John Whittenberger Society Advisory Board
November 4, 2011, 2:00 p.m.-4:00 p.m.
Location: Indiana Memorial Union

Agenda

I. Welcome and Introductions

II. Approval of Minutes from Last Meeting-*please see attached document*

III. Union Board President’s Report- Evan Farrell

IV. Alumni Report-sent in advance by Debbie Lemon

V. IMU Executive Director’s Report-Bruce Jacobs

VI. Finance Report-Thom Simmons

VII. JWS Board Business
    A. Biennial Business Meeting Review - Trena
    B. Board Recruitment Update - Trena
    C. Scholarship selection process update - Rob
    D. Newsletter update - Susan
    E. JWS logo - Trena
    F. Fundraising/Plaque/IMU Art Guild Gift Agreement Update –Thom, Rob, Bruce, Brent
    G. Grants Projects-Digital Archiving and Coffee Table History Book - Rob
    H. Documentary Update – Trena / Chris
    I. Biennial debrief – Chris
    J. Board executive appointments proposed - Trena

VIII. Next Meeting Date - Mike
John Whittenberger Society Advisory Board
Saturday, April 30, 2011 @ 9:00 a.m.-1:00 p.m.
Location: Campus Center, IUPUI
420 University Blvd., CE ROOM
*dial-in number 812-855-4848 – pin # is 314253#

Agenda

I. Welcome, meeting commenced ~ 9:20 am
   Attendees:
   In Person: Trena Depel, Susan Nussbaum, Bob Shula, Evan Farrell,
   In Person Ex-Officio: Bruce Jacobs, Rob Meyer, Thom Simmons, Debbie Lemon
   Phone: Brent Pieper, Mickey Baer, Winston Shindell

II. Approval of Minutes from Last Meeting-*please see attached document
   Alumni report, first bullet point should say “not” instead of “no”.
   Motion to approve- Bob Shula
   Second- Mickey Baer
   The Board voted unanimously to accept the minutes with the correction noted.
   The group reviewed the Action Item list from the last minutes.
   • Documentary materials need to be obtained from Amanda Murray
   • Plaque in honor of Campaign contributors- Should be in place by Biennial
   • Rename Patio “Centennial Patio”- Bruce doesn’t think naming committee approval will be a problem.
   • Modify Gift Agreement for IMU Art Guild- Meeting May 20 with Winston and Bruce with IUF rep. Approach is going to be sending a default letter to those who have contributed seeking objections. If there are none, there will be more flexibility with the use of IMU Art Guild funds.

ACTION REGISTER (REVIEW)

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible</th>
<th>Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine Biennial weekend dates – review football schedule and IMU schedule and forward options to JWS Board</td>
<td>Thom</td>
<td>December 2010</td>
<td>Completed – Nov 4-6, 2011</td>
</tr>
<tr>
<td>Annual appeal – prepare and coordinate annual appeal with IUF – Include history book for all those who did not attend Biennial</td>
<td>Brent, Rob, IUF liaison</td>
<td>December 2010</td>
<td>Completed</td>
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<td>Julie</td>
<td>End 2010</td>
<td>Outstanding – requests for materials have not been responded to</td>
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<td>Identify Biennial Chair for 2011</td>
<td>Brent</td>
<td>Early 2011</td>
<td>Completed – Chris Carroll</td>
</tr>
<tr>
<td>Modify timing of scholarship distribution for Spring 2011. Board will determine scholarship amounts via email prior to Spring 2011 meeting</td>
<td>Rob (Trena and Thom)</td>
<td>March 2011</td>
<td>Completed –</td>
</tr>
<tr>
<td>Create plaque for Campaign Contributions ($2500 and &gt;)</td>
<td>Bruce</td>
<td>Complete by Spring 2011 meeting</td>
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<td>Constitution: add additional comments from 11:12-10 meeting and route to JWS board for further feedback</td>
<td>Trena</td>
<td>Route prior to Spring 2011 meeting, finalize at Spring mtg</td>
<td>Completed –</td>
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<td>Modify gift agreement: for IMU Art Guild to allow purchase of art</td>
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<td>Create plan/strategy for JWS newsletter, establish Content Board consisting of AD (Rob), student (TBD), Cheryl, JWS member</td>
<td>Susan and Trena</td>
<td>Report at Spring 2011 meeting</td>
<td>Completed –</td>
</tr>
<tr>
<td>Draft process for JWS Advisory board recruitment</td>
<td>Trena, Mike, and Susan</td>
<td>Report at Spring 2011 meeting</td>
<td>Completed –</td>
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III. Union Board President’s Report - Evan Farrell

- Evan read the Mission Statement of the 2011 Board.
- Canvas Committee is now Canvas Creative Arts with a wider range of offerings. Canvas just won ICPA award for the magazine. Release party last week.
- Comedy- Sarah Silverman visit was a success, filling lower bowl and some of the balcony of IUA.
- Concerts- Lil Wayne show was sell-out at Assembly Hall and big success. Access to Assembly Hall is improved with new practice facility and help with clean-up afterwards
and setup beforehand helped relationship with Assembly Hall. Board cleared $22,000, auditorium made another $22,000.

