

BRANDEIS UNIVERSITY NATIONAL WOMEN'S COMMITTEE (BUNWC)

Brandeis University, November 15-16, 2006

WEDNESDAY, 11/15/06

National President Dorothy (Dottie) Pierce called to order the second meeting of the FY '06-08 National Board at 8:40 am in the library's Rapaport Treasure Hall.

WELCOME

Dottie Pierce

Dottie welcomed everyone and thanked the staff for their efforts in planning the meeting schedule. She then introduced Sue Wawrzaszak, Chief University Librarian.

LIBRARY PRESENTATION & TOUR

Sue Wawrzaszak

Sue focused on the libraries of today and the technological changes that have brought a need for "information literacy." Two handouts were provided: a "Student Guide to Research in the Digital Age" by Leslie Stebbins, Brandeis Reference Librarian, and a list of University Learning Goals. The library must find a way to mesh with the goals and help students acquire skills to handle the new digital information and use the technology efficiently.

Leslie Stebbins followed with a slide presentation on Information Literacy: the ability to locate, evaluate, and use information. It is important to critically evaluate the source of information, use a filter when doing research, and determine whether an article is scholarly or if it is written with a biased viewpoint. Brandeis has an intensive library program to increase the blending of research and technology instruction.

Library staff guides then led a tour of the redesigned Information Commons and the University Archives and Special Collections, after which the board meeting continued in Usdan Student Center's International Lounge.

SCIENCE FOR LIFE

Carol Kern

To date, BUNWC has raised \$1.1 million toward its pledge of \$2 million to fund a BUNWC Laboratory and endow the Medical Science Journal Fund. The campaign will be completed by the end of FY '07. There was a direct mailing of solicitation letters targeted to 10,000 members in various geographic locations, including chapters that are "under the line," Annual members who joined in 1997 and in 2002, Life and Annual members who made donations at any level between 2002 and 2006, and members of the Honorary National Board. The university is working closely with BUNWC on this project, and in February students will contact those who have not responded to the mailing. A copy of the direct mail letter and reply card was shown to board members.

Many chapters have embraced the campaign by promoting Crystal Society donations of \$1,000, and members who have never made a gift before have now become Crystal Society donors. Carol asked the board to educate themselves about the research being conducted at Brandeis on neurodegenerative diseases, to relate the story, and to solicit donations. Crystal Society events were held in October, and others are taking place in November, December, and January. Carol is calling each chapter's contact person who is instrumental in encouraging a donor or creating an event or program. She asked that members seek people in their chapters who might match gifts.

LIBRARY BENEFACTOR FUND

Lynn Groban

A letter was sent recently to over two hundred previous Library Benefactor donors, and responses have already been received. A promotional article appeared in the latest "imprint" along with a photo of the *Synergy* pin; the same article was also in "Connections," and a new brochure has been drafted explaining various means of giving. The Washington Chapter formed a committee of former national presidents and chapter presidents, charged with recruiting at least one additional person who is equally committed to helping the library financially. The team is trying to identify additional chapters, so that a volunteer chair can speak of the importance of the library and

possibly organize a chapter event. Contact was made with a member in Florida and in New York. Lynne requested the board submit suggestions of others who share the same passion for libraries.

A plan needs to be developed and put into action. It could vary from chapter to chapter and encompass any of the following suggestions:

- An event in honor of a chapter member and held in conjunction with a larger event, where a special speaker could present the award and mingle with the guests. Examples of various criteria might be the number of years of involvement or publicizing the BUNWC name in a positive light. Donations made by attendees would both honor the winner and benefit the Library Benefactor Fund; if the amount equals \$5,000, a tribute plaque would be engraved and placed in the library.
- A personal note to husbands asking them to honor their wives with a donation.
- A mystery event solely for Library Benefactors.
- A fashion show for wives and husbands.
- A privilege for donors, such as free admission to a spring luncheon.

