or the University. The Chair shall perform such other duties of the office, including the power to appoint committee chairs as authorized by the Constitution.

In the event of the Chair's absence or inability for any reason to discharge the duties of office, the Vice Chair shall temporarily perform those duties. The Vice Chair also shall perform the duties specified in the Constitution and such other duties as the Board Chair or, in his/her absence, the Board may assign. The Secretary shall be responsible for the minutes of the Council and Board meetings, shall perform the duties as specified in the Constitution and such other duties as the Board may assign. The Treasurer shall perform the duties as specified in the Constitution and such other duties as the Board may assign.

Section 3. Vice President for Alumni Relations - Duties. The Vice President shall:

- 1) Fulfill all the duties of chief operating officer of the Association;
- 2) Coordinate the work of the Board and the Association with the University, its official governing bodies, and with the Department of Alumni Relations staff;
- 3) Maintain a complete archival record of Council, Board and Committee activity;
- 4) Perform such other duties as may be necessary for the success of the Association's mission.

Section 4. The Board's Executive Committee. The named officers of the Board will act as the executive committee of the Board and will function on behalf of the Board as necessary between meetings.

ARTICLE III. COMMITTEES OF THE BOARD

Section 1. The Committees of the Board. All Committees specified in the Constitution (Article VI) and listed below in Section 2 shall be committees of the Board.

In addition, at its discretion and in partnership with the Department of Alumni Relations, the Board will designate committees to focus on the core functions of alumni relations and achieve the objectives of the Association as reflected in these By-Laws. The Board may periodically alter those committees to reflect the changing priorities of the Association.

The Board Chair and Vice Chair and the Vice President shall serve ex-officio with a right to vote on all such committees.

Section 2. The Composition of Committees. Those committees specified in the Constitution (Article VI) shall be chaired by a Board member, and shall each have a majority of Board members. The Committee Chairs will select their membership according to the following:

A Committee on Nominations consisting of seven members, three from the Board, three alumni members from the Council, and the Vice President for Alumni Relations. Members of the Committee shall not be eligible for the positions under consideration. This

Committee shall present to the Board annually a slate of candidates for regular member positions on the Board and every two years shall nominate a slate of Board officers for approval by the Board and ratification by the Council. The Committee shall also present annually for election by the Board a slate of at-large members of the Council, plus faculty, staff and student members—any and all positions with voting privileges on the Board and the Council.

A Committee on Finance chaired by the Treasurer of the Board and consisting of five or more members of the RUAA that shall provide counsel to the Vice President on all financial matters pertaining to the successful achievement of alumni relations objectives. The Vice President shall serve as an ex-officio, voting member on this committee. The Committee on Finance will oversee any money received by the Association.

A Committee on the Council chaired by the Secretary of the Board and consisting of seven or more members of the RUAA that shall set the objectives of the annual meeting of the Council and ensure that this meeting achieves said objectives. In addition, this committee shall regularly advise the Board and Council concerning such matters as compliance with the organizational objectives set forth in this document concerning membership, goals and performance. The Vice President shall serve ex-officio with a vote on this committee.

All additional committees specified by the Board are to focus on core functions and special projects may at the discretion of the Executive Committee, be chaired by members of the Board, or the Council, or alumni of the Association. The chair of each committee shall likewise choose the members of his/her committee from members of the Board, Council, or Association. Every Board committee shall have at least one Board member.

Section 3. The Core Functions. The core functions of alumni relations are:

- Alumni Programming
- Awards and Volunteer Recognition
- Communications
- Graduate and Professional School Alumni
- Educational Programs
- Regional Chapters
- Reunion/Homecoming
- Student Engagement
- Volunteer Development
- Young Alumni Relations

At the discretion of the Board, the list will change from time to time to reflect changing priorities and opportunities in alumni relations.

ARTICLE IV. ALUMNI LEADERS COUNCIL

Section 1. Meetings - General. The Board shall annually constitute and convene the Council and specify the scope and agenda for such an annual meeting.

At such meetings, the Council shall ratify amendments to the Constitution as proposed by the Board. The Council shall hear a summary report by the Board on the preceding year's activities, a forecast of the coming year, and shall consider other subjects that may be relevant to the mission of the Association.

