

TUESDAY, 6/5/07

National President Dorothy (Dottie) Pierce called to order the third meeting of the FY '06-08 National Board at 8:30 am in Usdan Student Center's International Lounge.

WELCOME

Dottie Pierce/Shari Meehan

Dottie began by asking for a moment of silence in memory of two former national presidents, Ruth Rose, fifth president who served from 1957-1960, and Jen Kowal, 13th president whose term was 1975-77. She welcomed those present, thanking old and new members of the board and the professional staff in the national center.

Outgoing board members were presented with certificates for service; they were Audrey Bernstein and Elaine Bernstein. Certificates will be sent to Barbara Breakstone, Lori Gans, Carol Kern, Sue Karp, Joan Neuwirth, Robert Shapiro, and Marsha Stoller, who were absent.

New board members were introduced; they were Sondra Albers, Zita Fine, Evelyn Gates, Rosalind Schacknow, Nancy Shaplin, Joan Small, and Sam Vaghar'08, newly appointed student representative. Belle Jurkowitz, Kenneth Kaiserman, Barbara Miller, and Milton Wallack were absent.

As Executive Director, Shari welcomed the board and noted the meeting was running concurrently with BUNWC's Art of Leadership program for chapter and region presidents. Board members were presented with a scrapbook about Louis Brandeis that was specially prepared by the University to celebrate the Justice's 150th birthday. Shari acknowledged the extraordinary support provided by the University over the past year, and that Provost Marty Krauss and Vice Provost Michael Whelan had given freely of their time and assistance.

Shari called attention to the new cover of the board book that was designed with the assistance of the University's Creative Services and remarked that it represents the new face of BUNWC. She told the board they would be hearing reports on the rich array of new programs, a new fundraising workshop, a new lineup of materials, and the status of a new BUNWC website.

Team Reports by the national chairs followed.

LEADERSHIP

Dorothy Katz

Dorothy referred to her report in the board book and followed with an update. The Mid-Atlantic Region will focus on leadership and membership at a November meeting. With input from the region president, the Leadership Team will design a half-day workshop, and it is hoped this will build chapter leadership. The Seattle chapter may use the Leadership Handbook for a leadership workshop, and a workshop will be conducted in the Western Region in July.

A new workshop has been designed for those attending the concurrent June training session. It is based on BHAG, an acronym for big, hairy, audacious goals. Because BUNWC is undergoing change, the workshop will consist of a "global" approach to leadership and provide tools that may be used with any structure.

Discussion followed.

- The handbook was favorably viewed and used by the Western Region.
- Two board members found the material helpful; with new pages to stimulate discussion.
- Question: How do we get presidents to read the materials received and to share the information?
- There is a need to make workshops desirable and to market them; the more experienced members do not feel a need to attend workshops. Dorothy's response: the Leadership Team will design a workshop tailored to a chapter's needs;
- The former chapter presidents do not pass along the materials to the new presidents. To avoid that, Dottie suggested chapters hold a spring "Passover" meeting.

- Some presidents reported not having received the materials; a follow-up e-mail requesting confirmation of receipt was suggested.

GOALS AND AWARDS

Audrey Bernstein

Audrey reported that it was difficult to choose among the chapters that applied for awards, because so many chapters were extraordinary. The Florida Region met constantly through the year, and its chapters seemed to be more aware of the need to apply, often sending a lot of material to justify their special achievements. Although criteria were sent to chapter and region presidents, national vice presidents, etc., and the Awards Committee re-enforced its request for material through the year, some able chapters did not ask to be recognized; in fact, small and very small chapters did not apply. Region presidents and national vice presidents had been asked to review their specific areas and submit appropriate recommendations.

With no time for the committee to meet before the presentations, with members spread nationwide, it was not easy to pass on much of the material; and with the new financial criteria, difficult and time-consuming for the professional staff to easily obtain appropriate financial material. For the outstanding Fundraiser Award, it was hard to select a chapter, because figures included requests by loyal members. As the committee examined traditional goals as well as the new goals that were added this year, the committee realized that as the organization re-evaluates and restructures itself, it will need to look at goals and awards very differently than it had in the past. Discussion followed.