The team felt publicity should emphasize the importance of the program more than the pin. It should be mentioned at the beginning of study groups, new member orientations, and chapter meetings, and posted in bulletins. Personal outreach was also recommended. Lynne felt that people join a group for activities that are intimate or informative; she recommended BUNWC offer additional benefits to the membership.

MAJOR FUNDS

Marsha Stoller

Marsha's vision is to increase both the major donor pool and the basic level of major donors. Her committee had discussed creating a new fundraising program called Premier Partners for donors of a single gift of \$3,000 or more in one year. The funds would be allocated to Book Fund to cover operating expenses and could be promoted in several ways, e.g., a credit card payment plan, special recognition, an opportunity to meet with faculty, online university access, or fee-free activities in chapters.

The board suggested ways to encourage donations:

- Bring people to campus for a library tour.
- View students at work in art studio.
- Offer a Brandeis-authored book with a personalized autograph.
- Present a limited edition graphic by a Brandeis student.

Marsha requested a show of hands to indicate if the board felt the Premier Partners project should be continued. The consensus was affirmative.

FUNDRAISING AND SPECIAL EVENTS

Bobby Starsky

The team has been involved in planning fund-raising events that include 2 cruises in 2007, to the Mexican Riviera in October and the Southern Caribbean in December. The Prices were negotiated, and a good profit is expected for BUNWC. The events will be called "Study Groups at Sea." Members will lead the study groups, because it would be too costly to engage Brandeis faculty. Bobby reported Florida is planning a performance called "A Justice for All," which will be held in a playhouse. The event will be part of the celebration of Louis Brandeis's 150th birthday.

Team member Elaine Bernstein reported the Chapter Funds Handbook was revised; the information was pared down and is now easily readable. A handbook was mailed to every Book Fund chair and to presidents of

chapters that have no chairs. Each handbook included a cover letter and Book Fund brochure. A follow-up memo will be e-mailed to approximately 59 Book Fund chairs to confirm receipt and request their feedback, and Elaine will keep in touch with them. A sample copy of the handbook was distributed to the board.

Elaine displayed a new promotional item: a \$20 packet of two *Louis* cards and complimentary pin.

Bobby's team recommended another program for fundraising that would generate a good deal of publicity: a national Justice Brandeis Jubilee birthday party to be held on April 25, 2007; each chapter would light a candle at the same time at an event; the event would be free, the candle would not. She requested a show of hands to indicate if the board felt this would be a good idea. The consensus was affirmative.

LEADERSHIP RETREAT

Dorothy Katz

Dorothy reported on BUNWC's new partnership with the Brandeis Alumni Association and the Alumni Leadership Retreat in October. Fewer than 20 recommendations were received for members to attend as BUNWC representatives, and only five members attended. Dorothy would have liked a larger group, because the alumni present at the event experienced a new awareness of BUNWC. She asked the board to consider whether BUNWC's definition of leadership is too rigid to attract potential leaders.

Discussion followed.

- Give people reasons for becoming leaders.
- Look for potential leaders, mentor them so they will want to continue in leadership roles, and look for successors.
- Some potential leaders were lost when they learned there were financial and time commitments.
- Mentor potential leaders to be donors.
- Potential leaders need to visit campus to network.
- Need to sell the university and impart information about Brandeis.
- Return to the chapters and ask why there was no response to the request for recommendations to attend the retreat.
- Promote personal growth and growth within the organization.
- Pilot a one-day session for those within driving distance of campus.

The team is designing a handbook for promoting leadership; Dorothy would like the team to visit chapters and regions when the handbook is finished.

UNIVERSITY DEVELOPMENT UPATE

Nancy Winship
Senior VP of Institutional Advancement

Over lunch, Nancy gave a presentation on the fund-raising campaign for Brandeis, "Creating Connections." If you would like a copy of this presentation, please contact Barbara Katz at the national center.