All sessions of the Council shall be open to all members of the Association and shall include presentations and discussions by University officers, members of the governing boards, faculty, staff, and students on matters of interest and importance to the mission of the Association.

The Board Chair, with the approval of the Board, may call special meetings of the Council.

Section 2. Meetings - Notice. The Secretary shall give notice of all Council meetings, sent in hard copy or electronically to each member of the Council at least thirty days before any regular or special meeting. Each notice shall state the time, place and date of the meeting and, in the case of a special meeting, the purpose or purposes thereof.

Section 3. Meetings - Quorum and Voting. At all meetings of the Council, the presence of twenty percent of the current Council members shall be sufficient to constitute a quorum for the transaction of any business. A written proxy of a member shall be included in determining a quorum. Each member shall be entitled to one vote.

With the permission of the Board Chair, members may participate from remote locations. A member's vote may be cast electronically or by written proxy if the member is unable to attend the meeting.

ARTICLE V. AMENDMENTS

These By-laws may be amended by vote of a majority of Board members eligible to vote, provided that notice thereof shall have been included in the notice of the meeting.

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Attachment D – Sub-Committee Report on Board Priorities

MEMORANDUM

TO: Bob Stevenson, Chair of the Implementation Team

FROM: Subcommittee on Priorities for First Board (Chris Tiritilli, George Rears and Anthony Marchetta)

RE: Subcommittee Report on Board Priorities

DATE: March 31, 2008

The subcommittee was charged with establishing the critical issues to be addressed by the first Board of the Rutgers University Alumni Association. The formation of the RUAA signals the era of a new partnership between the University and alumni and underscores both the University's commitment to alumni relations and alumni commitment to alma mater. With the Mission, Vision, Bylaws and Constitution of the RUAA formulated, the first Board of the RUAA must direct its focus upon the basic functions of alumni relations and increasing alumni engagement in the life of the University. The priority issues that should be addressed by the first Board fall into two broad categories: those intended to engage the entire Rutgers alumni community, embrace the current active alumni population and establish connections with the various University constituencies (items 1 through 7), and those aimed at effectuating key functions to insure the future success of the RUAA (items 8 through 12).

1. Welcome all members of the new RUAA

For the first time, there will be one alumni association to which all Rutgers University graduates immediately belong. Additionally, the Board will represent Rutgers University alumni as a whole instead of constituency groups. The Board will need to foster an environment in which all aspects of alumni relations are inclusive of undergraduate alumni, professional school alumni and graduate school alumni. The initial Board must galvanize support for the new partnership: the RUAA as a new volunteer organization partnered with the Department of Alumni Relations as alumni relations professionals working together to engage alumni and advance the University.

Critical to the success of this new enterprise will be communications with the entire membership through the Rutgers Magazine and use of the on-line community. The RUAA must trumpet the message that all graduates are members and that all members are called to be involved with the University and participate in the programs, events, services and volunteer opportunities offered by the RUAA. The RUAA must further seek to obtain support from the known alumni leaders, build trust among the membership and alumni leaders, and manage the transition from the Federation system to the new RUAA.

The RUAA should consider issuing a new membership card to every member. A membership card with web site information and key contact information is useful. The membership card can remind alumni to update their profiles on the on-line community and direct alumni to the web site for information about programs, events and services.

2. Sponsor an Inaugural Event

A highly visible, exciting and spectacular event sponsored by the RUAA should be planned, promoted and achieved. The inaugural event should be of great magnitude, serving notice of the existence of the new RUAA, celebrating the unity of all alumni, revitalizing alumni pride in Rutgers, underscoring the unlimited possibilities of greatness offered by one alumni association, and generating extraordinary participation by alumni. The event should be used as an incentive for alumni take some designated action to connect with the RUAA, such as registering with the on-line community or updating an existing profile. Priority for the purchase of tickets to the event should be given to alumni who engage in the designated action, with ticket sales opened to the general public only after alumni have the opportunity to purchase tickets and if tickets remain available for purchase. If possible, a Rutgers venue should be used for the event.