- Debates and Issues- Senator Lugar, Bloomington Mayoral Debate, Immigration Documentary. Board passed funding to get bit submitted to host Presidential Debate.
- Design- Very good committee. Joining Canvas to partner on blog.
- Films- Punch card (every six films) get a free concession. Fortunate to have two good Sneaks this semester.
- Lectures- Jenna Bush and Hill Harper lectures
- LFB- Freshman director. But Committee is starting to grow and has had consistent events.
- Outreach-Student Fashion Show and Julien Gordon were successful events.
- Performing A·ts- Doing a great job. Wants to continue to do musicals.
- Public Relations- “This is Indiana” PR Campaign was enormous success. Also looking into redesign of website.
- Spirit of IU- Doing a great job and committee has lots of enthusiasm.
- Student Unity- New Committee. Has lots of good committee members.
- Installation in Tudor Room- Was filled. Went really well. Parents and family and assistant directors as well as faculty and staff.
- Recently has been talk about restoring Old Crescent to student space. Part of the plan would be to move Admissions and some other offices to Union. Recommendation was made to Neill Thoebold and IU recommendation. The University Club would become Admissions. Board has discussed it but it opposed to putting administrative offices into the Union. Board, Neil, and Bruce weren’t consulted prior to report. Committee was chaired by Tom Morrison and Karen Hanson. Committee was asked to turn the Old Crescent into classrooms for where credit Union and UPS Store are, as well as the area behind them for certain administrative offices. Admissions would be one of the departments that would move to the Union under the proposal. No students were on the Committee that made this recommendation.
  - Winston said this has happened once before when Union was being renovated. What was successful was bringing student leaders together (UB, IUSA, etc.) to oppose these plans. Board will likely draft a resolution opposing move.
  - Board feels this move would change nature and purpose of IMU which is to support student life. Admissions tours are one item that might be a good addition (hosting them in the IMU).
- Biennial Planning- Proposal passed out. Erika Hall wants to have the open bar sponsored by IWS. Proposal deferred to Financial section of meeting.
- 2012 Campaign Bid- Have programs for a month leading up to potential debate.
- Meal-points being brought back to IMU.
- Policy- Committee is working through by-laws to make sure they stick to policies and see if any changes are needed. Made some changes to election/selection policies.
• I-Pads for each Director being considered to go paperless at meetings. It was also suggested that projecting documents could be a low cost solution.
• Bowling alley area being considered as an area to do something more. Maybe a bar and grill feel (no alcohol) for watching games.
• Summer Board- By-Laws change so that committees or AD’s can serve as summer board directors.

IV. Alumni Report-Debbie Lemon
• John Hobson is now Senior Counsel and is carrying on a lot of his most important responsibilities.
• Alumni Association is going through a lot of changes. JT Forbes has been in place almost a year. A lot has been accomplished in a short period of time.
• Collaboration with IU Foundation is a focus. Marketing/Communication from both organizations are under one umbrella. Data, records, and IT also being brought together as well.
• Working to re-adjust chapters in alumni programming. A senior alumni relations positions and senior programming person are going to be hired. Programs in a box for local alumni groups.
• In process of putting together budget which is currently $1,000 for the JWS. All budgets are being reduced by 10%. JWS budget mostly goes to mailing costs.
• Looking at reducing paper mailings and moving more electronic. Credit card revenue is way down. Looking for new revenue sources.
• 1500 people registered for mini-marathon on April 2.
• In process of doing new strategic plan.
• Difficult challenge to communicate with four generations.

V. IMU Executive Director’s Report-Bruce Jacobs
• JT has been very active in trying to reach out to undergrads. Bruce is serving on Homecoming Committee (parade will be very different).
• Building projects- Renovation of Alumni Hall and Solarium is a big project. Whatever is done will be a first step toward the renovation of both Alumni Hall and the Solarium but the goal is to do Alumni Hall first. Might actually do this renovation in summer of 2012 with $2 million or $3 million in funds from the University.
• Some solar panels have been put on IMU.
• Card office is now by student technology center.
• Baja Fresh which is West of Burger King has also energized that end of the building in the evening.
• Where Card Office and Delights were will be a Grab-and-Go place.
• Renovations to market place with new customized salad place and sushi bar.
• Renovation of Book Store. Glass window opening up mezzanine level of bookstore for merchandise.
• Trying to make the IMU a place with healthy food options.
• Meal points plan works same way in IMU and residents hall. Student will designate $300 or $500 to spend at IMU.
• Presidential debate - Last time IU was distinguished by student involvement and that has been expanded as has the academic offering (faculty to prepare programs) which the Debates and Issues Committee is going to head up.
  o Board put up student half of Debate ($5,000) and President’s office will put up the rest.
  o 12 cities applying. Hopeful that IU will be toured by selection group and ultimately accepted.
• As of end of ’10 in good fiscal shape. A little ahead of budget. Occupancy is up quite a bit over last year. Close to where we were prior to recession.
• Shawn Harper created instituted for students of color (undergraduate) to learn about higher education process. A number of students from IU have gone there and new graduate student for UB went through Shawn’s program.
• UB’s outreach has been tremendous. Efforts at outreach have really worked. Students from all walks of life are participating.
• Bruce was asked to head-up University’s health engagement program. Have to find ways to get folks to lead healthier lives.