- The criteria need to be re-evaluated.
- Question: Do we need awards at all? Should BUNWC reward chapters for what they should be doing?
- Answer: Yes – awards encourage people to work harder.
- Several chapters are defunct, because they could not meet their goals.
- Volunteers are not paid – they need a “pat on the back.”
- Instead of figuring out how to make a goal, chapters should focus on raising funds.
- There are two issues - chapter structure, and whether there is a need for awards. Perhaps the categories should be regarded differently; the excitement to chapters is missing now. However, coming to members feel about the University.

CHAPTER BYLAWS

In the absence of Barbara Ehrlich, Dottie Pierce reported that updated chapter bylaws will be included in the new Handbook for Chapter Presidents.

BUDGET & FINANCE COMMITTEE

Bernice Smilowitz

Bernice reported that a \$6.6 million gift is projected, and it is hoped that by June 30th the gift will be even larger. It represents an 11% increase over the FY06 gift and a 63% increase over the past two fiscal years. The amount is comprised of \$4.8 million from bequests and planned gifts, and \$1.8 million from chapter fundraising efforts and individual gifts.

She explained that monthly reports from chapters fall into three main categories: blue ribbon reports that require minimal adjustments by the national center; reports that require the center to significantly rework the submitted data in order to complete the report; and chapters that send little or no data. Although there is some monthly variance in the quality of reporting by individual chapters, the overall quality is good and has seemed to level off - approximately 83% of chapters are submitting blue ribbon reports and reports that are reworked by the national center. The result is that BUNWC is consistently capturing \$2 million (84%) of the chapters' financial goal of \$2,275,228.

During the upcoming financial compliance workshop, chapter and region presidents will be introduced to the second phase in compliance: how to build budgets for events and establish the event's appropriate market value.

Bernice's report led to a discussion regarding membership issues.

- June figures show a decline in annual members; this was due to chapter closings, resigned members, verification that some members were deceased. The budget is an estimate only.
- The University is reporting membership figures differently. Previously “omitted” addresses were not reported; they are now being added for members who have requested mailings.

- The data will be cleaned up with the University's help.
- If there are discrepancies, a clarification of terms is needed.
- Suggestion: chapters could clean up their records by determining which mail is being returned and then follow-up with phone calls.

STRATEGIC PLANNING COMMITTEE

Dottie Pierce/Michaele Whelan

A new strategic plan is being developed collaboratively by BUNWC, and the University, with a focus on guidelines drawn by the University. The plan includes the creation of a new mission statement and a change to the organization name. Section 2 of the board handbook served as reference during the report. The section includes: the framework and process; the process flow, feedback, and review; notes taken at the strategic planning steering committee meetings; the Guiding Principles; the final version of a new Mission Statement; and a model for subcommittees. Subcommittees will be formed to develop a new direction for key components of the plan; the components include governance, structure, fundraising, membership, and study groups. The subcommittees will meet for discussions and deliberations and send their recommendations to the steering committee.

A reading of strategic plans of previous years revealed: a) that BUNWC's mission statement and name needed to be reviewed, and b) the areas in which progress had been made, e.g., planned giving. Challenges lay in fundraising. Its potential was not being realized, and there was a lack in the philanthropic culture and in finding ways to create that culture. Members did not view fundraising as the key element of the mission – that fundraising, not programming, must be BUNWC's *raison d'être*. Two groups have been established:

(1) A strategic planning steering committee (SPSC) is coordinating the planning process. It is comprised of volunteers, University liaisons, and national center liaisons. This committee is developing the components of a consensus-based plan. The plan will be presented first to a University group for feedback and review and then to the University President for approval.

(2) A University group is providing an institutional perspective. It is comprised of the provost, vice provost, treasurer, chief librarian, senior vice president for institutional advancement, vice president of development, and BUNWC's executive director. The group is gathering feedback from the steering committee and professional staff and updating the University President.

Name - Previously submitted names had been reviewed and new ones considered. The term "friends" was rejected, because BUNWC is a subset of a larger group of University donors called "Friends," some of whom are not BUNWC members.

"Brandeis University National Committee" was the final choice – it signals a broader membership that includes men and at the same time is similar to the current name and a link to the past.

Mission – The statement was changed to shift BUNWC's financial support from the library to the University in order to offer broader giving opportunities. It was also important for the mission to state something about the University itself and that BUNWC's programming reflects the University's four pillars. Following is the mission statement:

Brandeis University National Committee is an organization committed to providing financial support to Brandeis, a distinguished liberal arts and research university founded by the American Jewish community. Its nationwide membership is connected to the University through fundraising and through activities that reflect the values on which the University was founded: academic excellence, social justice, non-sectarianism and service to the community.

