

Alumni Affairs Self-Study 2015

Introduction

As part of a strategic planning process that Princeton University launched in January 2014, the Office of Alumni Affairs was asked to conduct a self-study to:

- Assess progress made and new needs and opportunities that may have arisen since the last thorough review of the University's relationships with its alumni was conducted in 2002 by the Trustee Committee on Alumni Affairs and the Executive Committee of the Alumni Council (see attachment A).

- Address, among others, the following questions:
 - What steps are being taken, and what additional steps can and should be taken, to ensure continued and even greater engagement by alumni of all backgrounds as participants and as leaders in alumni programs and in the life of the University?
 - How effective are existing programs of outreach and communications in informing and engaging alumni and how can they be improved?
 - What improvements, if any, should be considered to enhance such signature programs as Reunions and Alumni Day, and are there other "signature" programs that should be considered?
 - What additional staffing and financial resources would be required to achieve an expanded and enhanced alumni relations program and are there existing staff positions or financial resources that could be reallocated to areas of higher priority?

As the charge for the self-study (attachment B) points out, alumni devotion, engagement, and support have long been among Princeton's greatest assets and defining characteristics. In thinking strategically about its future, it is important that the University not only sustain current alumni engagement, but ask what steps need to be taken to expand and enhance it.

Methodology

While the self-study was conducted by the Office of Alumni Affairs, under the leadership of Associate Vice President Margaret Miller, there was active consultation throughout the process with the Executive Committee of the Alumni Council (and especially with its Committee on Planning and Review) and with the Trustee Committee on Alumni Affairs. The Alumni Affairs staff compiled and shared with each committee extensive data on the organizational structure of Princeton's efforts to encourage alumni engagement, alumni demographics,

signature events, prior surveys, and a broad range of metrics that the office has been compiling annually since 2009. (Appended as attachment C are a chart presenting metrics for the six years ending in June 2015 and tables summarizing event attendance and graduate alumni engagement in 2014 and 2015.) The self-study was discussed at length with the Alumni Council's Executive and Planning and Review committees in September 2014, January 2015, and April 2015, and with the Trustee committee in November 2014, March 2015, and June 2015. Those discussions helped to identify additional data that could be helpful; achieved significant consensus regarding existing programs of high impact and of lesser or declining impact; suggested changes, improvements, and new strategies; and, eventually, arrived at agreement on priorities and recommendations.

In September 2014, as a complement to the self-study, the Executive Committee of the Alumni Council created an ad hoc Committee on Leadership Engagement to "assess the pathways through which Princeton alumni become engaged and stay engaged in volunteer work for Princeton throughout their lifetimes, and to recommend specific, actionable steps to improve the process of recruiting, training, retaining, and stewarding Princeton's alumni leaders." In doing so, it acknowledged the extensive degree of alumni engagement that already exists: close to 8,000 alumni are involved each year in interviewing prospective students through the alumni schools committees; over 3,000 are involved in class, regional association, graduate alumni, affinity group, and other activities under the auspices of the Alumni Association; a comparable number (3,000) are involved in Annual Giving; and there is a career network with over 5,500 participants. But it also recognized that the alumni body "is growing significantly, is more spread out geographically across the world, and is increasingly diverse in many ways." The committee issued its report in June 2015, finding that while there is a "high level of satisfaction with current leadership engagement at Princeton," there is room for improvement. Toward this end, the committee recommended specific steps to improve recruitment, training, retention, and stewardship of volunteer leaders. It concluded that these steps, which are beginning to be implemented, will "lead to greater engagement by alumni of all backgrounds, produce more effective outreach and communication, and reflect the growing importance of technology and social media."

In February 2015 the Office of Alumni Affairs distributed a survey to more than 700 alumni who currently or in the last three years held volunteer leadership roles on the Alumni Council as presidents of their classes or regional associations, as board members of their affiliated groups or the Association of Princeton Graduate Alumni (APGA), or as members of the Council's standing committees. The purpose of the survey was to gain insight into the processes by which these alumni became volunteer leaders; their experiences in these roles; their suggestions for better training and support; and their views on existing and prospective alumni programs, events, and activities as well as on outreach and communications. There were 261 responses, and the results of the survey helped shape the findings and recommendations presented below.

The 2002 Statement

The 2002 review conducted by the Trustee Committee on Alumni Affairs and the Executive Committee of the Alumni Council led to a joint statement that summarized the history and nature of alumni engagement in the life of the University (formal engagement dates to the founding of the Alumni Association in 1826 under its first president, James Madison), and then articulated eight strategies through which the alumni office seeks to pursue its mission "to engage as many alumni as possible in the ongoing life of the University in mutually beneficial ways and to support alumni initiatives that promote the goals of the University." The statement reaffirms Princeton's expectation that "alumni will be active participants in the life of the University, with real responsibilities for designing and delivering many of the programs in which alumni are involved" and it underscores the importance of strong and symbiotic relationships between the alumni office and offices devoted to fundraising:

Princeton's experience has been that [a] commitment to broad and lifelong engagement, to frequent communication, and to strong support for volunteer initiative redounds to the benefit of its fundraising efforts, and the more so because fundraising is seen as a beneficiary of a broader policy of engagement rather than the goal to which everything else is subservient.... To achieve the best results for the University as a whole, it is essential that the staffs of the Alumni Council [now the Office of Alumni Affairs] and the fundraising offices, while serving their mutually reinforcing missions, collaborate closely and effectively to maximize synergy and mutual benefit...

The participants in the self-study reaffirmed that the mission, methods, and measurements set forth in the 2002 statement remain relevant today, that they should and do continue to guide the work of the Alumni Affairs office, and that the staffs of that office and the fundraising offices continue to collaborate closely and effectively.

Findings

Metrics compiled over recent years (see attachment C), survey results, internal staff assessments, broad consultation with alumni and other University offices, and feedback from alumni leaders and trustees all give high marks to the Office of Alumni Affairs for the quality of its programs, the dedication and effectiveness of its staff, and its ability to make efficient use of resources while significantly expanding the scope of its activities and the number and diversity of alumni it serves. Consistent with a goal of maximizing attendance, the office continues to follow a policy of not charging alumni for most gatherings and events, with the exceptions of reunions (where charges are assessed by classes), Alumni Day (where there is a charge for lunch), and alumni travel programs. Consistent with longstanding practice, the office relies heavily on alumni initiative in planning and carrying out activities and events, with staff encouraging and supporting such efforts, but taking direct responsibility only when appropriate and necessary.