VI. Finance Report - Thom Simmons *see attached document

A. Scholarship Administration Process
• Thom explained the March 31, 2011 Treasurer’s Report. There is enough income to pay Union Board Scholarships, Rosemary Tanner Scholarships, Pinto, Fletchall donors will give additional gifts so award can be given in 2011. Fineberg is only scholarship without enough income for to match the last award. Will be $2000 vs $2500.
• New patio cost $150k-160k. Transferred roughly $60k to cover some of those costs.
  o Outdoor space has been really great for students. There are power outlets so people work out there. It’s always full... can be competitive to get a seat (Evan).
• Hosted ACUI reception in Chicago with Past Presidents’ Fund. We’re supporting committee member selection dinner and are hoping to support committee pizza meetings. Committee members at installation. Evan’s travel to conference.
• Evan asked about ability to raise more funds for Past Presidents Fund or other funds. More money needed for instance to pay for students to attend retreats. Will require further discussion about needs of Board and consideration of how best to approach donors and/or timing of such an appeal.
B. Scholarship transition update & review 2011 awards *see attached document*  
(Thom/Rob)
- Rob reported: Some students will get their scholarship moneys in August due to financial aid (others got their scholarships timely). Thanks to Alumni Association for Claude Rich monies twice in 2011. Had successful interviews for committee member scholarships. Thinking of maybe doing a recognition reception for recipients of scholarships on Friday night at biennial.
- Interviewed UB Director Candidates for scholarships for first time. The Committee thought this was a positive change.

V. JWS Board Business
A. Alcohol at Biennial- $2,000 request to support moderate and safe drinking by biennial participants during Saturday dinner. Mike moved to approve the Motion. Susan Seconded. Passed unanimously.
B. Constitution/By-Laws Review (Trena)
   i. Action: Final revisions review for fall vote *see attached document*
   ii. Trena quickly ran through the proposed changes to the Constitution that had been reviewed at the prior meeting and distributed.
   iii. Trena brought up the issue of whether the JWS Board has authority pursuant to its constitution to award honorary life membership. Winston said he believes final decision remains with Union Board, and never was it considered that the JWS appoint honorary life members. Mike agreed. Bob Shula said he thinks it is unfair to students and recipients for the Board to determine honorary life members whom they would often not even be familiar with. Evan said he thinks exclusive authority should exist with the Union Board. Mickey supported Winston's position.
      1. The group agreed to modify the constitution language to indicate that the JWS Advisory Board can recommend Honorary Lifetime Members, subject to approval by the Union Board (see attached Constitution DRAFT)
      2. These changes would be sent to membership 30 days before biennial and voted on by JWS.
      3. Change- “Executive Director”, not “Executive Secretary” in Article IV, Section I.
      4. Change- “Biennial Reunion Liaison” instead of “Chair of Biennial Reunion” throughout Section VI.
Bob Shula moved to approve recommendations. Susan Seconded. Passed Unanimously.
C. **Board Recruitment Document** presented by Trena, Susan, and Mike (Trena)
   i. **Action**: Approve and stage correspondence to go out in May
      Trena outlined JWS Board selection process.
      Motion made by Bob, Mickey seconded. Motion passed unanimously. Trena, Brent, and Julie are having their last terms.
   ii. Brent appointed 3 person selection committee: Winston, Trena, Mike
   iii. Board voted unanimously to follow the process outlined.

D. **John Hobson Honorary Lifetime Membership Nomination** – update (Trena and Evan)
   - Will be presented by Evan to the 2011 Board in September. Winston and Thom will appear at a Board meeting to speak in support of John’s candidacy.

E. **Proposed change to UB constitution for Alumni Representative** on Union Board of Directors (Trena)
   - The UB constitution currently states that the Alumni Council (current day IUAA) recommends 3 candidates and the Board chooses from those 3. To Winston’s knowledge, this has **never** been the process. The IUAA recommends 1 candidate only. JWS recommended that UB modify the constitution as follows: Change references to Alumni Counsel to JWS Advisory Board and the JWS will forward one candidate to the Board, rather than 3, to align with the process that’s been followed historically.
     - The group agreed that this change was appropriate because when the UB constitution was created, the JWS was not an organization. Now that UB has its own alumni constituency with over 800 active alumni, it is appropriate for the JWS to choose from among its alumni to serve as Alumni Rep on Union Board.
   - Winston suggested potential term limits for all non student representatives to prevent some awkward conversations with representatives that may have served long enough
   - Evan was asked to report on the performance/service of the non student directors. He reported that attendance was good for the Admin rep (Dean Goldsmith), Faculty Rep (Rasul Mowatt) and IMU Director (Bruce Jacobs). The Alumni Rep (Amanda Murray) has not been regularly attending meetings, but Evan mentioned that she is accessible by phone.
     - Trena commented that it is important that all non-student reps be accessible to all Board members through attendance at Board meetings.

F. **Newsletter update** (Susan)
• Susan and Trena have been working to get the magazine to run without a ton of alumni time (besides suggesting content). Cheryl Crouch has been great and Bruce Lilly writes most of the articles and is working hard and doing a good job.
• A stricter timeline and schedule is now in place so that the newsletter can come out on March 15 and September 15.
• Rob, Trena, Susan, and Cheryl will all accept newsletter recommendations.
• Mickey mentioned the website is very stale. Facebook should be improved.
  o Trena and Susan to take on this task

G. 2011 Biennial Reunion Date/Planning and Alumni Chair (Brent/Rob)
• Biennial Liaison will be Christian Carroll.
• Thinking about Friday evening event in Tudor Room. Reception and dinner in Alumni Hall on Saturday.
• Continental breakfast on Sunday morning with student presentations.
• Evan wants there to be some sort of networking event for current students planned by Union Board.
• Programming note- should let everyone else know what is going on campus.

