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Minutes

Alumni Association Board of Directors

2017

April 7, 2017

Alumni Association Board of Directors, Illinois Wesleyan University

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AABD Spring Meeting 4-7-17 Minutes

Beckman Auditorium, Ames Library, IWU

Attendees: Dirk Behrends '87, Al Black '79, Dave Darling '79, Michele Darnell '88, Wes Dyke '02, Megan Howe '05, Scott Huch '86, Elly Jones '91, Alan Leahigh '67, Evan Lowery '08, Cecilia Mendoza '13, Tom Monken '92, Ade Olayinka '11, Rachel Paturi '13, Adriane Powell, Desiree Quizon-Colquitt '89, Jim Richter '93, Molly Rollings '99, Will Teichman '19 - Student Senate President, Amy Tenhouse '97, Derrick Tillman-Kelly '09,

Phone in: Claudia Brogan '77, Debbie Burt-Frasier '75, Qiana Cryer-Coupet '06, Ed Pachetti '91, John Theil '66, and Ted Zook '85

Breakfast Guests: Loralyn Cozy, Assistant Professor Biology; Mark Criley, Chair and Associate Professor of Philosophy; Christina Isabelli, Chair and Professor of Hispanic Studies; Tom Quinn, Director and Associate Professor of Theatre Arts; Jason Themanson, and Chair and Professor of Psychology.

Meeting Guests: LeAnn Hughes, Beth Keegan, Brenda Milcik, and Jodi Rowe.

Lunch Guests: Karla Carney-Hall, VP Student Affairs/Dean of Students; Alani Sweezy '19, Student Senate VP and the following Greek Student Leaders: Ally Daskalopoulos '18, Brannan Hutchinson '18, Caroline Monsen '18, Sarah O'Rourke '18, Crystal Ocampo-Fernandez '18, Halley Shanley '18, ; Alexa Thorson '19, and Veronica Torres Luna '19 **Dinner Guests:** Beth Black '81 (Al Black), Andre Quizon-Colquitt '88 (Desiree Quizon-Colquitt), Jodi Rowe, Ellen Wilson (Molly Rollings)

Faculty Partnerships AABD partnered with faculty at breakfast to foster interaction between alumni and faculty. Ideas discussed were:

- Admissions promoting foreign language opportunities and programs available at IWU
- Using alumni music connections to assist faculty and students
- Loralyn Cozy-Biology spoke about three needs from Biology: 1. Summer research (There is currently one summer research fellowship for Biology students, but Biology wants to support more students doing research in the summer) 2. Alumni mentoring/internship opportunities (Biology wants to connect junior and senior students with alumni working in areas outside of medicine) 3. Money and equipment for teaching labs and research
- Compiling a list of alumni available in each academic area and noting on that list how things like a second language and foreign travel can be of benefit
- A university name change was mentioned as there are other Wesleyan Universities that detract from our recruiting in regions across the country
- Need to better communicate the alumni story
- Department chairs do currently send letters to potential students that are geared to their area of interest and potential area of study
- Admissions can promote that students meet with faculty more on their visits
- Fine arts, nursing, and athletics were mentioned as potential auxiliary groups on AABD
- Need for alumni to communicate how their diverse passions affect their careers

- Alumni can help identify non-traditional career paths for students in biology and other fields
- It was noted that it takes time to develop groups in the AABD and then we need to think about if we want to do some things well or many things not so well
- Admissions Engagement and Career aspects were noted as a possible AABD focus
- The need for tenure track faculty of color at IWU and how the AABD can assist with that goal was discussed
- Potential of AABD and alumni to skype in on discussions with professors and classes as a possible way to assist was noted
- The need for the AABD and faculty to have a better dialogue about what faculty are doing and how the board can serve the faculty was shared
- Using the Career Center or other centralized resource for alumni speakers as a way to connect to students when faculty does not request alumni speakers
- A new database was suggested, but it was noted that the Career Center is where this information is currently kept. Siloing information is an issue at IWU, but BOT and Advancement are working on that.
- Creation of a role for someone to connect faculty, alumni and students and facilitate those connections
- Also using faculty pages on the IWU website could be beneficial
- The need to diversify faculty
- The Not All In for IWU movement that was started in response to alumni perception of IWU not taking faculty diversity seriously. The lack of progress in faculty diversity over 40 years was noted. If the AABD needs to be the impetus for that change in faculty diversity so be it.