3. Implement the process for chartering alumni organizations

Individual members and associations previously affiliated with the Rutgers University Alumni Federation will need information about the chartering process and the benefits of being a chartered organization. The Board further needs to insure a diverse Alumni Leaders Council is formed. The Board should:

- Formally adopt the criteria for chartering alumni groups
- Publish to the membership the criteria and process for chartering alumni groups
- Promote the formation of interest-based groups to all alumni and encourage participation in the chartering process
- Encourage the existing associations to participate in the chartering process and seek chartered status
- Solicit requests for charter status
- Act upon requests for charter status pursuant to the adopted criteria
- Adopt a Rutgers Alumni Logo and Usage Policy. The RUAA should adopt the official “Rutgers Alumni” logo, to be used with the permission of the University consistent with the policies of the University.
- Adopt a policy prohibiting the charging of membership dues by alumni organizations, whether chartered or unchartered
- Adopt a policy allowing fund raising activities by chartered alumni organizations, along with a procedure for fund raising to be coordinated through the Vice President for Alumni Relations and approved by the Rutgers University Foundation

4. Manage the transition to the RUAA

The Board will need to educate the membership and existing associations about the advantages of chartered organization status, as well as and how the new organizational structure of the Department of Alumni Relations and new volunteer structure of the RUAA will benefit all alumni.

The Board will further need to emphasize that the RUAA both needs and welcomes the participation of existing associations and known alumni leaders. The Board will need to fully define and explain the self-reliant nature of chartered organizations, including the absence of funding and administrative support through the Department of Alumni Relations or through the University. The Board will further need to delineate the type of assistance available for chartered organizations through the RUAA and Department of Alumni Relations, such as materials about forming or growing an organization and suggested practices for how organizations should fix fees to be charged to event participants. Policies governing fund raising activities and the prohibition upon charging dues, as well as approved methods for generating surplus monies, must be explained.

5. Schedule, Plan and Promote the First Meeting of the Rutgers Alumni Leaders Council

The Council meeting will be open to all members of the RUAA. A scheduled date for this event will enable the Board to advise Council members about the meeting date as soon as the process of chartering organizations begins. Additionally, formulating the agenda as soon as possible will enable marketing of the content of the meeting to generate interest and attendance.

6. Introduce the RUAA to Interested Constituencies

The Board must create a culture in which alumni add value to the institution and contribute to the new partnership. There are many areas in which alumni can serve the University. The RUAA and Department of Alumni Relations will need to interact with a number of University offices and officers in order to identify institutional priorities that benefit from alumni assistance and support and then mobilize alumni volunteers who are willing and able to fulfill the needs of the University through mechanisms tailored to those needs. A priority of the RUAA is to be engaged with students from admission through graduation and to contribute toward a positive student experience. The first Board must make contact with University officers, faculty and staff to introduce the new RUAA and work with the Department of Alumni Relations to create mechanisms that allow alumni to serve the needs of the University and generate opportunities for student engagement and faculty engagement with alumni. The faculty is also a valuable resource, seeking opportunities to educate alumni about the excellence of academics at Rutgers University and willing to teach alumni seminars. Faculty and deans should be engaged from the inception of the RUAA. Additionally, the RUAA will need to provide guidance to the deans

and faculty about what should be expected by the deans and faculty from the RUAA as well as the role of the deans and faculty in fulfilling the mission of the RUAA.

7. Develop a vision for alumni centers on each campus (Newark, New Brunswick/Piscataway, and Camden)

The new Board should participate with the University in the development of a shared vision for a dedicated alumni facility on each campus, recognizing that President McCormick's Plan for Alumni Relations, dated December 6, 2007, states that an ad hoc committee will be appointed to begin a feasibility study for this initiative, involving the proposed use of University property and alumni contributions. The new Board should encourage alumni support for the vision and champion the alumni role in funding the endeavor.