H. Grants Projects-Digital Archiving and Coffee Table History Book update (Rob)
• Digital archiving is moving forward slowly. Have not started scrap books. Archives has suggested scrapbooks don’t need to be done, but it was noted by Trena and Mike that the scrapbooks are very important to alumni.
• 2009 and 2010 Boards – No Scrapbooks
• 2011 Board- Never has come up as a topic or action item

• Coffee Table Book- Got $1,000 from alumni association. If we provide $20,000 the book would be in color. Trena mentioned Winston and Jim Capshew would be great contributors to this effort.

I. Documentary Update
  o Requests by Winston, Brent and Julie have been ignored. Trena will reach out.
  o Bruce suggested some resource in University Counsel, should it become necessary.

Set next Meeting Date 2011 Biennial Reunion: 2:00 afternoon meeting on Friday, November 4, 2011.
Motion to Adjourn at 12:45 pm by Susan. Second by Bob. Meeting adjourned by unanimous approval.

**ACTION REGISTER (NEW ITEMS IN BLUE)**

<table>
<thead>
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<td>Julie</td>
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<td>Continue efforts with goal of June 2011 and aim to complete documentary for Biennial 2011</td>
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<td>Update JWS Website</td>
<td>Trena (Cheryl Crouch)</td>
<td>New Action assigned April 2011</td>
<td>Summer 2011</td>
</tr>
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<td>Update and move control of Whittenberger Society Facebook page to IMU Marketing and/or UB</td>
<td>Susan (Trena)</td>
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<tr>
<td>Manage JWS Advisory Board Nomination Process</td>
<td>Trena, Mike, Winston</td>
<td>New Action assigned April 2011</td>
<td>Per schedule – September 2011 candidate selections</td>
</tr>
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<td>Determine fundraising activities for Biennial</td>
<td>Brent</td>
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<tr>
<td>Follow up with Evan in Fall 2011 on two items: 1. John Hobson HLM nomination</td>
<td>Trena</td>
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<td>2. UB constitution updates for Alumni Rep</td>
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JOHN WHITTENBERGER SOCIETY
CONSTITUTION
Indiana Memorial Union
Indiana University

ARTICLE I - NAME
Section 1. The name of this organization shall be the John Whittenberger Society. The Society is an affiliate organization of the Indiana Memorial Union and the Indiana University Alumni Association.

ARTICLE II - PURPOSE
Section 1. The John Whittenberger Society was organized to maintain a connection with Union Board alumni and friends, to promote projects and to raise funds for the benefit of Indiana University, the Indiana Memorial Union, and the Union Board of Directors.

ARTICLE III - MEMBERSHIP
Section 1. All Union Board alumni, who have served at least one full term as a Union Board Director, current Union Board Directors, and all Honorary Life Members are members of the Society. Other alumni and friends of Indiana University may participate in certain projects developed by the Society.

Section II. Honorary Members of the Society may be selected upon the recommendation of the Director of the Memorial Union and the approval of the Advisory Board.

Section III. Membership in the Indiana University Alumni Association, although not a prerequisite, shall be encouraged for all Society members.

ARTICLE IV - ADVISORY BOARD
Section 1. The Advisory Board shall consist of at least eight (8), but not more than twelve (12) voting members. All eight members will be selected for staggered four-year terms. However, at the first election, four members will be elected to serve a two-year term and four members will be elected to serve a four-year term. A representative from the Alumni Association and the Director of the Indiana Memorial Union shall be ex officio, non-voting members. The Director of the Indiana Memorial Union and the JWS President may designate other ex officio members from the staff of the Union. The Indiana University Alumni Association representative will be designated by the Executive Secretary of that Association.

Effective January 1, 1988. The voting members shall not serve more than two consecutive four-year terms.

Section II. The Board shall have at least two meetings each year. Amended Roberts' Rules of Order shall be used in the conduct of all meetings.

Section III. Board members will be elected by a majority of the regular members present at the biennial meeting as the term of each expires.

Section IV. The President shall appoint a three-member nominating committee to present a slate at the biennial meeting.
Section V. At its first meeting after the election, the Board shall elect a President, Vice President and Secretary-Treasurer to serve as officers for the ensuing two years.

Section VI. The Board shall be responsible for establishing the Society policies, for filling officer and/or Board vacancies, for interpreting and implementing this Constitution and for maintaining relations with the Indiana University Alumni Association, the Indiana University Foundation and other related organizations of the University.

Section VII. The Board shall be responsible for stewardship of all financial endowments established for the JMU and Union Board, for ensuring adherence to the gift agreements associated with individual endowments as formally documented with the IU Foundation, and for the management of endowed fund distribution, including but not limited to student scholarships.

ARTICLE V – OFFICERS

Section I. President: The President is the chief executive officer. He or she shall preside at all Advisory Board meetings, at the biennial meeting and at any official meetings of the Society. He or she shall also appoint any committees deemed necessary to effectively transact the business of the Society. He or she shall be a member of the Advisory Board.

Section II. Vice President: The Vice President shall assume the President’s duties in the absence of the President and will also lead the process of determining the amount and distribution of student scholarships. He or she shall be a member of the Advisory Board.

Section III. Secretary-Treasurer: The Secretary-Treasurer shall maintain the minutes and records of the Advisory Board meetings. He or she shall also provide the financial reports of the Society at regular meetings and shall work closely with the staff of the Indiana Memorial Union to maintain the necessary financial records and reports. The Secretary-Treasurer may be an ex officio member of the Advisory Board.