Conclusions reached were:

- AABD needs to research ideas presented and bring that back to the board.
- AABD needs to prioritize our goals and then pursue them. If we select Diversity as
- one those goals, then we need to pursue it.

AABD Recent Activities:

- CFW had a successful 11th Summit.
- Pride had a great Drag Show and Summit. Derrick was recognized for his work in planning challenging but rewarding activities for the Pride Summit.
- Wesleyan Fund successfully assisted IWU in All In. Dirk was recognized for getting the AABD engaged and Beth Keegan and her staff were recognized for their work.
- Adriane presented on the Career Immersion Excursion (CIE) in DC over IWU Spring Break in March. She shared the schedule of visits to Alumni sponsored businesses. Adriane extended her thanks to alumni and Career Center staff. Prior to the event the Career Center staff prepared the twenty students that were selected to attend by issuing homework on the sites to be visited, by hosting practice networking sessions where students learned things such as how to jump in and out of a conversation and by offering a DC 101 session with Michele Brady on how to maneuver subways, DC terminology and the layout of city. Alumni shared that students were really well prepared and knew questions to ask at panel sessions. A Young Alumni Panel

shared information on how to move to a new city. Questions were answered such as: Do you need a car? Did you have a job first or move first? Students spoke to staffers at Senator Durbin's office, and following the trip the Senator came to campus and met with CIE students here. Amy and Scott hosted an alumni event at the Capitol Hill Club.

AABD Comments regarding the CIE Event:

- More than one of these is needed per year.
- Amy Tenhouse was commended for her work on the event.
- David Crawford '99 came to students to speak about the FBI when the snow shut down the government and the students' visit to the FBI.
- Ed Pacchetti was part of an alumni educational panel hosted by Mark Israel and other alumni.
- Small group dinners were very helpful for students. Mature, thoughtful and prepared were words used to describe the students engaging in dinner conversation. Alumni felt that the small group dinners really connected alumni and students.
- Those involved were impressed with the number of alumni participating and excited about the potential to engage students across the country with this CIE format.
- Students were relieved to hear that alumni comments such as, "It is ok to not know what is next" and "Don't worry about what you are going to do with the rest of your life. Just think about what is next for you."
- One student shared that the experience was life changing.
- IWU is planning for next year and considering one of the following locations: Chicago, Denver, Seattle, New York or San Francisco.
- The endowment for CIE will take us through 2020. St. Louis was asked about as a potential host site.
- Thinking of ways to capture this type of success in smaller events might help us have small successes.
- Discussed having a template or tool kit for this experience so it can be replicated. The career center created the template and refines it each year.
- A smaller event for entrepreneurship students is being held in Chicago for May term using the template.
- Alumni wonder if it has been communicated to alumni that this is what it takes and costs to hold this type of event so that alumni in different regions can say that we will support this.
- It was mentioned that this would be a good avenue for the Biology program to show Bio majors non-medical careers.
- This year there were 40 applicants and 20 spots, so students are interested in this type of program.

Alumni Award Nominations

Alumni Awards Nominations Process/Guidelines: Scott thanked the Board for the privilege of leading committee and thanked the committee for their work (Dave, Dirk, Desiree, and Amy). Feedback was requested from AABD on two items: 1. Previous award winners are currently not eligible for another

type of award and the committee feels that after a certain time period an award winner should be eligible and 2. Current and past trustees and AABD members are not eligible. Points discussed were:

- President Jensen feels nominations guidelines should be updated.
- Current and past trustees should be eligible.
- Former AABD members (but not current) should be eligible.
- Research shows that other schools are all over the board on this.
- 15 years after first award was suggested as a time frame.
- No time frame was also suggested due to the fact that the awards each have distinct criteria.

Conclusion reached: OAE staff can change the nominations criteria.

Alumni Award 2017 Nominations: Nominees names and summaries were presented. Scott moved to nominate those presented. It was approved. Molly moved to vote. Nominees were approved. Nominees are confidential and are contingent upon the nominee accepting the nomination. The award winners will be presented their awards at the Awards Dinner on Friday, October 13. Elly recognized the committee and Scott for their efforts.

The 2017-18 Nomination Committee will be: Dirk (Chair), Desiree, Jim, Meg and Molly. The committee was thanked for their commitment.