Both the name and mission statement were endorsed by the SPSC, the University Strategic Planning Group, the BUNWC professional staff, and the NOC.

The board was now being asked to endorse both. Comments follow.

Name

- A member preferred Brandeis National Committee. Removing “university” would prevent the acronym “BUNC.” Another suggested “BUNA” for Brandeis University National Association.
- The acronym “BUNC” can be changed to “BNC” or the name informally referred to as “The National Committee.”
- BUNWC is a new organization in many ways and needs a whole new start. The new name is similar and shows BUNWC is going forward.

Mission Statement

- The word “libraries” is missing. BUNWC is unique in its support of a library; to remove it is removing the hook; BUNWC is well known by the name it has always had – why change it?
- Some chapter members feel support of the library is not enough and no longer a reason for membership. The name change is not drastic and is a positive move in the right direction. Some others agreed.
- The library was tangible and easy to focus on; there is a concern there would be a loss of BUNWC’s personal mission by offering a broad range for support.
- The mission is a marketing tool and needs to be concise; the new statement does not say BUNWC is abandoning the libraries; it is just more broad to appeal to more people. The new statement expands the scope of possibilities, e.g., scholarships, the sciences, exclusive campaigns.
- The library is an inherent component of the University that can be emphasized in fundraising efforts.
- Suggestion: substitute the words “philanthropic support” for “financial support” in the first sentence. Otherwise, some might feel that payment of membership dues is a sufficient contribution. Another agreed.
- Move “non-sectarianism” higher up in the statement, to read “distinguished liberal arts and research non-sectarian university.” Another disagreed: Brandeis is the gift of the Jewish community to higher education. There is no need to re-position “non-sectarianism.”
- Changing the word “financial” to “philanthropic” signals a change to the organization and its members.
- There is a need to change – the bulk of donations comes from planned gifts, not from the members, and the membership itself is declining.
- A member thought “philanthropic support” softened the implication of “financial support.”
- Change to “philanthropic organization of volunteers” – also, add “University,” to read “providing philanthropic support to Brandeis University.”
- “Philanthropic” implies members are wealthy and might turn away potential members.

There was a sense of general endorsement of both mission statement and name, of a need to carefully control how the new name will be used in an acronym, and that *philanthropic* might be a broader term than *financial*.

Discussion followed:

- A member requested recording in the minutes that the organization will not be referred to as BUNC.
- The word “University” needs to be included in the mission statement to distinguish the organization from others that also bear the name of Brandeis.
- Brandeis National Committee (BNC) was preferred. Other suggestions: BUC and National Committee of Brandeis University.

The Steering Committee co-chairs asked the board to endorse the name “Brandeis National Committee” and endorse the mission statement with a new first sentence:

“The Brandeis National Committee is an organization committed to providing philanthropic support to Brandeis University, a distinguished liberal arts and research university founded by the American Jewish community.”

The consensus was in favor and unanimous.

The recommendation will be brought before the SPSC, whose next step will be to disseminate the information to chapters. The changes will become effective next fiscal year, in July 2008

Subcommittees – Subcommittees will be formed in key areas that comprise BUNWC: Structure, Governance, Fundraising, Membership, and Study Groups. Individualized charters for each component have been drafted. The SPSC’s goal is to receive interim reports from the subcommittees during the summer. The SPSC will subsequently present a draft of a strategic plan to the University Group, professional staff, the NOC, and the board. After reviewing feedback, the SPSC will present a final document to the University President for approval. BUNWC’s 1700 leaders will receive ongoing information as “Breaking News” via a newsletter entitled *Strategic Plan 2007*.

Discussion followed:

- A member had read notes of the SPSC meetings and found a need for compelling reasons to give to, and be committed to, Brandeis. BUNWC’s role is to educate the public about the University and why it is important to support Brandeis financially.
- The best way to raise funds is through planning giving, an area that needs more emphasis. Others agreed. People need to be informed about Brandeis, which is precisely why the CIO program was formed this year. BUNWC will place more emphasis on planned giving this coming year.
- The board was asked to note a chart on page 3, Section 2, of the board book, that illustrates a dichotomy between planning giving and cash giving. It reinforces the need to focus on planned giving.
- There needs to be integration between the membership and fundraising to examine the kind of members that BUNWC wants, and the values BUNWC wants to reflect.
- Florida chapters feel a loss of connection to the University, and the average member is upset; that perception needs to be changed. Response: the board’s new student representative will try to enlist students to fill the perceived void.
- More programming was presented this year than before; programs were different but just as effective and were successful.
- There is a need to know if the focus is toward cash giving or programming.
- Suggestion: Membership and Fundraising Subcommittees confer together.