Section IV. Chair of Fundraising: The Fundraising Chair shall coordinate and collaborate with the Director of the Memorial Union, who is primarily responsible for leading fundraising efforts. The Chair of Fundraising will work closely with the Union Director, ensuring accountability to stated fundraising goals and identified needs and may also work with the Alumni Association and the IU Foundation (IU). He or she shall be a member of the Advisory Board.

Section V. Chair of Alumni Relations/Alumni Link: The Alumni Relations Chair shall work with the Union leadership (Director and/or Assistant Director(s)) in establishing and maintaining communications with alumni, including the Alumni Link program, or any variation of activities intended to keep Society alumni connected with the JMU and IU. He or she will be responsible for coordinating communications with the Union leadership, written and electronic, including the Society newsletter or equivalent.

Section VI. Chair of Biennial Reunion: The Biennial Reunion Chair will work in coordination with the JMU to establish and oversee the biennial reunion, including weekend timing and content. He or she is not required to be member of the Advisory
Board, but may be designated by the President as an ex officio, non-voting member during the time period required for this service.

Section VII. Sub and/or ad hoc committees may be formed consisting of Society members who do not serve on the advisory board for the various activities necessary as they arise. This will be determined by Officers and Chairs.

ARTICLE VI – MEETINGS

Section I. The biennial meeting of the Society shall be held on the Friday night preceding the home football game with Purdue University during the Biennial weekend. Other meetings may be called or the regular meeting time may be changed at the discretion of the Advisory Board.

ARTICLE VII – AMENDMENTS

Section I. Amendments to this Constitution may be passed by a majority of those attending an authorized meeting, provided that written notice of the amendment is sent to the active membership thirty days prior to the meeting at which the amendment is to be considered.

Section I. Effective January 1, 1988. The voting members shall not serve more than two consecutive four-year terms. (11/20/87 Amendment)

Section II. NEW AMENDMENTS – Summarize all changes when finalized

09/15/94
JT. Forbes took the reins of the IUAA on June 1, 2010 as the Executive Director. During that time, the following initiatives/programs have taken place:

- IUAA and IUF Marketing and Communications programs align under one umbrella to form Advance IU Marketing
- IUAA and IUF data/records/IT departments align under one umbrella to form Advancement Data & IT Services
- Establishment of coordinated business office functions in conjunction with IUF
- IUAA Executive Team created
- Launch of a completely new and redesigned website with strong interactive and social media components
- Alignment of IUAA Membership department with IUF Annual Fund department
- Functional Excellence in Alumni Engagement developed to cover 9 areas of alumni programs and alumni communities:
  - Advocacy & University Citizenship, Student Recruitment
  - Career Networking & Mentoring
  - Personal Enrichment
  - Philanthropy
  - Spirit, Pride and Tradition
  - Student & Recent Graduate Enrichment
  - Diversity & Multiculturalism
  - International Outreach
  - Alumni Communities – chapter, affiliate groups and constituent societies
- Realignment of staff due to early retirement and general retirements – lost over 250 years of combined service
- Recruitment of new staff to lead relevant Functional Excellence teams
- Rollout and implementation of annual alignment and work plans beginning in June of 2012
- Begin “90%” research initiative – qualitative/quantitative research focused on alumni who do not join IUAA and are not donors to IU
- Continue to redefine programs such as Winter College, We Are IU!, Hoosier Village, IU Live!, travel program, etc.

And that has taken place over 17 months and 4 days!!
A Gathering Place for All: The Indiana Memorial Union

HISTORY OF UNION BOARD BOOK

CONTENTS

Numbers in ( ) indicates suggested number of pages for that section.

1. Title Page (1)
2. Dedication (1)
   a. John Whittenberger
   b. Past, Present and Future Union Board Members
   c. The first Union Board
3. Table of Contents (1)
4. Introduction: Unifying the Campus Spirit (6)
   A brief history of how the Indiana Memorial Union and Union Board began.
5. Daily Life at the IMU (20)
   Photos over the years of what happens at the IMU during the course of a day; sleeping, eating, studying, meetings, etc.
6. Traditions, Celebrations & Special Events (20)
   Different events over the years; opening of the building, dances, fall carnival, Taste, Madrigals, 50th, 75th, 100th etc.
7. A Gathering Place; the IMU Building (15)
   Photos of the building interior and exterior throughout the years, changes and things that remain the same, special places in the building; Memorial Room, the art, antiques, etc.
8. The Center of Campus Life (20)
   Focus on the programming over the years; lectures, films, distinguished guests to the university, that UB is the largest student programming group on campus. Also, that the IMU hosts many meetings and events for the university making it the gathering place for all the campus.
9. Choose the one you like best: (15)
   a. A Dairy of Memories
   b. Thanks for the Memories
   c. Voices from the Dust
   d. Everlasting Memories
   e. Remembering; Sharing Memories of the IMU
      Memories of the IMU shared by alumni, staff, faculty.
10. Acknowledgments (2)
11. Index
JERALD HARKNESS

On Tue, Sep 20, 2011 at 4:59 PM, Jerald Harkness <jbhark@hotmail.com> wrote:
Hey Chris:

Right now the production budget is around $9,500. That quote does not include graphics. I'm basing this on the project being 30-40 minutes in duration. Please let me know if that's the correct time.