New Business

Bylaws Ted Zook of Governance has been asked to look into a Bylaws Update. Send suggestions for changes to Elly and Ted. **Goals for the update are:**

1. Making sure any name changes (such as the Office of Alumni Engagement) are reflected in the Bylaws
2. Aligning the Bylaws with those of the Board of Trustees
3. Making sure that the Partner, Advocate and Invest mission is reflected.

The committee will also address the following topics regarding Bylaws:

1. Officer nomination process
2. Definition of diversity so that the AABD reflects the diversity of the student body and the alumni we represent
3. Adapting a conflict of interest statement similar to that of the BOT.
4. Making sure conduct is specified so there is good representation of IWU.

Communication Team - Wes reported that the team met with Jodi. They discussed how to make Titanpride.org (the alumni website) and communication regarding the board better. The team provided 2 pages of suggestions that are being implemented by the Office of Alumni Engagement. A new two page spread is being created for the next issue of the IWU Magazine as a communication to alumni about the AABD and what the board does, what committees exist, and board members who serve. The committee will continue to move forward. Wes thanked all groups who helped provide text to highlight their work. If alumni are prompted to help, the magazine piece points them to titanpride.org. The

Charters on titanpride.org have prompted alumni to volunteer to serve already. Currently new platforms are being considered for titanpride.org, and the Alumni Engagement Office is in the final stages on selecting and implementing a platform change.

All In

- Scott thanked members for contributing to the Board Challenge and meeting 100% participation. \$40,000 was given by the board and was used to leverage additional gifts.
- Dirk and Beth shared that All In supported spirit, giving and philanthropy. All In this year included gifts to the new Titan Fund as well as Wesleyan Fund including giving circles. Scott and the board were thanked for the Board Challenge. Molly, Meg, Ed, Jim and Alan were thanked for their work with Giving Circles. It was noted that Desiree helped with planning and worked onsite for 5 hours. She was joined by Al, Rachel, and Molly. Dirk thanked Beth, Carly and the Advancement/Alumni Engagement staff for their work.
- Beth reported that during this 5th year for All In we increased donor participation which has been in a decline since All In was instituted. We had 2,369 donors, raised over \$719,000.00 dollars, reactivated 204 lapsed donors, had 139 first time donors and had 837 alumni give who had not made a gift this fiscal year, which helps with donor participation. We partnered with titan athletics and had a specific \$35,000.00 athletic challenge that raised just under \$100,000.00 from 791 donors. We had a micro site for Greek giving circles with 326 donors and over \$62,000.00 was raised. We had a parent fund challenge that inspired 127 parents give \$60,000.00. Senior Campaign had over 100 donors which was up from 2 seniors at All In last year. A sign-up sheet for volunteers was implemented this year that led to some extra volunteers. Send comments, questions or feedback to Beth and copy Dirk. This year was a huge leap in engagement. A temporary donor wall was hung in Henning and Davidson and personal thank you videos were filmed and posted on social media. Signs for office doors were given to faculty and staff to acknowledge their gifts. Students from Athletics and Greek Life made calls. It was asked that if AABD members call or post and someone says "I refuse to give for X," what do I say. Listen. Apologize for whatever experience they had. I hope you will consider giving again some time. Many AABD members spoke to how to respond to folks who are passionate against IWU. Asking to follow up on a day that does not involve fundraising was suggested. Look back to IPA ; you can engage in another way besides giving.

Break

LeAnn Hughes - Admissions - Yield percentage is going down due to increased competition (schools are recruiting harder in more geographic areas), and historic channels being eroded due to that competition. We are at 21% compared to other schools with an average of 29%. We have a melt rate at 5% (once students deposit and commit to IWU they are staying.) To correct the decline in yield percentage financial aid can leverage four areas:

1. Headcount (how many students do we need to have a healthy population for student affairs)
2. Academic Quality
3. Discount rate (difference between sticker price and price students pay)
4. Tuition Revenue from that headcount.

In 2013 many students were accepted and given a lot of financial aid to increase headcount. But there was not much additional revenue and discount rate went up. Discount rate is a public measure of your institution. Other schools that we compete with are not worrying about discount rate, and their discount rate is going up in the 60th percentile. This means we need to market our value in a way we have not needed to before. We are trying to move each lever a little bit instead of using the past strategy of moving one lever quite a bit. In the state of Illinois students are leaving the state to attend a university, and there are fewer graduates in Illinois. The plan we are putting in place is:

1. Build reputation and brand essence (Signature Work)
2. Marketing to prospective students in the way that they think and act in the marketplace (relying on traditional marketing and applying a new focus on digital – being smart about the locations we are marketing to.) These efforts should ensure that there are more best fit students applying to IWU.