MAJOR FUNDS AND SCIENCE FOR LIFE

Janice Fineman

Major Funds - Janice Fineman, member of the Major Funds Team, reported in the absence of Marsha Stoller, Chair and referred to Marsha’s written report, which had been distributed. Janice noted that this year’s focus was on the Library Benefactor fund and the *Science for Life* campaign.

Individual gifts of cash, bequests, and planned gifts account for over three quarters of the projected \$6.6 million gift to the University. The Major Funds team is working to increase the number of major donors and at the same time raise the level of what is considered a major gift from \$1,000 to an annual single gift of \$3,000. Janice commented that one of the most important roles of a board member is to set a philanthropic example for others to follow.

The Team needs the board to help identify prospective donors. BUNWC has a strong recognition program for donors, including the Tribute Area in the library. The Tribute Wall displays the names of those who have helped build the libraries and support Brandeis. The board received copies of 2006-07 Major Donor Tribute Book that lists the 51 donors who made gifts of \$5,000 and above in this fiscal year. Two \$1 million gifts, both bequests, were listed, and a number of Distinguished Gifts from \$100,000 to \$1 million. The board was encouraged to visit the Tribute Wall, an inspiration to BUNWC as donors and as volunteers.

Science for Life – Janice Fineman reported in the absence of Carol Kern, Chair, and announced that the campaign exceeded its \$2 million goal by \$400,000. Volunteers, professional staff, and the University’s publication department worked closely together - chapters wrote letters, events were planned, and chairs were appointed to solicit individual gifts. The Crystal Society and an option to charge a \$1,000 gift monthly over the year were developed for \$1000+ donors, and planned giving donors were asked to designate their charitable gift annuities for *Science for Life*. The Team worked closely with the University to develop a direct mail and phonathon program that ultimately reached 10,000 members.

Work is underway to publish a Memory Book that will recognize the donors and chapters that contributed, and a plaque for the National Women's Committee's Research Laboratory will be ordered for the Carl J. Shapiro Science Center, which is under construction.

Next year the Team will be looking toward scholarships for fundraising, but it will always retain libraries as a draw and look to the SPSC's discussions for direction. *Science for Life* may continue in various ways, and endowment for medical science journals will continue to need support. Information will be provided to chapters for their bulletins and include photos and drawings of the new Science Center.

A member suggested creating a new campaign to raise funds for scholarships for science students to conduct research on neurodegenerative diseases. Janice emphasized that a comprehensive plan would need to be carefully developed and cautioned against proceeding in haste.

LIBRARY BENEFACTOR FUND

Lynn Groban

Lynne reported that in 2006, \$37,382 was raised from 24 benefactors, and in 2007, 52,500 from 35 contributors; this represents a 44% increase in gifts and a similar percentage increase in the number of donors. The 2nd year Library Benefactor pin, which is the current pin with the addition of a pearl, will now be introduced. Those who have already received the Synergy pin will be able to receive a pearl for an additional gift of \$500. A new donor wishing to become a Benefactor will be able to receive a pin, including the pearl, for a gift of \$2,000.

Lynne strongly recommended continued involvement by the Major Funds Team in the selection of the artist and design of the pin. The pin must be motivational in theme and design, preferably executed by a well-known artist. It should also have a certain philanthropic symbolism that will encourage continued participation by current donors and expanded participation by new donors. Some give for philanthropy, and others for recognition. Different levels of giving could be denoted by the pins' adornments.

Discussion followed:

- Emphasize the program itself rather than the jewelry and provide information that it is a "recognition" pin for rare and choice acquisitions.
- An attractive pin invites donations.

MEMBERSHIP

Phyllis Perkal

Referring to her report that had been distributed, Phyllis described the team's review of the dues structure and consideration of an increase in annual dues. At the November board meeting, the Team had recommended an increase in dues to \$50, the contributing level to \$75, and sustaining level to \$100. It also presented two new dues categories: youth membership up to age 35 for \$25, and a 20% discount for a couple living at the same address, and \$180 at the sustaining level. After discussion and realizing the cost to service each member, the board had agreed to table the matter until such a figure was available and to resume discussion at this meeting. It learned in March 2007 that over the past several years, the cost to service a member has been \$33, revealing a shortfall to the national center of \$12 per member. Further investigation showed that the \$50 fee presented in November might be inadequate, and that a breakeven point would be much higher.