The budget breaks down as follows:

Transcriptions - Free as I love your idea of having students transcribe for extra credit.

Writing Script/EDL - I'll do research, transcript reviews and writing the actual edit script in 7 days at a reduced rate at $150 a day which comes to a total of $1050.

One extra day of shooting with an HD operator and audio person is $1,600.

Post production comes to $6,850 this includes the following:

2 days of digitizing
3 days of rough cut/b-roll (submit for review and notes)
3 days of fine cut (submit for review and notes)
2 days of master cut
1 day of color correction & audio sweetening and mix

If this isn't going to be used for commercial use, I can use any type of music, so we should be good there. As far as graphics, if we just need a title page and lower thirds, we should be good.

Date: Tue, 20 Sep 2011 11:12:24 -0700
Subject: Re: Union Board Documentary

On Tue, Sep 20, 2011 at 5:43 AM, Jerald Harkness <jbhark@hotmail.com> wrote:

Hello Christian:

Chris, I'd be honored to help out. I'm pretty sure I can deliver a quality show at a price that's digestible for Whittenberger and IMU. If you have an idea of what type of budget they do have, that would help to, as it would give me guidelines on how much to spend on each portion of the budget. I have a crazy day ahead, but I'll do my best to put together a quick quote for you. I just have a few question.

1. Transcriptions - please let me know if the interviews and B-roll have been transcribed and catalogued. If not, I can find someone to do that for us.
2. Script/EDL - Once transcriptions are complete, I can put together a first draft of a script and
EDL, I would then submit the script for notes and revisions. Hopefully I'll get it right on the second draft, and once that's approved, we can move into post.

3. **Post-production** - Let me know if you need a place to edit the project. I've got two companies in Indy who can provide some very competitive rates.

4. **Graphics/Music** - These are usually provided by the company who handles post, but you guys may have some specifics in mind for music and graphics.

5. **Second Unit Production** - Do you think there is any additional shooting that needs to be done?

______________________________________________________________

**From:** Crouch, Cheryl M [mailto:crouchcm@indiana.edu]

**Sent:** Friday, October 07, 2011 12:55 PM

**To:** Trena Depel

**Subject:** RE: any info on the documentary completion opportunities at IU?

Trena,

I’ve been working on it. It’s a bit complicated since I wasn’t sure how long we wanted the finished product to be and what all would be on the documentary—just interviews or more a Ken Burns type thing with photos, documents etc. Anyway, to provide a ballpark dollar amount, I was told $600 per finished minute so if the finished piece was 15 minutes we’re looking at around $9000. We would have to get on their schedule and they couldn’t give a date for completion until they have all the details.

I have a meeting with Radio/TV next week to talk to them about duplicating everything so we have copies.

I’ve asked around the building about the missing tapes and no one remembers them being brought back.

Cheryl
IDENTIFY
INSPIRE
INVOLVE
INNOVATE

Indiana University
Alumni Association
Strategic Plan
2011-2015
Dear Fellow Alumni,

IU's legacy of alumni leadership began in 1854 in response to a plea for help. A fire had destroyed the seminary that was the heart of IU's original campus. Alumni were enlisted to help raise private funds and rally state support to rebuild. It worked.

As in 1854, IU today benefits greatly from alumni who help their alma mater. Alumni investments of time, talent and treasure are, of course, not only in the university's best interest (thank you!), but also in the best interest of our alumni. The stronger IU's reputation, the longer its reach, the deeper its impact, and the higher the value of an IU degree!

The principal responsibility for mobilizing alumni on behalf of Indiana University falls to the IU Alumni Association. Already, IU benefits from one of the largest alumni associations in the nation. Yet big as we are — and good as we are — the possibilities are far greater.

By tapping our unrealized potential and placing more emphasis on volunteer involvement, we have a chance to move our association from very good to great — and to lift IU and each other in the process. This strategic plan outlines how we will accomplish that.

Yours for IU,

[Signature]

J Thomas Forbes, Executive Director
CORE STRATEGIES: THE FOUR-I FORMULA FOR SUCCESS

Outcome Measures

The Indiana University Alumni Association will develop concise metrics and a simple scorecard for assessing progress on this plan, with emphasis on these indicators:

1) Growth in the breadth, depth and diversity of alumni involvement with Indiana University, the IU Alumni Association, the IU Foundation, and IU's schools and campuses. (Alongside the typical emphasis on quantity, there will be renewed focus on quality of relationships.)

2) Growth in alumni membership, participation, and annual giving to Indiana University.

3) Development of more robust alumni programs and groups.
IDENTIFY

IDENTIFY alumni most likely to help. IUAA will focus its resources on a diverse group of IU graduates with a high probability for significant involvement with Indiana University over the course of their lives.

INSPIRE

INSPIRE alumni by asking what matters most to them and sharing meaningful information. Inspire IU graduates with interactive communication and experiences to solicit their views, identify their interests, introduce them to role models, explain needs and involvement opportunities, and engage them in conversations.

INVOLVE

INVOLVE alumni in personal enrichment and service opportunities. Create opportunities for IU graduates to invest time, talent, and treasure in ways that are relevant, meaningful, and beneficial to one another and Indiana University.