Signature Work: We currently have 23 proposals from faculty of adapting signature work into curriculum, and have created a signature work communications task force that is working to translate that signature work into language that Advancement can use to raise money and that IWU can share with students. Then we are thinking through how the new 17 year old is thinking as a Gen Z student. Gen Z does not buy Brands; they join them. 39% Gen Y students want to change the world and 60% Gen Z students want to change the world. They engage digitally. If they want to learn something, they YouTube things. They have an eight second attention span. They integrate social media and keep on top of what is current. We have a current branding campaign going on with Ology with these stages:

1. Discover (phone interviews, campus visit, face to face interviews, materials survey for IWU and competitors)
2. Define
3. Create

In the discovery process they identified 6 areas of opportunities or issues to overcome:

1. IWHO? Clarify IWU
2. Perceptions are not reality. Uncover authentic story.
3. Stats are not a story. Lead with a point of view.
4. Find a best fit student.
5. Create a personal outreach. We do this well but it is not scalable.
6. Challenge ourselves to be relevant to our students in technology and curriculum.

It is time to shake things up. Incorrect perceptions of IWU found are:

- quality is higher than what we are
- Christian school
- not diverse

Our audience or best fit students

- I don't know where I'm going but I am on my way
- Optimistic

- Smart
- Goal oriented
- Supportive noncompetitive
- Challenged
- Multiple talents
- In tune with their passions but unsure of how to merge them into a career
- Aware of today's issues and want to address them
- Willing to change their direction
- Exploring new things while here

How to engage this audience:

- Demonstrate a balance of gravity and fun in our messaging
- Stories need to correlate with their own path
- They want to be involved into the research process for colleges
- They want to be able to do their own research on the website about schools

Our message: Important to communicate why IWU matters. First draft of that core message of IWU is:

“IWU is a focused, academic community devoted to sparking curiosity within every learner so that they can discover, refine and live out their passion.” (They want to add ability to adapt to that message.)

Secondary points of focus are: academic quality and rich experiences in a supportive environment lead to a student's ability to have confidence and expertise in their chosen field. They are going to be cultivating and perfecting their multiple talents and have the courage to take risks and pursue something new.

Student Journey: View books and direct mail will change away from corporate and formal with the input from Ology. Website will cater to how students will use it and what appeals to them. The brand will be integrated on the campus tour, website, magazine, Advancement materials and Admissions materials.

The personality of an IWU student is welcoming, bright, invested, real, heartfelt, curious, purposeful, and expressive.

Goal now is to target these areas in a new way so we deliberately layer these concepts with yield opportunities such as IL, MN, CO, and CA. (Areas with strong alumni base or athletics opportunity.)

Defined areas will be set after May 1st when we have the data on the latest class. We will possibly instill regional recruiter in targeted states. We plan to do the basics well: out personalize competition in visit days, application and rethink our acceptance timeline. We have an opportunity to plug alumni into the admissions process. We will be working on a database of alumni and develop a tool kit this year for Alumni to use. Opportunities for alumni to assist Michele Darnell and Admissions are:

- calling plan

- attending college fairs with us
- social media (willing to like and share things about IWU)
- letters
- emails
- interviews

The goal is to increase headcount, manage discount rate and increase revenue.

Parents are the secondary audience to our students. IWU parents are more engaged with their students college choice than the average student. Direct mail is read by parents, so we are considering that option.

Digital Platform targeting plans are: social media, stepping up our game with videos and engaging current students to shoot videos and put them on our channel. Search process includes retarget campaigns, household IP targeting. Marketing expenditures will combine with our own marketing, geo targeting, and toaster popups on pearls that we are sending out. Nationwide search will continue, but we will drill down to our best fit students. We want to have Admissions live in our targeted areas. LeAnn would like alumni office space that IWU admissions could use in recruitment to lend visual presence on the ground.

AABD members noted that they were very impressed with this marketing and branding campaign.

Student Senate - Will Teichman - Student Senate is writing the amendments and Bylaws for the Campus Activities Board that will take over some of the duties of OSA to allow students to have more input into programming. Over the summer they will be working on the finer details of the Student Alumni Council. The goals are to

1. Help out with All In using the structure of RSO so they can petition for funds
2. Bring alumni back to campus (pay for speaker fee, transportation, and housing)
3. Enact more engagement back with the university right out of college.