The major changes in programming and staffing over the past decade are as follows:

- The introduction of affinity group conferences, beginning with a conference for black alumni in 2006 (*Coming Back and Looking Forward*), followed six weeks later by a conference for black, Latino, Asian-American, and Native American alumni (*Kaleidoscope*). There were follow-up conferences for black alumni in 2009 (*Coming Back and Moving Forward*) and 2014 (*Coming Back: Reconnecting Princeton's Black Alumni*), and conferences in 2010 for women (*She Roars*); in 2013 for LGBT and Ally alumni (*Every Voice*); and also in 2013 for graduate alumni (*Many Minds, Many Stripes*). In 2015-16 there was a fall conference for Asian and Asian-American Alumni (*We Flourish*) and there will be a spring conference to commemorate 100 years of organized Jewish life at Princeton. These conferences have been stunningly successful, not only in the overall number of alumni who have participated, but in the number who previously had not returned to campus since graduation. Each conference has been preceded by focus group discussions around the country (and in some cases, around the world) which gave alumni in the affinity groups opportunities to reconnect in advance of the conference and help plan it. Not surprisingly, each group petitioned for a follow-up conference, and with trustee guidance the alumni office's advance planning currently assumes a six-year recurrence for each group. (This assumes one conference per year; the six-year pattern allows modest leeway to add additional groups, such as the conference for Latino alumni that is tentatively planned for 2016-17.)
- The Princeton Prize in Race Relations was founded in 2003-2004 to recognize high school students who play leadership roles in improving race relations in their schools and communities. Currently operating in 26 locations, the program engages alumni on regional committees where they conduct outreach, review applications, select winners, and sponsor awards ceremonies; there is also a national oversight committee that develops policy and guidelines, provides training, and encourages expansion into new locations. Like the affinity conferences, the Prize has attracted alumni who had little or no prior engagement with Princeton, and has led a number of them to become involved in other regional and on-campus activities as a result of their involvement with the Prize. The Prize conducts an annual symposium on the Princeton campus to which it invites all of that year's winners. A modest addition to staff in the alumni office permitted support for the Prize and other programs of special interest to affinity groups, while also assisting with the affinity-based conferences.
- In 2011-12 the University approved the consolidation of its graduate alumni relations efforts into the Office of Alumni Affairs and approved an increase in staffing and a substantial increase in budget, currently in the form of term funding, to significantly expand and enhance its program of graduate alumni relations. This program is carried out in active collaboration with the Graduate School and the Association of Princeton

Graduate Alumni (APGA), and it has led to dramatic increases in graduate alumni participation in a broad range of alumni activities (ranging from the Alumni Council Executive Committee to regional leadership positions to alumni schools committees, on which 947 graduate alumni served in FY 2015), as well as in a growing array of programs designed specifically for graduate alumni – including the *Many Minds* conference that attracted almost 1,000 participants and a series of department-based symposia and events held both on-campus and regionally. Over the past five years, the number of graduate alumni and guests at Reunions has more than doubled from 259 to 567, with overall attendance, including graduate students, post docs, and their guests reaching 1,500 attendees in 2015.

- The past decade has seen significant increases in and expectations for use of digital communications with and among alumni and in support of alumni events and activities. Between 2009-10 and 2014-15, the number of activated TigerNet user accounts increased from 22,463 to 44,423; the number of TigerNet discussion groups increased from 149 to 224; and the number of visitors to the Alumni Association website nearly doubled. The number of Facebook likes quadrupled, and while there was no presence on Twitter, LinkedIn or Instagram in 2009-10, in 2014-15 the numbers of followers and members were 5,480, 8,780 and 965 respectively. During the coming year an entirely new, enhanced, and more robust TigerNet will be installed, with dramatically expanded capabilities for communication, data collection, and event management.
- While overall Reunion attendance has increased steadily over the past decade, there have been dramatic increases among the youngest classes, with the first and second year classes attracting some 64% of their members and fifth year attendance typically exceeding 70%. This growth has led to the introduction of several measures to manage Reunions more effectively, diversify programming, and assure a safe and rewarding experience.
- The last years of the Tilghman presidency and the first years of the Eisgruber presidency have witnessed dramatic increases in the amount and scope of presidential travel, utilizing a variety of formats, and the response from alumni has been overwhelming in terms of attendance and enthusiasm. Particularly gratifying is the diversity of alumni attending these events, with significant representation of young alumni. These travels offer excellent opportunities to strengthen alumni ties to the University, but they impose substantial demands on the budget and staff of the office, and, of course, on the President.

Demographics

- Princeton's alumni population has grown by approximately 25% over the past 15 years and now numbers over 90,000 alumni; it grows by approximately 1,175 alumni, or 1.4%, each year.
- Women now represent 30% of the alumni body; graduate school alumni represent 29%; and international alumni represent almost 10%.
- Young alumni (defined as alumni who have graduated in the last 15 years) represent close to 30% of all alumni.

Growth in Volunteer Roles

- The number of volunteer roles for alumni volunteers supported by the Office of Alumni Affairs (excluding schools committees) has increased by more than 700 roles (30%) in the past 10 years with approximately 3,000 alumni now volunteering for roles in classes, regional associations, the APGA, and affiliated groups. This number does not include alumni volunteering with Friends groups, eating clubs, AlumniCorps, PICS, or other groups supported outside the Alumni Affairs office like the Princeton Varsity Club.
- The number of schools committee volunteers has grown from approximately 5,000 to over 8,000 alumni worldwide, including almost 1,000 graduate alumni; schools committee volunteers interview 99% of the 27,000+ applicants each year.
- New roles in recent years include class and regional technology chairs and webmasters, regional graduate alumni chairs, discussion group moderators, social media chairs, Princeton Prize in Race relations volunteers, regional affiliated group leaders, and larger Reunions subcommittees.

Other Program Additions and Enhancements

In addition to the changes cited earlier, the following program additions and enhancements have been instituted since 2002:

- Communications
 - Tiger E-News, a monthly electronic compilation of news and features.
 - A *Princeton Alumni Weekly* website and blog that supplements the still widely-read and highly regarded 14-times-per-year print publication.
 - Expanded use of social media and Reunions mobile.
 - An enhanced Alumni Association website, including expanded TigerNet offerings.
 - Videos created for each affinity-based conference and Alumni Day.
 - Greater use of the *PAW* as well as electronic means to market new and existing programs.
- Events (in addition to those cited earlier)

- Tiger Tailgate (more than 1,600 alumni and guests now attend these annual gatherings on Homecoming weekend in the fall) and regional football tailgates.
- Expansion of Alumni Day to a two-day event in 2015.
- Affiliated group regional receptions.
- Global networking nights and other professional networking programs.
- LGBT annual meetings.

➤ Services

- Expanded TigerNet online alumni community.
- Princeton Journeys alumni travel program.
- New program providing assistance to alumni bringing children or grandchildren for campus visits.
- Online lectures as part of a Learn and Travel portal.
- A refurbished Maclean House as a welcome and drop-in center for alumni.