INNOVATE

INNOVATE to create a remarkable association. Transform IUAA into an exemplary advancement and alumni relations organization respected for its effectiveness, energy, expertise, and inclusiveness.
IDENTIFY alumni most likely to help.
IUAA will focus its resources on a diverse group of IU graduates with a high probability for significant involvement with Indiana University over the course of their lives.

a. Collaborate with IU and IUF partners and alumni leaders to achieve increased alumni involvement. Shape programs, alumni communities, and recruitment strategies that embrace the richness and diversity of Indiana University and its alumni body.
   i. Conduct research to identify and target investment in programs to attract and retain alumni most likely to be significantly involved with IU over the course of their lives.
   ii. Collaborate with IU and the IU Foundation to develop technology and data systems to capture individual alumni needs, interests, preferences, and manage communication and involvement.
   iii. Develop with the IU Foundation an annual planning process and advancement summit for all alumni-relations and development staff at Indiana University.

b. Engage the alumni of tomorrow by involving key students today. Engage the most-likely-to-volunteer alumni while they are still students, including men's and women's fraternity leaders, student organization leaders, resident assistants, etc.
   i. Assess student alumni affiliate groups on each campus and work with relevant IU units to establish a "final-year experience" leading to increased retention of recent graduates as engaged alumni.
   ii. Bring together current and former leaders of primary student organizations to celebrate their connections and build relationships in order to develop a pipeline of alumni leaders.
   iii. Develop a chapter-level program in targeted cities to connect recent graduates who have moved from their campus of origin to new communities.
   iv. Provide for student representation on the Board of Managers.

c. Engage more diverse alumni of Indiana University. Embrace the richness and diversity of IU and its alumni body by supporting current initiatives and creating new awareness of alumni wants and needs.
   i. Collaborate with the IUF Women's Philanthropy Council to best serve IU alumnae.
   ii. Work with the IU Foundation and the Office of the Vice President for International Programs to expand the number of alumni chapters abroad and increase giving and voluntary service among alumni living outside the United States.
   iii. Collaborate with the IU Foundation and the IU Office of the Vice President for Diversity Equity and Multicultural Affairs to define strategies for key affiliate groups as well as increased giving and volunteering by alumni of color.
   iv. Collaborate with the IU Office of the Vice President for Regional Affairs, IUF Office of the Vice President for Regional Campus Development, chancellors, and campus staff to define strategies for regional campus alumni relations.
Inspire IU graduates with interactive communication and experiences to solicit their views, identify their interests, introduce them to role models, explain needs and involvement opportunities, and engage them in conversations.

a. Develop a strategic and collaborative communications plan based more on asking than telling. Focus on input and feedback in every possible interaction with alumni. Focus communications on the benefit and personal value of serving each other and IU.
   i. Implement an IUAA annual marketing and communications plan to inspire alumni to share their perspectives and become involved.
   ii. Collaborate with IU Public Affairs and Government Relations to build IU’s capacity to communicate its brand personality and position.

b. Customize communications to alumni. Tailor communications and programming to inspire individuals and address niche groups.
   i. Review the Indiana Alumni Magazine to assure alignment of institutional priorities and alumni interests, maximize its appeal, leverage IU alumni and employee storytelling, encourage feedback and conversation, and achieve greatest-possible return on resources.
   ii. Collaborate with IU and the IU Foundation to develop technology and data systems to manage and tailor alumni communication according to individual needs, interests, preferences, and involvement.

c. Embrace new media. Develop, launch and continually enhance an interactive media strategy that capitalizes on free technology and encourages dialogue, inspires action, and increases connections.
   i. Implement a new alumni-centered Internet presence for the IU Alumni Association that leverages social media and other emerging technologies.
   ii. Collaborate with the IU Office of Creative Services to offer professional enrichment for alumni relations staff and volunteers in the use of social media, storytelling, and interactive conversation.
INVOLVE alumni in personal enrichment and service opportunities. Create opportunities for IU graduates to invest time, talent, and treasure in ways that are relevant, meaningful, and beneficial to themselves, one another and Indiana University.

a. Focus on volunteer involvement. Embrace IUAA's legacy as a "commitment cultivator" and renew IU's tradition of alumni leadership and service to each other and to IU.
   i. Define and develop an initial set of nine areas to help alumni serve each other and IU:
      - Career development
      - Diversity and multiculturalism
      - International outreach
      - Personal enrichment
      - Philanthropy
      - Spirit, pride, and tradition
      - Student recruitment
      - Student and recent graduate enrichment
      - University advocacy, citizenship, and recognition.
   ii. Create Executive Council program-review committees that align with these nine areas.
   iii. Collaborate with IU partners and alumni groups to build a comprehensive calendar of events, activities, and programs that coincide with the "seasons" of the academic year.
b. **Empower the Alumni Programs team to create meaningful experiences and service opportunities.** Shape organizationally sound programs to involve, enlighten, and engage alumni.

i. Develop and package a series of "programs in a box" and regular tours of signature events that solicit alumni feedback, facilitate networking, encourage conversation, and introduce/advance service and learning opportunities — all while relieving the pressure to proliferate programs.