The Team felt the board needed to discuss two issues: (1) whether it is worthwhile to continue offering life membership (there are currently about 20,000 life members), and (2) a proposed dues increase to \$50 with no change in life membership status. It was important to determine what is needed to take BUNWC to a level where full expenses could be handled. A Strategic Planning Membership Subcommittee will analyze data and make recommendations to the Steering Committee. Any recommended increase would become effective July 1, 2008.

Discussion regarding the elimination of life membership followed:

- Suggestion: ask life members for an annual administration fee or to recommit/reaffirm their affection for BUNWC. It would be mandatory; otherwise services, such as receipt of *imprint*, would be cut. Another member thought this would not guarantee 100% participation.
- Special events could be held for life members, asking them to be supportive of BUNWC's new mission.
- Some chapters charge a fee for being on a mailing list. A chapter might wish to charge life members for chapter news. Phyllis responded that would not stop the shortfall.
- The \$300 life membership fee should be amortized over the life of the member.

- Life members were told they would hold that status for life.
- Life membership is a moral contract. Fees should not be added.
- A letter from the provost or Jehuda Reinharz would assure the life members' value to the University. A letter of appeal from Jehuda Reinharz, referring to annual inflation, could ask life members to consider making an annual gift.
- The Membership subcommittee will examine data to find out who the donors are and find a way to appeal to life members systematically.

Discussion regarding annual membership followed:

- Annual members will be penalized if life membership is eliminated. If the aim is to discourage life membership, the category will be eliminated simply by increasing the fee.
- BUNWC needs to lower expenses, not raise the dues.
- With a dues increase, life membership would appear a bargain.
- If an increase to \$50 this year is not forthcoming, a \$5 or \$10 increase might help meanwhile.
- A proposal to increase annual dues would be submitted at the same time as one for life membership. It should reach annual members first to discourage a flood of new life members.
- Suggestion: increase dues somewhat to lessen the shock of a larger increase next year.
- Suggestion: Dues should be raised to \$100. It is the quality of members that is sought. Present the increase to \$100 as a donation and an opportunity to support the University.
- Some people cannot afford to give large amounts but do volunteer their time. BUNWC should not price itself out, causing workers to drop out.
- The amount of increase is not important. The entire program needs to be looked at - present new guidelines and show the advantages of membership.
- How will chapters below the line be supported? Answer: the Strategic Planning Steering Committee will deliberate this.
- Suggestion: consider a first-timer rate for new members; a different kind of retention could be tracked; it would find if there is a correlation between active participation and donors. Phyllis replied that the information will be analyzed and recommendations made to the Steering Committee.

The board was asked, why continue the dues category of life membership if BUNWC is losing money and cannot cover expenses? Does the board want to immediately eliminate life membership and send a notice to chapters? Logistics of sending bills properly would need to be dealt with. A commercial printer could strike out the Life Membership option on the bills, which would allow bills to be sent out immediately.

There was a show of hands to determine how many were in favor of eliminating life membership, effective immediately, on July 1, 2007. Current life members would retain this membership status. The consensus was in favor and unanimous.

- Because the board recommended elimination of the Life Membership program, it should be done immediately before raising annual dues.

A survey was sent to large, medium, and small chapters in November '06 and was followed by another the end of February. There were not as many returns as hoped. However, they did reveal that people join for two reasons: study groups and social events; members need to be educated that BUNWC is a fundraising organization with a mission to fund-raise for the University. Team members followed up the survey with personal calls on a regular basis to chapter membership chairs. The callers asked about their recruiting methods, if they were close to making goal, encouraged them, and offered assistance. She added that members appreciate personal contact and recommended that other teams also use the "personal touch." The Team plans to continue contacting chapters personally next year and will include chapters in formation. Chapter-in-Formation kits were sent to 11 individuals who showed interest in starting chapters.

A few chapters transitioned or merged: San Diego to San Dieguito or Rancho Bernardo, Rockland County to Central Westchester, Northern Westchester to Central Westchester, and West Boca to Boca Raton. Santa Barbara transferred to Ventura.