As part of the self-study, the Alumni Council Executive Committee and the Trustee Alumni Affairs committee were asked to review the full range of events, programs, services, and communications and designate them either as having “high impact” or “declining or lower impact/interest.” The result of this exercise strongly reinforced the widely held view that essentially all existing programs are highly impactful. Here were the results:

High Impact

- ✓ PAW
- ✓ Reunions
- ✓ Affinity-based conferences
- ✓ Presidential events in the regions
- ✓ TigerNet
- ✓ Alumni schools committees
- ✓ Speakers Bureau program for regional associations
- ✓ Volunteer awards, recognition, and training
- ✓ Homecoming tailgates
- ✓ Special interest group or affinity gatherings
- ✓ Events organized around athletic events for alumni and families
- ✓ Student-alumni connections, including “new admit” welcome events in the regions, Princeternships, PICS internships, etc.
- ✓ Community outreach and service projects

Declining or Lower Impact/Interest

- ✓ Alumni Day
- ✓ Alumni studies courses and fall football weekend lectures.

Recommendations

The 2002 statement proposed a variety of measures to sustain strong, lifelong, and mutually beneficial relationships between the University and its alumni. The self-study found that these measures and many others have been implemented over the past 13 years, and that in fact they have encouraged continued and even greater engagement by alumni of all backgrounds as participants and as leaders in alumni programs and in the life of the University. It also found that programs of outreach and communications have been expanded and enhanced, and in large measure are effective in informing and engaging alumni. There are additional steps that can and should be taken, and they will be presented momentarily. But the self-study's **first recommendation is to reaffirm the University's commitment to support and encourage the engagement of its alumni through the time-tested programs already in place through the Office of Alumni Affairs**, working in close collaboration with others, including the fundraising offices, admission, career services, athletics, the graduate school, the academic departments and programs, and the many offices, ranging from facilities to dining services to public safety, that make Reunions and other large on-campus events possible. Some of the major initiatives of the Alumni Affairs office, including presidential travel, on-campus conferences, graduate alumni relations, and the Princeton Prize in Race Relations, are funded, at least in part, through term funding and are not yet built into the office's ongoing operating budget. Given the importance of sustaining and serving Princeton's intensely engaged and generously supportive alumni community, **this would be an opportune time to remove any uncertainty or ambiguity about continuing support for the office's existing programs.**

Beyond sustaining existing programs, there was strong consensus among the alumni leadership and the Trustee committee that the size of the Alumni Affairs staff has not increased sufficiently over the past decade to keep pace with the expanded programs, commitments, and expectations of the office, and that **there are six additional steps that can and should be taken to even more extensively and effectively support and encourage alumni engagement.** Those six steps are as follows:

1. **Volunteer Support:** Dedicate additional time and resources to supporting Princeton's extraordinary network of class, regional association, graduate alumni, and affiliated group volunteers. Create a formal volunteer pipeline process to better recruit, retain, and steward volunteers. Act on the recommendations of the Ad Hoc Committee on Volunteer Leadership Engagement and the Ad Hoc Committee on LGBTQ+ Alumni Affairs. Specifically, this includes:
 - a. increase the amount of time for staff to meet in person with volunteers and volunteer organizations (classes, regional associations, affiliated groups, committees) on campus and in the regions;
 - b. provide volunteers with more regular opportunities to get together to share best practices and to network (e.g., volunteer leadership assemblies);

- c. create a formal volunteer pipeline process to help identify, motivate, place, train, and retain volunteers reflecting the full diversity of the alumni body;
 - d. provide full service websites for alumni organizations and better administrative tools for volunteers.
2. **Special Focus on Engaging the Unengaged and Lesser Engaged:** Expand efforts to engage the unengaged or lesser engaged of our alumni community, with special attention to increasing the overall diversity of alumni participation in University life. As a key part of this effort, **increase the number of on-campus affinity-based conferences to two each year.** Create well-defined strategies for follow up after each conference to ensure that the spirit of engagement and good will arising from each conference extends well beyond the weekend. Expanding to two conferences per year permits a recurrence rate, at least in selected cases, more frequent than every six years. In some cases, these conferences can send important messages to current students about the University's priorities and commitments; where appropriate, a four-year recurrence would permit a conference for a particular affinity group to occur at least once while each undergraduate is on campus.
3. **Extend Regional Outreach:** Improve communications and programming, both domestically and internationally, to keep alumni connected when they are not on campus. An important part of this involves an expansion of opportunities for faculty contact and academic enrichment, but it also involves expanded use of video and other multi-media communications. Specifics could include:
- a. expand faculty speaker program;
 - b. reinstate regional conferences in key regions and increase efforts to better connect Princeton Journeys trips with local alumni;
 - c. expand efforts to connect alumni with student groups (varsity teams, performing groups, break-week trips) who are traveling in and through their regions;
 - d. develop communications vehicles targeted to international alumni and highlight the work of alumni volunteers globally.
4. **Marketing and Communications:** Further enhance communications efforts to build awareness among the alumni community about upcoming events and programs, services, and ways to connect. Specifics include:
- a. redesign Tiger E-News, adding more interesting graphics and making it easier to read;
 - b. expand multimedia and video offerings;
 - c. introduce segmented or targeted marketing to appeal to different generations of alumni and different affinity groups;

- d. upgrade the Alumni Association website, update it more regularly, and add more interesting content;
 - e. rebrand and introduce new marketing for alumni education programming to increase awareness and participation;
 - f. create and implement a comprehensive social media strategy.
5. **Affinity/Interest Groups:** Consider and create a strategy/policy for working with special interest/affinity groups that form or wish to form within the alumni community. These can revolve around career or avocational interests (e.g., entrepreneurs, or alumni in real estate or the arts), religious affiliation, shared experiences (veterans), or affiliation with campus groups. There is lively interest among alumni in forming such groups and in obtaining guidance on organizational structure, leadership development, events planning and communication, etc. Princeton has long followed a practice of encouraging alumni to participate in events and activities open to all alumni, but it also has recognized that alumni associate with the University in a variety of ways, and an entry point to fuller participation can begin with engagement with an affinity group, which for many alumni can be especially meaningful, and which frequently does foster an appreciation for the lifelong opportunities the University provides to its alumni. This recommendation acknowledges the importance of providing guidance and some forms of support to alumni who wish to create new affinity and interest groups.
6. **Career-related Networking:** Work with the Office of Career Services to thoroughly revamp the Alumni Careers Network and develop a clear strategy for engaging alumni in providing career guidance and mentoring to students and interested alumni. Work to achieve this recommendation is already under way.

Taking these proposed steps would require an increase in the size and some reorganization of the Alumni Affairs staff. It is important to note that in addition to allowing the office to expand its programming, outreach, and engagement in key areas, these additional staff members would provide additional capacity for managing such all-encompassing events as Reunions, Alumni Day, and on-campus conferences when all members of the staff pitch in and help.