8. Populate the Board's Standing Committees and Create additional committees of the Board as needed

The Board, comprised of individuals with expertise or skills pertinent to the core functions of alumni relations, should work with the Department of Alumni Relations to identify individuals with the skill sets required for the various standing and ad hoc committees, including but not limited to proven alumni leaders. The Board should constitute the Nominations Committee as soon as possible. The Board will further need to determine how to constitute the additional committees necessary to move forward on priority issues.

Additional ad hoc committees for consideration may include a Leadership Development Committee to be charged with creating a leaders' manual, creating descriptions for each committee complete with purpose, goals, relationship to the Department of Alumni Relations functions and defining the partnership roles, and the qualifications/criteria for selection of committee members, preparing checklists for periodic review of the Mission, Vision, Bylaws, Constitution and Operating Procedures, and creating procedures for outgoing members and officers of the Board to capture knowledge gained during their tenure in a way that will enhance the ability of new members and officers to serve the RUAA. The Leadership Development Committee should also schedule and facilitate a board retreat for board members and the professional alumni relations staff. An additional function of the Leadership Development Committee might be to work with the Department of Alumni Relations to develop a "talent bank" data base of alumni which captures alumni skills and interests to be used in furthering the mission of the RUAA. A Leadership Orientation Committee, charged with mentoring new members of the Board, may also be an appropriate ad hoc committee for consideration. An ad hoc committee to engage in long-term strategic planning in partnership with the Department of Alumni Relations should also be considered to focus upon fulfilling the mission of the RUAA, marketing of the RUAA's communications, programs, services and volunteer opportunities, and evaluation of the RUAA's progress in fulfilling its mission. An ad hoc committee on Professional and Graduate School Alumni Engagement should also be considered. The focus of that committee would be to recognize that the RUAA is charged with engaging all alumni in the life of the institution, acknowledge that the philosophy behind mechanisms designed to engage undergraduate alumni may not be

suitable to engage professional and graduate school alumni, and identify and develop effective ways to engage professional and graduate school alumni. An ad hoc committee or advisory council of prestigious alumni with skills needed by the RUAA should also be considered. The purpose of such a committee or advisory council would be to provide meaningful opportunities for engagement with the RUAA to notable alumni who may be unable to commit the time necessary to serve on the Board, but who are willing and able to assist in advancing the University.

9. Review and evaluate "traditional" programs

The Board and the Vice President for Alumni Relations should review and evaluate “traditional” programs and events, determine whether to adopt the program as an RUAA program, identify funding sources, and incorporate such programs – perhaps with innovative modifications - into the program calendar. Among the topics for consideration is how to address alumni recognition for prominent alumni and volunteer service. Additional programs which should be considered include, but are not limited to, homecoming and reunion.

10. Establish the RUAA Calendar

- Fix the regular Board meeting schedule
- Consider appropriate scheduling of the Alumni Leaders Council meeting and schedule the first meeting
- Review the existing Alumni Relations communications cycle and program schedule
- Consider the timeframes necessary for the nominations process to function when viewed with the communications cycle, program schedule and Alumni Leaders Council meeting
- Consider appropriate scheduling of “traditional” programs to be continued
- Evaluate goals and tasks to be undertaken and establish and diary dates for periodic review of status

11. Determine benchmarks for success

With the overarching goal of increased alumni engagement in mind, the Board should determine the benchmarks of success of the new RUAA. The Committees of the RUAA will each serve a role in expanding communication to alumni, offering programming of interest to a diverse alumni population, providing alumni meaningful opportunities to serve in a volunteer capacity, expanding regional clubs, improving volunteer relations, increasing faculty, student and young alumni engagement, and providing alumni services that facilitate connections with Rutgers University. The first Board should review and be familiar with the “Rutgers University Alumni Survey,” dated December 2006, prepared by e-Advancement in connection

with the work of the Task Force on Alumni Relations. The survey provides valuable data about the status of alumni relations under the prior system. A separate report prepared by a subcommittee of the Implementation Team suggesting key measurements of initial success should be reviewed and adopted by the Board.