BUILDING THE BRANDEIS BRAND

Lorna Miles
Senior VP of Communications

Lorna gave a slide presentation of an update from the Office of Communications. In her accompanying remarks, she pointed out that BUNWC is part of the Brandeis brand, which comes from the university's core principles and is driven by its mission. BUNWC needs to focus on the university's strengths by sharing information via

BUNWC'S publications and website. The Communications department has created a new image for Brandeis that connects to society and the larger world; several changes include a new name for the "Review" - "Brandeis University Magazine," an introduction of "Dialogue" with a focus on the Humanities at Brandeis, and a revamped Faculty Guide and "Brandeis Reporter."

Changes to BUNWC communications are happening as well; they include a redesign of "imprint" and new stationery for the *Science for Life* campaign, as well as a template to enable chapters to share information with others and impart information in a less expensive way.

WEBSITE UPDATE

Lorna Miles

Lorna reported that BUNWC has been selected to pioneer an innovative, content management website that will allow chapters to share information, provide access to reports, and enable donors to make gifts online. The development of the new BUNWC website is being moved up in the Communications Department's queue for project development, because there is a working assumption that BUNWC has an organizational structure to support the approach, and the members have a willingness and ability to be trained in the new systems. Together they will learn the new system that Lorna expects to be up and running sometime this summer.

There are some current problems, because "one size does not fit all." The central website will need to be redesigned, a content management system adopted, and new chapter websites created. Benefits will include access to information, a united look and feel, the use of the Brandeis web address, elimination of hosting costs, training, and technical support. Chapters will have access to information via the posting of chapter bulletins, planned events, important data, and links to Brandeis events. Lorna will need to develop a steering committee to help move the project forward.

CHAPTER BULLETINS AND CIOs

Francoise Marcus

Chapters have been asked to appoint Chapter Information Officers (CIOs) who are "computer literate." They would be responsible for browsing the BUNWC website for pertinent information and sharing it with their chapter presidents and bulletin chairs. The Public Image team is in the process of obtaining e-mail addresses; one-half of all chapters now have CIOs in place. They are encouraged to consult the university website often to keep abreast of news, select stories about Brandeis or events and present the information at chapter meetings. It is hoped that every bulletin will include Brandeis news. Francoise asked for the cooperation of region presidents and C/As. She asked how the BUNWC message could be best communicated; prominent display of the BUNWC banner was suggested.

A question was raised about whether a chapter can include advertisements in chapter bulletins. Provost Marty Krauss responded that it is an issue that needs to be brought before the university.

EXPANDED UNIVERSITY ON WHEELS PROGRAMMING

Beth Bernstein
Director of Programming

Beth outlined the new programming is a result of BUNWC's strengthened partnership with the university:

Video

- The book chosen for 2006's New Student Forum, "Zabelle," builds on the success of last year's book, "Yellow." The Forum will continue to be used as an annual BUNWC event to kick off the study group programming for the fall. The program, consisting of a video of the author addressing the students and questions for discussion from two or three faculty from different disciplines, promises to be a continuing highlight for a greater connection to Brandeis.
- Meet the Authors - A video of selected Meet the Author events on campus can increase the opportunity for greater connection to Brandeis for BUNWC members. Background information about the speaker, and questions for discussion about the book, will be provided in an attractive package for study group discussion.

- Lectures on campus – A video of selected campus lectures to be made available to BUNWC members.
- Partnership with the National Center for Jewish Films - to provide a series of Jewish film.

Partnership with Alumni

- Joint Programming - the following areas for 2006-2007 have been identified: Seattle, Minneapolis, Tucson, and Boston. BUNWC is also taking advantage of opportunities in areas such as Phoenix to offer chapters a Brandeis faculty member who is simultaneously visiting an alumni club in the area. Also, alumni will be invited to attend the Brandeis Theatre Company's performance in Florida (see below).
- Alumni College, June 2007.
- BAMD Leadership Weekend, October 2007.
- BUNWC will continue to share costs with alumni when faculty speakers visit areas where alumni chapters exist.