Signature Events

The charge to the self-study asked specifically about “signature events” – should they be enhanced and should one or more new signature events be developed. While consideration was given to the idea of trying to create some kind of Global Charter Day in October, the ultimate judgment was that Princeton and its alumni would be better served by focusing on existing signature events and improving them. With respect to Reunions, this includes continuing to introduce family-oriented and educational opportunities and continuing to focus on providing high quality customer service, particularly as attendance increases.

There is broad support for continuing efforts to increase attendance and improve programming at Alumni Day – attendance has hit high-water marks in the past two years, partly because of a high level of interest in the alumni prize winners. In one respect it is encouraging that 41% of the 1,228 attendees in 2015 had not attended an Alumni Day in the past five years; this suggests a positive response to changes in programming and marketing, although it also suggests an unsatisfactory level of repeat attendance. This past year the program was expanded to include Friday as well as Saturday, with the addition of academic and cultural programming similar to affinity-based conferences. The Saturday program has been improved by the greater use of video at the luncheon program, and the Service of Remembrance continues to fill the Chapel. Thought was given to moving Alumni Day to a different time of year, and it may make sense to move it a few weeks later into March, but the general consensus was to continue its status as Princeton’s “winter” alumni event.

At the same time, Homecoming Weekend seems to be gaining stature as Princeton’s “signature” event in the fall, with almost 1,000 alumni and guests participating in the 2014 tailgate. There are opportunities to add additional programming and activities that weekend.

Finally, in some respects the affinity-based conferences have become Princeton signature events. As many alumni have pointed out, they represent an attractive complement to Reunions, where much activity is organized by class. At the conferences, alumni engage with other Princetonians from across all classes, and frequently meet alumni they have not previously known, but with whom they share common experiences and perspectives. Providing the necessary staffing and financial support to conduct two per year would allow greater flexibility in scheduling these conferences and allow them to have an even greater impact on the University and on the opportunities alumni of all stripes have to engage with each other.

October 2015

ATTACHMENT A

Princeton University and its Alumni

A Joint Statement by the Trustee Committee on Alumni Affairs and the Executive Committee of the Alumni Council

Introduction

From its earliest days, Princeton University has benefited enormously from the devotion, engagement, and support of its alumni.

By 1826 alumni were already playing important roles as leaders and benefactors of what was then the College of New Jersey when the Alumni Association of Nassau Hall was formed, under the leadership of James Madison, “to promote the interests of the College and the friendly intercourse of its graduates.”

Over the years, alumni found more and more ways to become involved in the life of the University and with each other. Class loyalties developed, regional associations were formed, and traditions of returning to campus were established. In 1975, the Trustees of the University issued a report on the University and its alumni that had been prepared by the Board’s recently created Committee on Alumni Affairs. The report stated that, “To a greater degree, perhaps, than at other American universities, Princeton has been sustained through the years by the loyalty of its alumni,” and it observed that alumni “have nourished Princeton, they have guided her, and they have challenged her to be all that she ought to be.” It then concluded as follows:

Finally, a word is in order about the goal. We wish to maximize support for the University on the part of its alumni, support which is not only financial in character, but which includes all the many ways in which Princeton’s alumni now serve the University. We support the idea that Princeton is a lifetime experience, not limited to the time on campus, and thus that the University must do all it can not only to facilitate the preservation of the relationships that were developed at the University but also to incorporate the insights and energies of alumni in the on-going life of the University, and to maintain a continuing educational interplay with alumni... Our goal is full participation by all alumni who wish to do so in the broader community of Princeton—and in the continuing search for knowledge and learning.

In April 2000, the Trustees adopted the Wythes Committee report which identified strategic directions for Princeton in the early years of the 21st century. In a discussion of the central purposes of the University, the report highlighted several of the University’s distinctive characteristics. Among them was “an unusually loyal and supportive alumni body that is composed of individuals who have had a disproportionate impact on the local, national, and global communities in which they live.” As part of its 250th anniversary celebration, the

University installed a plaque on the front campus that memorializes its gratitude to its alumni “for their devotion to the University and its mission of education, scholarship, and service,” and reaffirmed its commitment to fostering alumni connections to the University and with each other.

Alumni serve in many ways. At the installation of President Tilghman, Diane deCordova ’83, the president of the Alumni Association, noted that alumni are “counselors, ambassadors, critics, and cheerleaders. We serve as Trustees, interview potential students, offer career advice, provide opportunities for community service, tirelessly express our opinions, and maintain the strong Princeton culture of giving back and coming back.” Much of this service is organized, coordinated, and supported by the Alumni Council. As described in the constitution and bylaws of the Alumni Association, the Council is both a volunteer leadership organization and a University office. As a volunteer organization it is the governing body of the Alumni Association, composed largely of the presidents of classes and regional associations, representatives of graduate alumni and affinity groups, chairs of standing committees, and at-large members. As a University office it provides staff support to the volunteers and is responsible for strengthening the University’s multiple relationships with its alumni through programs of communications, participation, and service. The principal goals of the Alumni Council—as volunteer leadership organization and as University office—are to assist, inform, and engage alumni and to provide opportunities for alumni to be of service to each other, to students, and to Princeton.

As the Trustee committee with special responsibility for alumni affairs and the leaders of the Alumni Council, we pledge our continuing best efforts to sustain strong, lifelong, and mutually beneficial relationships between the University and its alumni and to achieve the mission and goals of the Alumni Council as set forth below.

The Mission of the Alumni Council

Mission: The mission of the Alumni Council is to engage as many alumni as possible in the ongoing life of the University in mutually beneficial ways and to support alumni initiatives that promote the goals of the University.

Method: The Alumni Council pursues its mission by:

- Providing services and programs to alumni that enrich their lives and encourage their lifelong engagement with the University, with its faculty and students, and with their fellow alumni.
- Sustaining robust lines of communication among alumni, and in both directions between alumni and the University.

- Encouraging lifelong commitments by alumni to the life of the mind by offering educational opportunities of various kinds.
- Promoting alumni service to members of the University community, including other alumni; to the University itself; in their home communities; and in the broader global community.
- Ascertaining the needs and interests of Princeton's increasingly diverse alumni body to provide services and programs that meet their diverse needs and interests.
- Seeking both to maximize participation in its programs and activities and to reach out to alumni who are not currently engaged in the ongoing life of the University.
- Providing opportunities for alumni to serve in leadership roles in their classes, regional associations, affinity groups, on the Council's executive committee and other committees, in other alumni activities that support the University, and for the University as a whole by conducting the alumni trustee election process.
- Supporting alumni who are in leadership positions or who are serving in other capacities to maximize their chances for success and satisfaction in those roles.

Measurement: The Council seeks to establish a pattern of alumni engagement with Princeton and responsibility for its well-being.