To date, over 50% of the chapters have made their goal, a 10% increase over last year.

STUDY GROUPS

Carolyn Latz

Carolyn reported that the Team conducted a survey that targeted a sampling of study group chairs in the fall to determine the status of study groups. It focused on programs, their length, and the amount being charged. Each chapter had its own set of rules; some charged for the cost of the event and for fundraising, but most chapters did not. Some study groups were still using Brandeis syllabi, but they were few; instead, programs for trips to museums, movies, bridge lessons, etc. have been developed. The Team discussed the question of what defined a study group. What is its purpose: a social opportunity? To attract new members? To retain old ones? Is it intellectual stimulation? Other questions arose from the discussions. Whereas BUNWC is now focusing on fundraising, it had not in the past. When the NOC established minimum fees as of July 07, there was a strong reaction from the members. The Team was asking the board if alternatives should be offered. A Strategic Planning Study Group Committee has already been formed to consider possible alternatives; the Team hopes the committee's ideas will lead to more acceptable options.

Discussion followed:

- The Western Region does not have one-time study groups; they can be costly, and the chapters are resistant to increased fees. Some chapters will ignore a mandate.
- Some chapters use study groups as a hook for new members.
- Chapters need to be reminded to send their net profit to the national center.
- BUNWC needs to project study groups as an intellectual piece that reflects the University and then transition to fundraising.
- What is the broad percentage of time spent on study groups?
- A correlation was found between those attending study groups and others at fundraising events.
- Have we become a lifelong learning organization rather than a fundraising one?
- A study group member is an active member. Groups identify leaders; they make commitments and then become donors.
- Study groups serve as entrees to fundraising, a connection to the University, leadership development, sociability, and intellectual satisfaction.
- Chapters need to know how to use new materials properly.
- Can we use study group fees to pay for national administrative expenses? Answer: Yes, that revenue should be used to offset the cost, but chapters need to charge enough for that.

Discussion followed:

- It was noted that the lifeblood of the organization is lifelong learning. Hannah Abrams, a founding member and former president, introduced the concept, and in 1956, the plan for
- A study group program was initiated. How can study groups be a key component of the philanthropic culture? How can they function to leverage philanthropy?

WEDNESDAY, 6/6/07

The meeting reconvened at 8:40 am.

PUBLIC IMAGE

Lorna Miles/Barbara Selwyn

Materials - Barbara Selwyn, Marketing Director, displayed samples of new materials that the University has designed to represent a new look for BUNWC. Taking direction from the University's bright, contemporary colors, the materials demonstrate that BUNWC is a truly integral part of the University and range from communications to invitations, pocket folders, and inserts.

BUNWC's 1700 leaders will receive information about the strategic planning process via a new publication called *Strategic Plan 2007*. The national center is working toward sending more communications electronically. Fifty out of 79 chapters now have Chapter Information Officers (CIOs) to disseminate news about BUNWC and the University; use of CIOs allow for feedback to the national center and also cut printing costs.

Website - Lorna Miles, Senior Vice President of Communications, used a Power Point presentation to demonstrate the development of a new University website and a new website for BUNWC. The University's design will incorporate the Brandeis brand and have a unified appearance. The content will emphasize that Brandeis's interests are global and reflect the four pillars upon which the University rests. As the presentation continued, the board viewed a new BUNWC web site and home page that will serve chapter members and non-members who go to the web site. The design will enable easier navigation and management of the content by using a new content management system.

The first goal is to get the new BUNWC website up and running, and then to bring in "early adopter" chapters who have chapter webmasters who will be committed to assume the responsibility of their chapters' websites. BUNWC will continue working with the University technology group.

ALUMNI AND STUDENT INITIATIVES

Beth Wolfson '75/
Sam Vaghar '08

Alumni - Beth Wolfson, board member, reported that she represented Dottie Pierce at the University's Prizes and Awards ceremony to present BUNWC's Presidential Award to Natalie Savits, a library work scholar who has worked in the libraries for five semesters. Natalie was studying in Scotland at the time of the ceremony and could not be present to accept in person. Natalie noted in her biography that she came to Brandeis because she liked its sense of community and strong academic standing.

BUNWC is collaborating with the Alumni Association and has an informal, ongoing working relationship. The collaboration will provide alumni speakers for chapters when and where they are available, and perhaps joint programs between chapters and alumni clubs that are in the same geographic areas. The board was asked to contact Beth Bernstein, Director of Programming, if interested in alumni speakers. She will be the initial contact between chapters and the Alumni office in identifying a speaker.