Region Roadshow

- The Arts at Brandeis - Eric Hill, artistic director of the Brandeis Theater Company, and four student actors will go to Florida during intersession to present scenes from "The Waiting Room."
- UOW - Programming will continue in other parts of the country where cocktail fundraising events the evening before have been effective. These and other programs are being developed as part of the expanded "University on Wheels" outreach to BUNWC chapters.
- Elderquest – A new curriculum is being developed with BOLLI on journeys from midlife and beyond. Elderquest II is a means to examine the gift of years and their impact on how we live and understand our lives.

Discussion/questions followed:

- Some California chapters are upset that UOWs will no longer be offered in the customary way.
- Why aren't New York chapters notified when there are university speakers at Brandeis House?
Answer: there is limited capacity at Brandeis House, and faculty address specific groups.
- UOWs are the events that members see as their connection to the university; their elimination hurts BUNWC's image; Marty Krauss replied that the array of programming has been broadened, and that UOWs are not being eliminated entirely.
- Last year, 53 BUNWC chapters participated in UOW programs. This year there are 43 chapters already, and it is early in the year.
- There are different ways to create a Brandeis connection that chapters can benefit from; other areas can be grouped in clusters for programming.
- Chapters should be allowed to hear professors if the event can turn a profit.

STUDY GROUPS

Carolyn Latz

Current syllabi need to be updated, and new programs developed. A book, video, and packet for study of "Zabelle," and study guides about Louis Brandeis are available.

The team's consensus is that an opportunity for learning is the primary reason for joining BUNWC, and that socialization is also a factor. Pricing for Study Groups needs to be addressed and a mechanism found to increase the cost without losing attendance. The age and geographic location of members should be considered and carpools encouraged and/or provided. Carolyn asked the board if a minimum amount should be set for Study Groups.

Discussion followed.

- Allow chapters to set their own prices.
- Raise the price in small increments.
- Every chapter needs a budget, goal, and what it expects to raise by year end. there is a need to find a way to reach the bottom line.
- Fees are inconsistent and vary from chapter to chapter; flexible guidelines are needed.
- Even if chapters charge more, resulting in lower attendance, they will still bring in more money.
- The content of the Study Groups need to be addressed as well as the price.
- Marty Krauss commented that it felt as if the reputation of the university is placed in jeopardy by low prices. Brandeis should be protected as an elite intellectual university, and the content of Study Groups needs to be reviewed. The program should not be given away, and a minimum fee should be established. Carolyn responded that direction needs to come from national.
- Some board members felt that changes to the organization should made gradually, and this was not the time to establish a fee.

A show of hands for a minimum mandated charge for Study Groups to begin next year, 2007-08 indicated:
15 affirmative, 6 negative, 3 abstentions

A member commented that the board should discuss larger issues, such as goals, and how BUNWC should be working with the university.

WRAP-UP

Dottie felt the meeting that day was productive, having discussed the need for fundraising and ways to spread the message about that need.

The meeting recessed at 4:15 pm.

THURSDAY, 11/16/06

The meeting reconvened at the Marriott Boston Newton Hotel at 8:35 am.

OPENING REMARKS

Dottie Pierce

Dottie expressed her appreciation to the staff in the national center for their endeavors on behalf of BUNWC.

She noted the previous evening's event regarding Elderquest II: Journeys in Mid-life and Beyond, a joint program sponsored by OSHER Lifelong Learning@Brandeis and BUNWC. Dottie felt this program is indicative of the kind of exciting events the university can offer BUNWC.

WELCOME

Shari Meehan
Executive Director

Shari thanked the board members for participating in the meeting and extended her thanks to Dottie Pierce for her dedication to BUNWC and efforts as national president.

Two pieces were distributed: a press release about the Flagler-Volusia Chapter's fundraising for *Science for Life*, and biographies of the 2006-07 board members.

REGION REPORTS

Region Presidents

NY-NJ-So. CT

(Joan Neuirth) – Harmony Chapter was chartered. Information obtained from the board meeting regarding Study Groups will be especially helpful when leading the next region meeting.