Measures of its success include the following:

* the degree to which alumni feel responsible for and contribute to the health and well-being of the University by, for example, serving as Trustees and on departmental advisory councils, interviewing applicants, offering career advice to students and alumni, providing opportunities for community service, acting as goodwill ambassadors for the University, serving as lecturers or panel speakers, communicating their views and concerns to the University, and providing financial support;

* the degree to which alumni participate in the programs and activities of the Council and the University, including but not limited to Reunions, Alumni Day, class and regional activities, alumni education programs, TigerNet services, programs developed by and for affiliated groups and alumni with special interests, etc.;

- * the degree to which alumni read and engage with the *Princeton Alumni Weekly* and other forms of communication (including online communication);
- * the degree to which alumni derive satisfaction from the services they receive or provide, and from their engagement as leaders, volunteers, and participants in alumni and University activities;
- * the degree to which alumni recognize and appreciate the value the University places on its alumni; and
- * the degree to which the Council works collaboratively and effectively with other offices of the University and other organizations to promote alumni involvement in the life of the University.

Relationship Between the Alumni Council and Offices Devoted to Fundraising

One of Princeton's historic strengths has been its assurance to alumni that their participation in the life of the University is valued no matter what form it takes, just as their participation in helping it to meet its financial goals is valued whatever their particular financial capacity. Another of its historic strengths has been its expectation that alumni will be active participants in the life of the University, with real responsibilities for designing and delivering many of the programs in which alumni are involved, and that alumni can enhance and enrich the University in ways that draw on their energies and expertise, not just their financial resources.

Princeton's experience has been that this commitment to broad and lifelong engagement, to frequent communication, and to strong support for volunteer initiative redounds to the benefit of its fundraising efforts, and the more so because fundraising is seen as a beneficiary of a broader policy of engagement rather than the goal to which everything else is subservient.

There has been historically and continues to be a strong and symbiotic relationship between the Alumni Council and the University offices devoted to fundraising among alumni. Creating a culture and climate in which alumni not only will be receptive to fundraising solicitations but will wish to make such solicitations is an important element of the Council's all-encompassing effort to create a culture and climate in which alumni feel engaged in the ongoing life of the University and, at least in part, responsible for ensuring that the University achieves its highest aspirations.

To achieve the best results for the University as a whole, it is essential that the staffs of the Alumni Council and the fundraising offices, while serving their mutually reinforcing missions, collaborate closely and effectively to maximize synergy and mutual benefit, and that

both sets of offices actively involve students, faculty, senior administrators, and other staff members in their programs and activities.

Conclusion

Fundamentally, a university is a community of people joined by shared experiences and aspirations. Princeton historically has benefited enormously from the active inclusion in its community not only of students, faculty, and staff, but of alumni who have valued their experiences as students and who wish to do all that they can to sustain and strengthen Princeton for the generations that will follow them. The responsibility of the Alumni Council, in active and ongoing consultation with alumni themselves, is to develop, manage, and support activities, programs, and opportunities for service that, to paraphrase the language of 1826, promote the interests of the University and a lifetime of engagement by alumni with the University and with each other.

Adopted by:

Trustee Committee on Alumni Affairs
Elizabeth A. Duffy '88, Chair
September 20, 2002

Executive Committee of the Alumni Council
Diane deCordova '83, Chair
September 28, 2002

ATTACHMENT B

Alumni Affairs Self-Study Charge

Alumni devotion, engagement, and support have long been among Princeton's greatest assets and defining characteristics. As the University thinks strategically about its future, it is important to assess the state of alumni engagement and to ask whether there are steps that should be taken not only to sustain this engagement, but to expand and enhance it.

The most recent thorough review of the University's relationships with its alumni was conducted in 2002 by the Trustee Committee on Alumni Affairs and the Executive Committee of the Alumni Council. The two committees issued a joint statement that proposed a variety of measures to sustain strong, lifelong, and mutually beneficial relationships between the University and its alumni. This self-study should assess progress made over these past dozen years and new needs and opportunities that may have arisen, addressing, among others, the following questions:

- What steps are being taken, and what additional steps can and should be taken, to ensure continued and even greater engagement by alumni of all backgrounds as participants and as leaders in alumni programs and in the life of the University?
- How effective are existing programs of outreach and communications in informing and engaging alumni and how can they be improved?
- What improvements, if any, should be considered to enhance such signature programs as Reunions and Alumni Day, and are there other "signature" programs that should be considered?
- What additional staffing and financial resources would be required to achieve an expanded and enhanced alumni relations program and are there existing staff positions or financial resources that could be reallocated to areas of higher priority?



Office of Alumni Affairs Metrics

Past Six Years: 2009-2015

Performance Measurement	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	Comments
Class Affairs (Classes of 1925 - 2013)							
Class Volunteers	944	903	938	954	1000	939	
Mini Reunions & Class Trips	19	22	21	19	15	24	
Academic Mini Reunions on campus						204 individuals	Two-day academic programming to serve as centerpiece for class-centric events; includes 8 classes and individual alums; piloted in Fall 2014
Homecoming Weekend Class Gatherings	36	20	29	37	27	31	Class dinners and receptions in addition to the Tailgate
Class Gatherings at Alumni Day	18	22	19	18	16	24	
Class Officer Reunions Luncheon Attendance				58	88	66	
Average % of class dues payers/Average dues rate	34.52%/\$45	33.89%/\$44	36.63%/\$47	35.06%/\$47	31.69%/\$47	32.43%/\$47	
Community Service Projects	34	26	24	32	26	21	Most are joint projects with Reunions and PICS
Class Websites	66	67	66	67	69	71	37 Classes also have Facebook pages
Class Conference Calls	91	101	118	117	126	128	
Class Broadcast Emails	359	355	436	513	516	584	Limited to emails sent through Harris Connect
Graduate Alumni Relations							
Graduate Alumni Volunteers			1,326	1,268	1,367	1,744	
Dues Payers/Lifetime Members - APGA	1,401	1,303	1,067	836	1,029	1,026	4.3% of graduate alumni
Regional Dinners/Attendance	6/238	7/293	8/286	10/321	0	6/459	
Commencement Reception				400	630	550	Includes alumni and guests
Departmental Symposia Events/Attendance			1/100	4/508	1/85	0	Dept gatherings included in MM,MS conf and added departmental focus to Reunions in 2014
APGA Facebook Page Likes				701	899	1,051	Launched Oct 2012
Affiliated Groups and Princeton Prize in Race Relations							
Affiliated Group Officers and Board Members	33	58	60	60	60	74	ALPA=18; ABPA=26; A4P=16; FFR=14
ABPA Events	10	12	12/2 by AA	18	10/3 by AA	7	New president as of July 2014; <i>Coming Back</i> conf. October 2014
A4P Events	9	9	18/1 by AA	35/2 by AA	37/4 by AA	33	Includes all-Ivy events
ALPA Events	1/2 by AA	3/1 by AA	1/1 by AA	3/1 by AA	8/7 by AA	12/3 by AA	New Board; elections held June 2015
FFR/BTGALA Events	NA/1 by AA	40+/3 by AA	60+/2 by AA	68	86	87	Includes All-Ivy LGBT events in major cities in U.S.
Joint Affiliated Group Events	4	4	1	1	3	3	Philadelphia CLE event; Reunions Briefing on Diversity Task Force; Reunions Race Relations and Diversity Panel
Princeton Prize Local Committees/# of applications	23/342	24/373	24/403	24/517	24/448	25/437	
Princeton Prize Facebook Page Likes		445	850	1,094	1,504	1,774	
Princeton Prize Regional Award Ceremonies		21	21	23	24	25	Plus 1 on-campus symposium/year