Student Senate is pushing for a Resolution by May addressing the fact that there is no significant minority presence in faculty on campus. Students can't have a home on campus if students don't feel that they have a person they can go to if they have a problem.

Working Lunch was held partnering with Karla Carney Hall, Student Leaders in Residential life and Greek life. The conversations at lunch indicated that there needs to be more clarification as to what AABD is and what it does. Students are concerned that there is ambivalence from recent grads. It was suggested that AABD members could reach out to students they met today via LinkedIn to further the connections made today.

Minutes: Motion to approve the Fall minutes was made by AI and seconded by Tom Monken. All approved.

Charter' Ratification: In discussion it was noted that Greek Alumni Network does not have a charter and

that all the folks who are involved are not represented on the current volunteer committee chart. Also it was noted that the charters do not reflect everything being done or what volunteers are actually doing. Concern was voiced about board members feeling like a failure if goals are not met. We will work to make sure that the committee volunteer document is updated with the volunteers reflected in the new charters. Molly moved to ratify the charters. The motion carried. (Request was made to email the Conference Call list to all directors and mail meeting document hard copies to Debbie Burt-Frazier.)

Elly led the discussion about self-assessment of the AABD, looking at what we do well, what we can improve and how we can better align with the Board of Trustees. Ideas shared were:

1. Consistency
2. Communication
3. Structure/ More members on the Executive Committee
4. Self-reflection
5. Prioritization
6. Collaboration-Partnership
7. Representation/Connection
8. Curiosity-Inquisitive
9. Relevance to students and alumni we represent/Connection
10. Resources
11. Transparency
12. Accountability
13. Trust
14. Strategic Alignment
15. Lighter – Fun
16. Respectful
17. Efficient
18. Open minded
19. Staying Engaged (Alumni and Students)
20. Right Skill Set
21. Direction and Clear Expectations (Admissions, Diversity, Career Pursuits or Mentoring, Feedback Loop)

Open Discussion:

- The current committee structure struggles to support cross team collaboration.
- The VP of Engagement role is challenged with coordinating 13 leaders. We currently look to those group leaders to take point in their areas.
- It was voiced that the AABD needs a few key points from the University to help solidify their direction.
- Members discussed committees versus auxiliary groups and staff allocation.
- The need to prioritize engaging alumni was discussed.
- Lack of focus has led to paralysis. Some committees lack enough members and don't reflect diversity of age.

- Should diversity be an AABD priority or is this a MAN (The Network) issue. If it is an AABD priority, then what are next steps?
- Challenges in hiring diverse faculty was discussed. Diversity needs to be a strength in every committee. If diversity is truly a priority, then strive for perfection and excellence.

Break 2:10

Functioning structure of the board thoughts shared.

- Communication needs to be better.
- Structure of committees and affinity groups was questioned. Suggestions made for larger committees and possibly fewer committees.
- GAN has a lot of commitment. Alan has a lot of momentum in that area.
- The challenges in the work of Admissions should remain a priority. Career Immersion Excursion gives IWU a competitive lead. The Alumni Admissions Advisory Committee might help recruit students and support student mentoring events.
- How do we recruit alumni who want to volunteer, but who are not currently on those committees?
- Our structure does not allow cross collaboration.
- We should focus on how can we bring in the best class, support the students when they are on campus, provide experiences for them to transform into the workforce, and support transfer of careers.
- AABD needs to come back to the University alumni priorities: admissions, career pursuits, and a third. We need to band together, set aside other initiatives, and then focus on those few things. But we as alumni need clarity of direction from the University.
- Has BOT has set up strategic goals for the Alumni? Elly spoke to the strategic initiative document with diversity as a top priority. LeAnn shared marketing and enrollment as a new priority, recruiting new students, and signature work.
- Bylaws overview is necessary to see if they are in alignment with the BOT (such as automatic succession planning that is not in alignment with BOT.)
- AABD needs to improve communication with faculty and provost.
- AABD needs to think about what we can do to help IWU to find the best candidates for open positions on campus. We cannot hire faculty, but we can provide input on the process.
- Jodi expectations- Eric is doing well setting university expectations. What is the next level of expectations? Advancement is creating a strategic plan to communicate goals related to enrollment, diversity and career initiatives. Posse is a group we can help with. In working with Posse we would be helping with all three of those goals. Our current structure ensures that everyone on campus has their own posse.
- Our role as AABD members may be reporting back to the university how alumni are seeing the university and its initiatives or lack of initiative (diversity). We not just pushing info out to alumni, but informing the university about opinions of alumni. We are providing IWU with an alumni feedback loop.
- Should the executive committee be larger or smaller? How would the committee look in 6 to 12

months, if a change to committee structure is made? Possible additions to Executive Committee possibly would be splitting the VP of Engagement into two roles: VP of Auxiliary and VP of Committees.