(Barbara Breakstone) – Expansion is occurring in the New Jersey area. Rockland County will be merging with Central Westchester. The region is working with Northern Westchester, which is having difficulty with leadership and an aging membership. The recently-chartered Greens Chapter is a vibrant one.

Mid-Atlantic (Arlene Heyman) - Arlene will be reinstated as region president in early December. She met with all Mid-Atlantic chapter presidents and region officers and will remain connected to them. She said chapters need to hear that they are not a social group; they are a part of an organization that raises funds for the university.

Florida (Joan Roude) – The region is concentrating on leadership development. About 50 people attended a workshop last May for new chapter presidents and leadership interns, and the program will be repeated this year. In December a region event will focus on Louis Brandeis, and a theater group will be performing in Florida later.

CHAPTER BYLAWS PATTERN

Dottie Pierce

Dottie reported in the absence of Barbara (Bobby) Ehrlich. Chapters need to have a guide in order to function, and Bobby has been working with BUNWC's Bylaws Pattern formerly used by chapters; she is revising the bylaws to correspond with BUNWC's new Rules of Association. Dottie asked the board to contact Bobby with suggested changes. A member suggested the revised Bylaws Pattern be accompanied by a cover letter that emphasizes the guidelines are flexible.

CONSULTANT/ADVISORS

Dottie Pierce

Dottie reported in the absence of Charlotte Schiff. Charlotte felt it has been difficult getting the program to operate as intended. Many chapters view their consultants/advisors as "spies" and are reluctant to share information with them.

Comments followed.

- Some chapters feel there is a duplication of the roles of region presidents and C/As and want to know why.
- In Florida, chapter advisors live near their assigned chapters and can attend their board meetings. The advisors report to C/As, and the process works. In other geographic areas, the process is unsuccessful.
- New York chapters belong to a presidents' council, and new chapters appreciate the affiliation.
- The C/A program was designed as a communications tool to bring a more personal connection to chapters, to help them with organizational changes and to explain the new structure.
- There seems to be some confusion about the role of the C/As.
- There needs to be face-to-face interaction in order to be helpful.
- The C/As are not communicating with the region presidents.
- The original purpose of the C/As was to help chapters with financial compliance; it was not successful.
- Personalities play a role in whether the C/A is helpful or not.

Charlotte's question to the board was whether it felt the C/A program should be continued. Comments follow.

- Keep the program in place for chapters whose needs are being met, and find alternatives where they are not.
- The program's benefits should be emphasized for chapters resistant to the C/A concept.

Dottie noted the sense of the board was to continue with the program.

MEMBERSHIP

Phyllis Perkal

A table comparing annual membership dues among University Library Associations 2006 was distributed. In addition, the team presented a chart suggesting revenue changes if a dues increase were instituted.

During the summer, the team compiled data to support an increase in membership dues and an addition of other categories to be in effect in 2008. The reason for the changes is to better support BUNWC's philanthropic mission and further the cause of the university and its libraries. The team projects the increase would result in a gain of more than \$400,000.

It proposed the following dues increases:

Annual, from \$35 to \$50; Contributing, from \$55 to \$75; Sustaining, from \$75 to \$100.

It proposed the following additional categories:

Couples: \$180 to two people (represents a \$20 discount for the 2nd person living at the same address).
Young members: \$25 for persons up to 35 years of age.

Discussion followed.

- The presentation is unrealistic; membership will drop, and participation will not increase. Shari Meehan responded that there has been only one increase in sixteen years; membership declined, but whether a dues increase contributed to the decline is unclear, because there were other contributing factors.
- It represents a 43% increase and should be more moderate to compete with other Jewish member organizations.