Office of Alumni Affairs Metrics
Past Six Years: 2009-2015

Performance Measurement	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	Comments
Regional Affairs (165 regional associations)							
Regional Volunteers	1,210	1,268	1,289	1,293	1,306	1,503	Increased in FY15 due to accurate counting of PPRR volunteers due to Wize Hive database
Schools Committee Volunteers	11,890	11,835	13,406	14,311	13,851	9,681	~7,400 filed reports; implemented online eligibility guideline checklist for interviewers in FY15
Alumni Schools Committee Interviews	26,184 (99.7%)	27,113 (99.7%)	26,530 (99.5%)	26,253 (99.5%)	26,641 (99.4%)	27,100 (99.2%)	
Faculty Speakers Bureau Events	60	57	62	48	62	43	
Faculty Speakers Bureau Attendance	2,000	2,262	2,500	2,400	2,914	2,594	
# of faculty/admin participating in Speakers Bureau	45	43	40	34	41	36	
Community Service Projects	16	18	22	34	28	39	
Regional Association Websites	49	52	53	53	56	57	
Regional Association Group Events	739	750	868	1,030	1,024	1,034	
Reunions							
Reunions Volunteers	359	375	290	303	366	364	Includes Major Reunions Committee Members and Satellite Reunion Chairs
Total Attendance	23,000 (20,045 reg.)	24,000 (20,900 reg.)	24,500 (21,400 reg.)	25,000 (22,061 reg.)	25,600 (22,606 reg.)	25,370 (22,369 reg.)	Approximately 10,000+ total alumni attendance
1st Attendance (% class)	661 (56%)	665 (52.5%)	630 (48.05%)	719 (55.99%)	825 (62.21)	854 (64.59%)	
5th Attendance (% class)	766 (65%)	805 (69.3%)	811 (68.96%)	822 (71.05%)	839 (71.70%)	771 (64.25%)	
25th Attendance (% class)	593 (53%)	602 (54.5%)	634 (55.41%)	662 (58.95%)	621 (55.59%)	622 (55.38%)	
50th Attendance (% class)	294 (48%)	287 (47.9%)	317 (49.9%)	286 (44.20%)	354 (49.64%)	328 (47.33%)	
APGA Attendance	259 alum&guests	286 alum&guests	359 alum&guests	401 alum&guests; 1,156 gs&guests	479 alum&guests; 1,165 gs&guests	567 alum&guest 887 gs&guest 1,454 total	New guest policy for grad students in FY15 which reduced overall attendance by approx. 200 people
Satellite Class Reunion Events	34	41	52	49	52	43	
Alumni Council Luncheon Attendance	249	210	238	302	289	299	
Old Guard Luncheon Attendance	206	180	215	205	161	195	FY14: 70th had a separate lunch with 128 people
Alumni Faculty Forums Attendance	2,500	2,452	3,795	2,389	3,224	3,837	FY15 increased to 20 panels
Career Networking Event	220	165	120	150	50	70	Co-sponsored with Office of Career Services
Survey Responses	No survey in 2010	1,972 (21.1%)	2,679 (29.6%)	1,968 (21.1%)	2,683 (28.36%)	1,416 (17.02%)	
Reunions Mobile Unique Visitors	4,131	4,560	5,642	5,152	4,412	4,712	
Reunions Mobile Page Views	14,751	13,044	14,857	16,016	11,764	10,920	
Reunions Twitter Followers		779	1,343	1,861	2,254	2,461	
#princetonreunions during Reunions (Twitter)				1,660	2,200	1,757	
#princetonreunions during Reunions (Instagram)				1,445	1,532	1,773	



Office of Alumni Affairs Metrics

Past Six Years: 2009-2015

Performance Measurement	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	Comments
Alumni Day							
Total Registrations	1,200	950	1,062	970	1,468	1,228	1,386 attendees in total for 2014
Woodrow Wilson Award Lecture Attendance	325 (J. Leach '64)	370 (D. Chin '75)	450 (R. Mueller '66)	275 (M. Daniels '71)	900 (S. Sotomayor '76)	725 (Queen Noor '73)	
Madison Medalist Award Lecture Attendance	750 (Petraeus *87)	280 (E. Fuchs *77)	400 (L. Jackson *86)	125 (A. Fraga *85)	740 (H. Rawlings *70)	325 (M. Eakes *80)	
Faculty Lectures Attendance	538	306	463	407	195	166	Decreased number of faculty lectures offered in FY15
Family Programs Attendance	40-70 per program	16-80 per program	60-80 per program	65-75 per program	50-65 per program	50-95 per program	Chemistry demo, college admissions, student projects
Graduate Alumni Attendance	95	51	59	86	106	98	Does not include guests
Madison Medalist/All Alumni Reception Attendance	265	75	165	110	100	150	FY15 switched to all alumni closing reception
Special Events and Conferences							
Total/Unique alumni attendance at tracked AA-sponsored events					14,360/11,987	14,037/12,773	Reunions, Alumni Day, regional Presidential events, on-campus conference, campus visits, football tailgates, grad alum regional events, Princeton Journeys, conf. focus groups Note: 73% of FY15 attendees did not attend a tracked event in FY14. Total unique FY14 and FY15 combined = 21,254 (25% of all alumni)
Presidential events in the regions	3 (NY, Bost., Chic.)	1 (Seattle)	4 (SF, LA, DC, HK)	4 (South America)	13	10	Philadelphia; Singapore; Boston; Portland, OR; Israel; St. Louis; Atlanta; Dallas; Houston; Greenwich, CT
Presidential event attendance	658/386/293	242	619/554/643/166	34/40/33/27	5,290	2,501	
Homecoming Weekend Tailgate Registrations				1,146	1,340	1,323	FY15 total attendance ~1,600 (including walk-ins)
College and University President Inaugurations	26 invit./9 repre.	34 invit./11 repre.	35 invit./18 repre.	30 invit./28 repre.	38 invit./36 repre.	27 invit./25 repre.	# of school invitations/# of alumni representatives
Jewish Life Conf. Focus Groups Attendees/#						250/6	Princeton; Boston; DC; NYC; LA; SF
Asian and Asian American Conf. Focus Groups Attendees/#						301/9	Princeton; LA; SFx2; NYCx2; Boston; DC; Chicago
Coming Back Conference #3 (October 2014)						748	
Many Minds, Many Stripes Focus Groups Attendees/#				321/10 events			8 domestic/2 international
Many Minds, Many Stripes Conference (Oct 2013)					949		
LGBTQ+ Alumni Retreat (Apr 2015)						42	36 alumni and 7 on campus partners attended or participated remotely in this one-day event on campus
LGBT Conference Focus Groups Attendees/# of events				305/11 events			8 dinners/3 virtual - Fall 2012
Every Voice Conference (Apr 2013)				550			Overwhelmingly excellent feedback
She Roars Focus Group Attendees/# of events		525/13 events					
She Roars Conference (April 2011)		1,251					
Coming Back and Moving Forward Conf (Oct 2009)	635						
She Roars Facebook Page Likes		407	563	681	778	911	She Roars: 310 Twitter followers; 147 LinkedIn members
She Roars Event Attendance			178	250	125	180	Receptions at <i>Coming Back</i> Conf. & Reunions 2015