- The need for an odd numbered executive committee would help with voting issues.
- Scott shared he was elected unanimously a year and a half ago as president elect to assume the role of president at the end of Elly's term in October and serve a term of two years. He is prepared and looking forward to doing that. In 2001 there were only committees of individual volunteers recruited by staff to accomplish specific tasks. Auxiliary groups were added that operate under the umbrella of the Alumni Association Nursing, Fine Arts, and Student Athlete Alumni are all functioning alumni groups that are not under the umbrella of the Alumni Association, but could be added.
- Expanding leadership to include the current VP of Engagement with two new Assistant VPs and an Assistant Secretary would help lighten the load. Leadership calls need to be more inclusive with the leadership leading discussion and the president facilitating. The Leadership Team cannot accomplish its goals without a staff counterpart who is our leader on campus. Eric, Steve and Jodi are working on a plan that directs the alumni association in what they are supposed to do. Clear direction from the university is necessary in order for us to be the most impactful. A VP of the Wesleyan Fund was suggested as a possible new position on the board.
- The role of VP of Engagement may not be burdensome if chairs of committees and groups take action.

Diversity

Qiana has reached out to Elly and Adriane and they have been responsive. Qiana suggested that we reach out to engage black fraternity and sorority alumni who have had a positive IWU experience. The Network wants to put together a statement regarding diversity that is in alignment with the students and can be voted on at the next call. Trustee Deon Hornsby is willing to be the facilitator to make sure we are in alignment with the BOT.

Discussion Regarding the Executive Committee

How has the executive committee helped committees make progress through challenges?

- Greek alumni network was cited as an example. We had a member who continuously tried to move the ball forward. It is not a university priority, so there was no progress. It was not a weakness from volunteers; it was a weakness from the university. Scott will be working with the group to assist. Wes was asked by Jim for help with Pride fundraising matters. Wes contacted Jodi, who contacted Dirk and Carly. Meg contacted Wes about challenges with Young Alumni matters.
- MAN asked for help regarding diversity in faculty.
- Wes is starting to work with Admissions. The Admissions area was on the list of needing help for a long time. With Michele Darnell coming on board, Wes met with her and is excited about their direction.
- Jodi and Wes have talked about Pride.

- The Executive Committee is actively assessing these groups.
- We worked with Regional and Young alumni trying to connect them.
- Scott in November led a workshop to provide resources to build regional chapter committees.
- Lack of progress is often due to transition within the University. University personnel are settling in the roles and progress is being made. Dirk spoke about a balance of staff and volunteer responsibilities. We need to be mindful that we are volunteers. Wes and Dave spoke that as staff increases they will have more time to improve relationships with alumni volunteers.
- Elly apologized for dissension that was communicated to the Board from the Executive Committee. Leadership and staff changes have created a lack of direction. Succession planning is necessary, but the board should have the right to vote for officers every term. How does the leadership team need to improve? How can we restructure the board? There is value in members. A fifth member of the executive committee would help avoid stalling due to a tie in voting. Diversity continues to be a challenge. A VP of diversity may be helpful in communication between groups on the AABD.

Cooperation:

- Better communication and cross-promoting our events was suggested. A personal ask from committee leaders helps with accountability and is a key in making us successful.
- When events are communicated to the entire board then it should be owned as a board activity and supported even when it is not related to your committee..
- The possible need for a communication liaison to help the groups to connect.
- Charters can act as guidelines but we have the flexibility and power to explore beyond them with new ideas.

Executive team action items going forward

- What are the strategic priorities from the university and then sharing them with the board
- What are the AABD priorities:
 - Admissions
 - Career pursuits
 - Feedback loop
 - Diversity
 - #ownit

4:30 Meeting was adjourned.

5:30 Social and dinner at Baxter's on E. Empire