12. Consider Expanding RUAA Membership

The Implementation Team recommendations limit the initial membership of the RUAA to graduates of Rutgers University or any of its predecessor schools, colleges or universities. The definition of membership provided for by the proposed Constitution is not as expansive as the definition of membership set forth in numerous bylaws of the existing “legacy” alumni associations. Whether a broader definition of membership is appropriate to include non-graduates, honorary members, special members, spouses, parents, current students, and/or faculty and staff should be considered by the initial Board. For example:

NON-GRADUATES. Persons who matriculated in degree-granting programs of the University for at least one semester.

HONORARY MEMBER. An honorary member shall be designated by the Board of Directors.

SPECIAL MEMBER. Any other person who contributes to such fund as may be determined by the Board of Directors shall be a special member for the fiscal year in which the contribution is made and for the following fiscal year.

Attachment E – Sub-Committee Report on Chartering Affinity Groups

CHARTERING SUBCOMMITTEE REPORT



TO: BOB STEVENSON, CHAIR – IMPLEMENTATION TEAM
FROM: JIM RHODES, BERNICE VENABLE, BRIAN PERILLO
SUBJECT: BECOMING AN CHARTERED RUAA AFFINITY ORGANIZATION
DATE: 3/3/08
CC: IMPLEMENTATION TEAM MEMBERS

Below please find the subcommittee’s amended, proposed requirements for achieving Chartered status as an official RUAA Affinity Organization. .

The Rutgers University Alumni Association Welcomes ALL Alumni of Rutgers University

Engagement has Never Been Easier

All Alumni – One Alumni Association – Unlimited Opportunities

Becoming a Chartered RUAA Affinity Group

How to?

- Any group may apply to the RUAA for chartered status
- There are no limits to the number of groups that may be chartered
- Alumni and groups may affiliate as they choose

What are the Responsibilities of a Chartered Group?

- Fill out a Chartering Form which includes:
 - Goals
 - Constituency
 - Identification of Leaders
 - Agreement that no dues will be collected by any chartered group
 - Agreement to abide by the RUAA’s and the University’s policies & procedures
- Participate in the Alumni Leaders Council

What is not required?

- Money
- 501C3 status – Not required, but acceptable

What are the rights and privileges of a Chartered Group?

- Use of the University's marks and logos
- Use of the University's Tax-exempt status
- Use of the University's alumni data
- Online resources to help plan events and reach target audiences, including communications templates
- Annual leadership training sessions
- University support for and coordination of homecoming and reunion activities
- Chartered group leaders become members of the RUAA Alumni Leaders Council
- Access to Rutgers facilities for meetings and events

Attachment F – Sub-Committee Report on Board Measurements and Metrics

MEMORANDUM

TO: Bob Stevenson, Chair of the Implementation Team

FROM: Sub-Group on Key Measures of Success (Louis Sapirman, Glenn Gnrirrep, Mike Tuosto, Donna Thornton)

RE: Report of the Sub-Group

DATE: February 19, 2008

The Sub-Group on Key Measures of Success submits this report to Rutgers University Alumni Association (“RUAA”) Implementation Team.

The report is broken into two sections: (i) key measures to be implemented by the RUAA Board (the “Board”) during the first year of operations; and (ii) additional key measures our team discussed, which should be considered by the Board and the Alumni Relations Department.

I. KEY MEASURES FOR THE RUAA BOARD – The following metrics should be tracked and measured by the Board in its first year, in order to provide objective criteria upon which to review its short term performance.

A. Objective Goals – The Sub-Group on “Top Priorities” shall be establishing a list of key objectives for the Board. The first key metric is, accordingly, successful completion of each and every one of the top priorities within the time frames set for by the Sub-Group. In addition, to the extent possible, we suggest that in each instance where practicable, the Implementation Team should prescribe to the Board specific metrics on each top priority to measure a level of success.

What would meeting expectations be? Exceeding expectations? Superior Performance? We should not be afraid to set reasonable and “stretch” goals, so the Board is able to truly understand how well they are performing.

Example: If a top priority is “signing up affinity groups” to have active participation in the RUAA, we could say (hypothetically) that the Board is expected to sign up no less than 30 affinity groups. 50 could be considered exceeding expectations. 75 could be superior performance. Superior Performance represents what we should always be aiming at, whereas the expectations are set to understand minimally acceptable levels.