Office of Alumni Affairs Metrics

Past Six Years: 2009-2015

Performance Measurement	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	Comments
Alumni Education							
Alumni Education Newsletter Recipients	3,014	6,340	6,489	6,655	6,537	6,655	list cleanup in 2013
Alumni Studies Course Registrants (# of courses)	1,001 (2 courses)	637 (2 courses)	752 (4 courses)	552 (2 courses)	56 (1 course)	-	Pivoted to run Class Affairs Academic Mini Reunions 2015
Alumni Studies Webinars Participants (# of webinars)			114 (1 webinar)	169 (4 webinars)	96 (from 2 series)	-	
Fall Football Lectures Attendance (# of lectures)	176 (3 lectures)	328 (3 lectures)	230 (3 lectures)	480 (3 lectures)	98 (3 lectures)	50 (1 lecture)	Pre-Read Panel with Prof. Chances
Lecture Archives Available	149	206	257	285	312	356	also lauched 28 iTunesU collections in FY14
Princeton Journeys Travelers (# of trips)	168 (14 Journeys)	175 (12 Journeys)	147 (12 Journeys)	263 (12 Journeys)	212 (14 Journeys)	294 (15 Journeys)	Rebound to pre-trough numbers
Princeton Journeys Facebook Page Likes	63	198	376	445	509	744	
Digital Communications							
TigerNet							
Activated TigerNet User Accounts (all alumni)	22,463	29,401	33,623	37,520	41,091	44,423	
Activated TigerNet User Accounts (grad alum only)	2,243	3,492	4,342	5,565	6,541	7,101	
Active alumni.princeton.edu email forwarding accts	24,521	26,301	28,209 (11/5/12)	29,149	30,314	31,560	
# of active discussion groups	149	173	181	195	212	224	
# of postings to discussion groups/year	26,000	25,658	25,573	21,165	21,383	19,416	
# of individual subscribers to discussion groups	15,028	15,146	16,079	16,545	17,821	18,551	
Website							
Total Unique Visitors/Users per year	108,949	152,618	169,739	185,834	199,300	191,634	
Social media							
Alumni Association Facebook Page Likes	2,063	3,452	4,319	5,884	8,035	9,083	
Twitter Followers		1,888	2,954	3,999	4,944	5,480	
LinkedIn Group Members		1,285	3,368	5,631	7,500	8,780	
Instagram Followers				230	596	965	
Email Marketing							
Tiger E-News Open Rates/Bouncebacks			25.99% / <2%	25% / <2%	27% / <2%	29.75% / 1%	~63,000 alumni receive Tiger E-news each month



Office of Alumni Affairs Metrics

Past Six Years: 2009-2015

Performance Measurement	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	Comments
Career Networking							
Alumni Careers Network (ACN) Volunteers	4,635	4,658	4,800	5,193	5,367	5,540	
ACN searches by alumni & students	18,684	23,580	27,000	24,841	23,382	22,157	Data from Career Services lags by one year
Alumni Usage of Career Office Counseling Services		1,274	1,079	1,169	902	651	
Alumni Princeternship Hosts	27	45	54	73	95	92	
Alumni speakers at Career Services Events		198	259	267	137	232	
Alumni Council:GlobalNetNight Attd./# of events		440/22 events	625/27 events	694/24 events	1,006/33 events	721/28 events	Snow on east coast in 2015
Global Net Night LinkedIn Group Members		275	373	436	465	509	
Number of other Regional Career Events		8	20	13	18	17	
Campus Visits							
# of campus visits by alumni and their families			79	42	44	49	Alumni campus visit program initiated July 2011
# of alumni inquiries and questions			33	12	25	16	
Student Ambassadors			54	46	150	81	
Alumni Trustee Elections							
YAT Votes (% of senior class) - Primary	585 (49%)	689 (52%)	647 (51%)	673 (52%)	674 (53%)	634 (48%)	Young Alumni Trustee
YAT Votes (% of voting pop.) - General	982 (21%)	1,437 (29%)	1,491 (30%)	1,444 (29%)	1,340 (26%)	1,296 (25%)	
# of YAT Primary Candidates	24	31	41	39	17	28	
Alumni Trustee Votes	12,286	11,077	11,550	11,470	11,410	11,315	All alumni ballot (12.9% of contactable alumni)
Annual Giving Fundraising Results							
Annual Giving Volunteers	2,943	2,729	2,874	2,786	2,700	3,169	
Total Dollars Raised	\$48.6 M	\$50M	\$57.2M	\$57M	\$58.7M	\$61.5M	
Total Participation	60.8%	61.3%	60.8%	61.1%	61.4%	60.3%	
Graduate Alumni Participation	12.7%	12.1%	14.1%	14.0%	13.7%	12.0%	
Graduate Alumni Donors	2,592/\$1,382,475	2,553/\$1,371,489	3,027/\$1,479,386	3,097/\$1,773,887	3,087/\$1,701,761	2,970/\$1,691,812	

Alumni Demographics - 2015

	Total	With Mailing		With Email		Women		Men		
		Addresses	Addresses	Addresses	Addresses					
Living Alumni	91,488		87,474		72,341		27,600		63,888	
Undergraduate	64,730	70.8%	63,695	98.4%	55,268	85.4%	20,468	31.6%	44,262	68.4%
Graduate	26,758	29.2%	23,779	88.9%	17,073	63.8%	7,132	26.7%	19,626	73.3%