A list of alumni authors is being developed.

Student Initiatives - Sam Vaghar, student representative to the BUNWC board, is initiating a pilot program entitled "Student Ambassadors to BUNWC" and is developing a list of student leaders on campus who are good speakers and have had the personal experience of full immersion in campus life. The pilot program includes the formation of a fall and spring semester focus group.

Beth Bernstein MA '90, Director of Programming, added that a couple of locations have been identified for the pilot program. Students who are at home during a long weekend or school vacation and available might be asked to address chapters; it would be a good opportunity for students to connect with BUNWC and become knowledgeable about its work. Sam said he would like the board's student representative to become an elective position. He invited feedback from the board.

FUNDRAISING AND SPECIAL EVENTS

Bobby Starsky/Elaine Bernstein

Bobby Starsky, Team Chair, reported there has been a good response to a cruise planned. Several chapters have held birthday parties to commemorate the 150th anniversary of the birth of Louis Brandeis

Book Fund - Elaine Bernstein, Team member, reported on the following:

Last year a Book Fund brochure was created; it includes information about the fund and lists all of the items and prices; chapters were urged to distribute this brochure at all events. The Book Fund Manual was revised and sent to every Book Fund chair. More user-friendly, it contains the procedures and includes a copy of the new brochure, pictures of the new inserts, and other helpful information.

Elaine called chapters in formation with advice on Book Fund and responded to their calls and questions.

The \$10 Louis card was linked to the 150th Justice Brandeis birthday celebration by packaging two cards with a Louis Brandeis pin and selling it for \$20.

Book Fund chairs received e-mails periodically with suggestions for promoting Book Fund for special events and holidays at different times of the year. "Flyers" were sent to those without e-mail. The communications included Elaine's e-mail address and phone number for questions, etc., and they were assured of her availability for help.

Elaine called Book Fund chairs to compliment their including Book Fund in their bulletins.

Elaine suggested that advertisements for Book Fund be placed in alumni bulletins and in the *Justice*, the students' newspaper. In addition, Book Fund items could be offered on the Alumni web page; this will be investigated.

Discussion re Book Fund and other Fundraising in general followed:

- Suggestion: Explain the basic program to new chapter presidents; many do not know about it.
- Brochures are included in the new membership kit.
- More chapters should promote Book Fund banking.
- We should preserve the exclusive look of Book Fund and not alter the basic appearance. However, inserts have been redesigned.
- There are higher levels that chapters need to promote.
- The Special Events section of the handbook for Chapter Presidents has been revised, and work on a compendium will be occurring over the next few months.

Those attending the June Training Sessions joined the board for the remainder of the meeting.

"FUNDRAISING WORKSHOP"

Nancy Winship

Nancy Winship, Senior Vice President, Institutional Advancement, addressed the board about fundraising for the University and how it relates to BUNWC. She described the University's Development Team and its operations and said that BUNWC and the University have a growing partnership and shared credit. Leadership and Planned Gifts operations have resulted in cost savings through reduced duplication and more accurate individual "credit," and Phonathon and Direct Mail all result in benefits for both BUNWC and Brandeis. Development has the resources to help BUNWC chapters with their fundraising for leadership gifts, planned giving, the Annual Fund, which conducted a direct mailing to BUNWC, and stewardship. The University's approach to fundraising is always carried out with a personal touch. A Power Point presentation showed figures for various phases of the University's fundraising campaign.

When soliciting donors, the board was advised not to "low-ball" or apologize for asking; rather, they should lead by example, raise the sights, and set appropriate gift levels. Chapters should display banners and current University information at every event.

Beth Ann Saplin, University Development office, commented on her excellent partnership with BUNWC volunteers who extend warm hospitality and hold exciting, stimulating events. She appreciates receiving the rosters of prospective donors who attend BUNWC events. Beth applauded BUNWC's contributions to the Brandeis libraries. Beth conducted a mock conversation with a potential donor and said key words to use for solicitation are "would you consider?" Discussion followed.