- There are generalizations in the report, e.g., it needs to separate the cost to service annual members, life members, and the national board. There has been a philosophical change to BUNWC, and there is a need to discuss what the organization will become; historically it has been part fund-raising and part service. More financial and statistical information is needed.
- A member questioned how a \$15 increase could change the organization. The suggestion was made to eliminate the life membership category, because life members tend to be non-contributors. BUNWC is forgetting its Jewish roots, and that the organization's origins were to support the university. Brandeis's appeal is that it is a Jewish-sponsored university; the give-back rationale is that Brandeis must remain a university of quality. BUNWC is not a social club; it should not sell itself short and its horizons must be lifted. Although a dues increase might lose membership, it will raise more money.
- Another member agreed: that if you charge more for a service, the increase places a value on it.

Phyllis noted the increase raises some difficult questions and objections. However, the team felt this is the right thing to do, and one's emotions should be separated from the issue. It recognized that some might fear the loss of members, and that is probable, but BUNWC, as a fund-raising organization, needs to consider whether a \$15 increase for the first time in several years will help further its agenda to support the university. Donations remained stable despite previous increases.

There was also a fear that struggling chapters will close; that is a possibility, but many chapters have been struggling for a long time, even at the current dues rate. People will join BUNWC at the new rate if the worthiness of becoming a member of the organization is emphasized. A member asked about the cost to service chapters; Shari answered that it will be possible to look at the data early in 2007. Dottie added that the cost of mailings alone warrants a dues increase.

The item under discussion was called. A show of hands indicated approval to table the recommendation to increase dues, because information was not available as to the cost to support members.

GOALS AND AWARDS

Audrey Bernstein

Goals assigned to chapters are based on a five-year accumulation of achievement on a per capita basis. A memo that will be sent to chapter presidents that lists the criteria for awards/recognition for 2006-07 was distributed. A few changes were made to this year's criteria; they include the chapter size category and the addition of the "Hall of Fame Award." Awards will also be given for Bulletin, Outstanding Fundraiser, Outstanding Study Group and/or Special Interest, Program, Book Fund, the Brandeis Connection, and Website. Dottie requested the board contact Audrey and her committee if they have suggestions for changes or additions. A venue for a 2006-07 awards ceremony will be determined.

FINANCIAL COMPLIANCE AND BUDGET

Bernice Smilowitz

Bernice was joined by Chris O'Brien, university controller, in presenting her report.

- A new video, financial forms, and handbook for chapter treasurers will be distributed for the new fiscal year.
- Seventy percent of the chapters are returning financial reports and complying as best they can.

Copies of the budget report of First Quarter Results for FY07, a new model for the budget process, were distributed to the board. The model has been changed to align with the system used by the university. For example, some categories are now included in other categories, and all membership records are now tracked by the university. Bernice reviewed the budget by sections. She noted the following:

- The Membership revenues for '07 reflect the total membership dollars received of \$35 per annual member, whereas the '06 figures represent \$21 per annual member and do not include the \$14 membership share to chapters.
- Library Benefactor gifts, which used to be included in endowed and restricted income, are now included in Library Funds.

Chris O'Brien thanked the Budget & Finance Committee members for their efforts to adjust to the new ways reporting. Significant progress has been made. He said the individual chapter results and region reports will be ready for the committee shortly.

Chapters are still retaining large amounts of money in their treasuries, a continuing concern. They need to report how and why the funds are raised prior to recording the amounts. The committee will inquire why the chapters need to retain the money. Chapters will be advised that they can withhold funds for up to two months, and short-term loans are available if necessary.

CLOSING REMARKS: DEEPENING BRANDEIS/BUNWC CONNECTIONS Dottie Pierce

Dottie asked the university appointees who were present to comment on their experience attending BUNWC board meetings. Following are some comments:

- The level of discussion needs to be raised to major policy issues to maximize the asset that BUNWC is for the university. Minutiae should be handled by committees and staff members. A board should think about the larger picture.
- The university is beginning to understand the nuances of BUNWC's structure; the new relationship will be a beneficial model. BUNWC needs to think about fundraising strategies for its constituents, consider the future, and position the organization to move from "good" to "great."

A member suggested an additional board meeting be scheduled; Dottie will consider this. She added the NOC will be discussing a long-range plan for BUNWC.

The meeting adjourned at 11:00 am.