B. Board Attendance – Board member attendance at Board meetings and committee meetings should be tracked. We suggest levels of performance on attendance (including telephonically) as follows:

Expected: 90% for Board Meetings; 80% for Committee Meetings
Exceeding: 94% for Board Meetings; 85% for Committee Meetings
Superior: 96% for Board Meetings; 90% for Committee Meetings

C. Board Satisfaction – A Satisfaction survey of the Board should be conducted quarterly after each regularly scheduled Board Meeting. Questions should be rated on a 5 point scale (Strongly Agree, Agree, Disagree, Strongly Disagree, No Opinion-N/A) and satisfaction should be rated using the percentage of answers that are in the “top two” boxes of the survey (i.e., “Strongly Agree” or “Agree”). There should also be adequate opportunity for written comments. The Board should seek and expect 100% participation in the Survey. The survey will be used to help guide how the Board operates in the future and make sure that it is a worthwhile, meaningful and fun experience for all involved. We suggest the survey be conducted using an online tool (such as surveymonkey.com) Sample objective (5 point scale) questions are as follows:

- 1) *I received Board meeting materials in a timely fashion;*
- 2) *The Board meeting objectives were clear;*
- 3) *Board Meetings were run efficiently;*
- 4) *Board Meeting objectives were met;*
- 5) *Board Meetings were fun;*
- 6) *Board Meeting location was conducive to an effective meeting;*
- 7) *Food/Snacks were appropriate;*
- 8) *My Participation on the Board is a worthwhile investment of my time;*
- 9) *I would recommend participation in the Board to a colleague or friend (if, so, please provide that name _____);*

Similar questions can/should be asked related to Committee work/meetings.

In addition, some open-ended questions such as the following should be considered:

- 1) *Explain the highlight of your Board Participation*
- 2) *Explain what you would like to see different about your Board experience*
- 3) *Provide any additional comments*

II. ADDITIONAL KEY MEASURES TO BE CONSIDERED – The Sub-Group discussed several additional ideas which they Board and Alumni Relations Staff may want to consider for key measures of their success in the short term.

A. Dean Satisfaction – The Alumni Staff need to ensure that they are providing needed alumni support to the deans of the various schools and keeping them well informed of the initiatives being undertaken by the RUAA. Within the first year of the RUAA’s existence, a survey of the Dean’s to determine a baseline for their satisfaction with how well their

alumni relations needs are being met should be conducted. This will then provide the starting point for increasing satisfaction in the years to come. The Dean's are a key constituency to assist in the "buy-in" to the value the RUAA and new Alumni Relations structure bring to Rutgers.

B. Leadership Council Satisfaction – It will be of utmost importance that the Board and Alumni Staff engage Rutgers Alumni in the life of the school in a meaningful way. One key opportunity will be through the Leadership Council days. In order to understand the value these days are bringing to alumni leaders, we suggest a survey (similar in scope to the survey discussed in I.C. above) be conducted of all participants in the Leadership Council days.

C. Qualitative Board Review - In addition to the objective measures described, it is recommended a qualitative summary be prepared each year by the Board Chair and Board Leadership to provide a brief assessment of each Board member's contributions during the past year. To facilitate this, a self-assessment completed by all Board members may be of benefit. The criteria for the assessment will be determined in advance by the Board Chair in consultation with the VP-AR. The purpose of this summary is to provide feedback to individual Board members by the Board Chair and to recognize contributions by Board members. For example, a Board member residing outside New Jersey may not have been able to attend all board meetings, but his or her contributions may have been significant and should be noted in any evaluation.

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Attachment G – List of Core Functions of Alumni Relations

LIST OF CORE FUNCTIONS OF ALUMNI RELATIONS



The Core Functions of Alumni Relations.

- Alumni Programming
- Awards and Volunteer Recognition
- Communications
- Graduate and Professional School Alumni
- Educational Programs
- Regional Chapters
- Reunion/Homecoming
- Student Engagement
- Volunteer Development
- Young Alumni Programming

At the discretion of the Board, the list will change from time to time to reflect changing priorities and opportunities in alumni relations.