Alumni Event Attendance Analysis

FY 2015

Event Attendance - Total Alumni by Event

Event	# of Alumni
Reunions 2015	10,337
Alumni Day 2015	750
Tiger Tailgate vs. Harvard	544
Coming Back	543
CLE Event - Boston	405
CLE Event - Philadelphia	260
Alumni Council Reunions Luncheon 2015	209
CLE Event - Greenwich	172
CLE Event - Houston	163
Princeton Journeys	148
CLE Event - Atlanta	141
CLE Event - Portland	140
San Diego Tailgate	129
CLE Event - Dallas	115
Meet the Dean - NYC	96
CLE Event - Singapore	92
CLE Event - St Louis	86
Meet the Dean - DC	85
Meet the Dean - Princeton	78
Executive Committee	77
CLE Event - Israel	73
JLC Focus Group - NYC	68
Pre-Rade 2014	64
November Academic Mini Reunion	62
JLC Focus Group - DC	53
Campus Visits	47
AAAC Focus Group - NYC 1	43
AAAC Focus Group - NYC 2	41
AAAC Focus Group - San Francisco 1	39
AAAC Focus Group - Boston	38
September Academic Mini Reunion	38
AAAC Focus Group - DC	37
JLC Focus Group - Boston	37
JLC Focus Group - LA	35
December Class Officer Reception	35
Meet the Dean - Philadelphia	34
AAAC Focus Group - LA	34
AAAC Focus Group - Chicago	31
Meet the Dean - Boston	31
Meet the Dean - Chicago	29
JLC Focus Group - San Francisco	27

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AAAC Focus Group - San Francisco 2	24
AAAC Focus Group - Princeton	22
Alumni Council Former Chairs Dinner	19
Total alumni attendance	15,531
UNIQUE alumni across all FY15 events	14,217

FY15 Unique alumni who did not attend in FY14	10,346
Unique alumni attendees over two years (FY14 and FY15)	22,333

Note: This analysis includes only the alumni attendees who registered for these events. Some attendance numbers are dependent on class and regional reporting.

Alumni Event Attendance Analysis

FY2014

Event Attendance - Total Alumni by Event

Event	# of Alumni
Reunions 2014	7,344
CLE Event - NYC	849
Alumni Day 2014	829
CLE Event - San Francisco	681
CLE Event - DC	665
Many Minds, Many Stripes	624
Yale Tailgate	564
CLE Event - LA	400
CLE Event - Chicago	337
CLE Event - London	247
CLE Event - Seattle	231
Harvard Tailgate	216
CLE Installation	208
Alumni Council Reunions Luncheon 2014	200
CLE Event - Hong Kong	132
Georgetown Tailgate	131
CLE Event - Tokyo	111
CLE Event - Paris	92
Executive Committee	88
Princeton Journeys	87
CLE Event - Miami	79
Grad Alumni Palo Alto Event	69
CLE Event - Beijing	66
CLE Event - Seoul	55
Campus Visits - Spring 2014	23
Alumni Council Former Chairs Dinner	18
Campus Visits - Fall 2013	14
Total	14,360
Unique Alumni Across All Events	11,987

Note: This analysis includes only the alumni attendees who registered for these events. Some attendance numbers are dependant on class and regional reporting. Reunions numbers do not include the Major Reunion attendees of the 50th Reunion or the satellites of the 5th Reunion (1st-4th and 6th Reunions).

Graduate Alumni Engagement Analysis FY2015

University Service - Unique Graduate Alumni by Category

Service Category	# of Graduate Alumni
Alumni Schools Committee	946
Alumni Careers Network Volunteers	587
Regional Leadership	133
Advisory Councils	116
Annual Giving Volunteers	112
Alumni Council & Committees	33
APGA Reunions Volunteers	22
APGA Board	19
Affiliated Group Board Members	6
Trustees (inc. Emeritus)	5
Total	1,979
Unique Graduate Alumni Across all Categories	1,761

Event Attendance - Graduate Alumni by Event

Event	# of Graduate Alumni
Reunions	472
Commencement Reception	138
Alumni Day	101
Meet the Dean - NYC	93
Meet the Dean - DC	79
Meet the Dean - Princeton	72
Coming Back	55
CLE - Boston	32
CLE - Israel	30
Meet the Dean - Boston	29
Meet the Dean - Philadelphia	28
CLE - Houston	28
Meet the Dean - Chicago	27
AC Reunions Luncheon	25
CLE - Singapore	25
CLE - Philadelphia	21
CLE - Portland	21
Tiger Tailgate	19
Executive Committee	15
AAAC Focus Group - Princeton	10
CLE - Dallas	9
CLE - Atlanta	8
AAAC Focus Group - LA	8
AAAC Focus Group - Chicago	7
AAAC Focus Group - Boston	6
Pre-rade	6

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CLE - St Louis	6
AAAC Focus Group - DC	6
CLE - Greenwich	5
AAAC Focus Group - SF	5
Princeton Journeys	4
San Diego Tailgate	4
JLC Focus Group - DC	4
AAAC Focus Group - NYC	4
JLC Focus Group - NYC	3
Sept Mini Reunion	3
JLC Focus Group - SF	1
JLC Focus Group - Boston	1
JLC Focus Group - LA	1
Nov Mini Reunion	1
Total	1,412
Unique Graduate Alumni Across all Events	1,140

Total Unique Graduate Alumni Engaged 2,666

Total Unique Graduate Alumni engaged over two years (FY14 & FY15) 3,606

NOTE: Both analyses Include dual degree alumni.

Graduate Alumni Engagement Analysis FY2014

University Service - Unique Graduate Alumni by Category

Service Category	# of Graduate Alumni
Alumni Schools Committee	947
Alumni Careers Network Volunteers	551
Regional Leadership	130
Advisory Councils	112
Annual Giving Volunteers	100
Alumni Council & Committees	36
APGA Reunions Volunteers	22
APGA Board	19
Affiliated Group Leadership	6
Trustees (inc. Emeritus Trustees)	4
Total	1,927
Unique Graduate Alumni Across all Categories	1,700

Event Attendance - Graduate Alumni by Event

Event	# of Graduate Alumni
Many Minds, Many Stripes	563
Reunions 2014	298
CLE Event - NYC	143
Commencement Reception 2014	129
CLE Event - DC	109
Alumni Day 2014	106
Graduate Alumni Event in Palo Alto	66
CLE Event - San Francisco	55
CLE Event - Tokyo	52
CLE Event - London	51
CLE Event - Hong Kong	34
CLE Event - Paris	33
CLE Event - Chicago	30
Alumni Council Reunions Luncheon 2014	27
CLE Event - LA	26
CLE Event - Beijing	24
CLE Event - Seoul	21
CLE Event - Seattle	20
CLE Installation	18
Yale Tailgate	15
Harvard Tailgate	6
Princeton Journeys	5
CLE Event - Miami	4
Georgetown Tailgate	3
Total	1,838
Unique Graduate Alumni Across all Events	1,571

Total Unique Graduate Alumni Engaged

2,909

NOTE: Both analyses Include dual degree alumni.