- Alumni Relations will send invitations for joint BUNWC-alumni events.
- The University can offer illustrious alumni as speakers for BUNWC.
- Beth Wolfson had talked previously about an alumni speakers program; chapters interested should contact Beth Bernstein in the national center - Beth works directly with the Alumni Association.
- A Planned Giving event is a win-win vehicle that benefits both the donor and University. Other categories for donors to consider are a Charitable Gift Annuity that provides a tax benefit, and an IRA rollover.
- Suggestion: hold an event with a program that combines a University speaker with a Development officer who addresses planned giving.
- The national center and the University Development office work collaboratively.

UNIVERSITY GREETINGS

Marty Krauss

Marty Krauss, University Provost, gave a brief overview about happenings on campus:

- The University is in the midst of many buildings under construction and reconstruction.
- A formal agreement with a donor was signed for a new Center for Israel Studies that will focus on all aspects of Israel. It will capitalize on resources already on campus and will serve as an attraction for others who have an interest in Israel.
- A new dean was appointed to the International Business School (IBS). Dr. Bruce Magid said he was attracted to the global scope of IBS.

REMARKS

Michaele Whelan

Dottie introduced Michaele Whelan, Vice Provost, who works closely with BUNWC. Michaele welcomed the leadership trainees and the new board members. She described them as a "new class" with a collective investment in the University and BUNWC. She encouraged them to attend Alumni College to see the faculty in action. Michaele looked forward to hearing about the trainees, what they will be doing, and how the training experience will work for them.

UPDATE ON UOW PROGRAMS

Beth Bernstein

Beth reported on new programs resulting from BUNWC's strengthened partnership with the University.

Justice Brandeis's 150 Birthday

Brandeis faculty developed a brieflet, film, and video commemorating Louis Brandeis's birthday.

New Student Forum

Members read "Zabelle," the book selected for the New Student Forum, heard the author and took part in discussions. This year they will read and discuss "Old School" by Tobias Wolff; chapters will receive a study guide and video.

Study Guides

- A new study guide on Modern Middle East will be introduced in the fall.
- Professor Joyce Antler is writing a study guide to accompany her new book, "You Never Write, You Never Call."
- Professor Sylvia Barack Fishman is writing a study guide to accompany her "Meet the Author" presentation on video.

Film

- 'deis Flicks,' comprised of Jewish films, will be available for chapters to rent through BUNWC's collaboration with the Center for Jewish Film, located on campus.

Region Road Show

As a pilot program this past year, four graduate students and Eric Hill, artistic director of the Brandeis Theater Company, went to Florida during intersession to present scenes from "The Waiting Room." A follow-up survey sent to those who had attended indicated that although the attendees expected to see a complete play, they enjoyed the scenes that were performed and appreciated having interaction with the student performers. This pilot program produced revenues that totaled approximately \$14,000.

Partnership with Alumni

In collaboration with the Alumni Association, BUNWC brought pilot programs to Tucson, Boston, Minneapolis, and Seattle.

Elderquest

In August, nine chapters in Monroe Township will experience "Elderquest," a new curriculum developed with BOLLI on journeys from midlife and beyond. Through the use of film and discussion, participants will explore new choices and insights about how to face the second half of their lives.

Michaele added that the concept for New Student Forum and Elderquest is one that can be modified for BUNWC's needs.

University on Wheels

All programs fall under the umbrella entitled "University on Wheels." They still constitute a Brandeis University experience, and faculty continue to be involved. The programs encompass a whole menu of options that include "Meet the Authors," 'deis Flicks, and partnerships with the Alumni Association, Hadassah Brandeis Institute (HBI), the Crown Center for Middle East Studies. More people from the University were sent to BUNWC chapters this fiscal year than last year. Although there were challenges this year, 56 chapters participated, more than in the past. More programs were provided at much less cost; budgeted expenses were 40% less.

Publications and Other Communications

- *imprint*, BUNWC's national magazine, consists of articles that give a broad perspective about the national organization. It is sent twice a year to all members and key University departments and personnel.
- *Connections* is a newsletter sent bimonthly to chapter leaders. It contains important and practical information to keep them up-to-date on matters pertaining to chapter management and the national organization.
- The *Buzz* sends up-to-the-minute news via e-mail to members whose e-mail addresses are known by the national center. The board was requested to forward to Beth more e-mail addresses of members who would like to receive news electronically.

OTHER BUSINESS

Helen Kramer, Rancho Bernardo Chapter, presented to Dottie Pierce one of the posters on which her chapter had mounted the Warhol image of Judge Brandeis. The chapter charged \$10 for each poster as a fundraiser.

The meeting adjourned at 2:15 pm.