ii. Working with the IU Foundation and a representative group of alumni relations and development staff at the campus and unit levels, develop and launch an institutional strategy for volunteer recruitment, leadership development, and involvement that aligns with institutional needs and priorities across key alumni roles:
   - Adjunct faculty and guest speakers in courses
   - Advisors/board members
   - Advocates and champions
   - Award committee members
   - Athletics boosters and sports fans
   - Career development clients (both employers and employee roles)
   - Competition judges
   - Consumers of near-personal enrichment experiences: entertainment, art events
   - Donors and dues payers
   - Exemplars and award winners
   - Readers of various print and electronic communications (some paid and some not)
   - Recruiters of students
   - Speakers, presenters, and performers (for off-campus personal enrichment, professional development, lifelong learning, entertainment experiences, stewardship experiences, and programs)
   - Student leaders who can be developed into volunteer leaders and donors after graduation
   - Student advisers, mentors, and role models

iii. Refine an annual series of personal-enrichment experiences such as lectures, seminars, and travel to inform, inspire, inquire of, and engage alumni around the state, nation, and world.

c. **Empower the Alumni Communities team to involve individuals and groups through targeted programs, experiences, and interactive communication.** Segment and manage audiences and groups to systematically engage alumni to serve each other and IU.

i. Convene a staff group and subject-matter experts to develop an annual Alumni Community Development Plan to define roles and strategies for affiliate groups, chapters, and constituent societies.

ii. Initiate a research program to identify alumni needs and interests for personal enrichment and service.

iii. Develop an alumni volunteer-training and leadership-development curriculum.

iv. Pilot a regional alumni council program to bring together chapter leaders for a weekend to share challenges and best practices, offer guidance and feedback to alumni relations staff, and establish operating plans.

d. **Move from a tactical-response mode to a strategically planned intentional operation.** Strengthen organizational planning, coordination, accountability, and assessment.

i. Implement an annual alignment process with key IU partners to prioritize work by IUAA in support of University Administration, IU Foundation, Athletics/Varsity Club, and Bloomington schools and units. Over time, expand to other campuses and units identified by the IU President and IUAA Board of Managers.

ii. Collaborate with IU partners to implement a series of signature experiences to meet advancement and personal-enrichment objectives (such as We Are IU, IU Live!, Winter College, Mint University, Alumni Leaders Conference, etc.)
INNOVATE
to create a remarkable association.

Transform IUAA into an exemplary advancement and alumni relations organization respected for its effectiveness, energy, expertise, and inclusiveness.
a. Pursue continuous program alignment and improvement. Provide greater clarity and accountability by creating an annual process to align IUAA programs with priorities of the IU units and alumni we serve.

   i. Create an annual performance management program that provides staff with a prioritized work plan.

   ii. Create an annual alignment process to prioritize work done for units/groups served by IUAA.

   iii. Establish an organizational scorecard to track progress on key strategies and actions.

b. Streamline back-of-house operations. Offer an integrated suite of advancement services by combining operations with the IU Foundation and other appropriate organizations.

   i. Seek efficiencies in administrative and financial operations between IUAA and IU Foundation whenever possible.

   ii. Establish a strategic plan for the Advancement Data and Information Technology department.

   iii. Establish an annual-giving and alumni-membership strategy and annual-operating plan to boost overall annual giving and generate revenue for alumni involvement and scholarship programs.

c. Develop resources to support alumni involvement and enrichment priorities. Maximize existing revenue sources and create new ones to support alumni involvement and institutional advancement priorities.

   i. Develop an event program-pricing and cost-management strategy based on analysis of alumni financial capacity and prevailing costs/rates for comparable programs and experiences in key geographic markets.

   ii. Assess all affinity programs and alumni-service offerings, modifying and creating new partnerships based on analysis of peer and competitor offerings, alumni perceptions of price, value, and relevance, as well as potential revenue.

   iii. Develop and implement a partnership strategy to generate sponsorship revenue, co-brand enrichment experiences, and share program costs with appropriate companies, groups, organizations, and units.

   iv. Develop and implement a sustaining-life-membership program.

   v. Work with the IU Foundation and key units to identify special membership societies and entry-level giving-circle opportunities that cultivate a culture of both service and giving by recent graduates and other identifiable peer groups with a propensity to engage in these unique membership and giving experiences.

d. Maximize benefits of technology. Develop a rigorous program of data analysis and management to target prospects and manage alumni involvement.

   i. Ensure that the IU Loyalty Engagement Initiative and Enterprise Advancement System specifically address IUAA requirements for event management and registration, membership and volunteer management, and annual giving.

   ii. Harmonize key data management terms, policies, and practices with the IU Foundation.

   iii. Create self-managed online reporting processes and competitions to track and reward alumni involvement.

e. Foster a climate that treats all people with integrity, dignity, and respect. Construct a clear and concise statement of ethical expectations based on the best practices of corporations and organizations recognized for exemplary policies concerning the treatment of employees, volunteers, and others.

   i. Develop an IUAA Statement of Ethical Principles and Code of Conduct.

   ii. Create three professional-enrichment experiences: one to foster understanding of the importance of diversity; one designed to address careful communication; one focused on NCAA Division I athletics compliance issues.

   iii. Ensure 100 percent staff participation with organizational compliance training required by IU and IU Foundation.
IU Alumni Association Values

The Indiana University Alumni Association enhances commitments by IU to its alumni, by the alumni to the university, and among alumni to each other. We build a diverse and global network of committed volunteers who share a sense of pride, purpose, and promise about Indiana University.

As a community of staff and volunteers, we value:
- Commitment to IUAA's mission and goals
- Dedication to the greater good of Indiana University and its graduates
- Respect for the worth and dignity of individuals
- Accountability to the public, university, and each other
- Openness and responsible stewardship of time, talent, and resources
- Personal warmth, hospitality, and fun.