

# **Brief on the next evolution of the University of Saskatchewan Alumni Association and the creation of a University of Saskatchewan Alumni Advisory Board**

## **Purpose of this Brief:**

- **This document was drafted to provide the rationale for the transition the Association wishes to propose to its members and the university, and a detailed description of what is being proposed.**
- **Beginning in 2016, following careful review and self-assessment, the Board of the Alumni Association undertook a deliberate a thorough process of reflection on its purpose, effectiveness, relevance and relationship with the university, which included a scan of best practices and trends across Canada and the US.**
- **Towards the end of this process, the Board came to recognize two of these trends to be of particular pertinence:**
  - **Greater integration between associations and their alma mater, and**
  - **Moving the senior alumni volunteer leaders towards a more advisory role**
- **The Board eventually rallied around the idea of creating a new advisory role within the university structure; assessed the implications for the Association and the university and developed a new vision, laid out below, in close collaboration with the university and the assistance of an external expert legal counsel.**
- **Making this transition is seen as a great way to meaningfully participate in the re-engineering and the rejuvenation of alumni engagement practices at the University of Saskatchewan and foster more effective engagement between the University and alumni volunteer leaders.**

## **Context:**

- **In senior administrative and executive circles at the university, there is enthusiasm at the idea of a renewed role for, and commitment to, leading alumni volunteers to help guide the rejuvenation of the alumni relations function.**
- **There is an appreciation for and alignment with the desire of the Association leadership to play a different, yet more meaningful and integrated role.**
- **Guy Larocque, AVP, Alumni Relations and ex-officio Executive Director of the Alumni Association (AVP/Executive Director) since March 2018 welcomes the proposed evolution, shifting the emphasis on senior alumni volunteer leadership away from governance to strategic discussions, planning and implementation input. The Alumni Relations Office will provide support to the new University of**

Saskatchewan Alumni Advisory Board<sup>1</sup> (henceforth the Advisory Board) and be its principal partner. Long-range planning will be conducted together, as well as activity assessment, directional adjustments and annual objective/priority setting. The Association will continue to exist as a member-based organization, brand and engagement forum, and the Association Board will focus on minimal legal operating requirements to allow shifting the focus of support and activity to the Advisory Board.

- There were many conversations between the AVP/Executive Director and the university President, the university Secretary, the VP University Relations, several Deans, external legal services, other senior university leaders and the Alumni Association executives on the proposed new course to arrive at a consensus.

### **Defining Parameters:**

- There are some constitutional restrictions that are framing the path forward, as well as some legal requirements that needed to be considered.
- ***University governance and the alumni voice:***
  - The Board of Governors (BoG) is small and almost all members are University of Saskatchewan alumni.
  - The University Council is responsible for overseeing and directing the university's academic affairs. Some members of council are alumni.
  - Senate is somewhat larger than Council (and much larger than the Board of Governors). Its membership includes alumni representatives elected by alumni from across the province as well as representatives of professional organizations who are usually alumni.
  - There is a great desire at the university to get ongoing advice from alumni on alumni relations strategy and programming, closer to the ground, as it seeks to rejuvenate and re-energize engagement, despite the fact that there is little room at present for another body to integrate the tri-cameral governance structure of the university. In such a context, an advisory board is quite appealing.
  - Advisory boards are very different than associations by their very nature. To ask an association to act principally in an advisory capacity is unusual and somewhat misleading – while the practice does exist in some places. To give more weight and enhance the voice of this new advisory role which is being contemplated, it makes sense to incorporate it into the university structure and regular functioning –

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<sup>1</sup> An **advisory board** is a body that provides non-binding strategic advice to the management of a corporation, organization, or foundation. The informal nature of an advisory board gives greater flexibility in structure and management compared to the board of directors. Unlike the board of directors, the advisory board does not have authority to vote on corporate matters or bear legal fiduciary responsibilities. Many new or small businesses choose to have advisory boards in order to benefit from the knowledge of others, without the expense or formality of the board of directors.

making it<sup>2</sup> accountable to the university. At the same time, because of CASL (Canadian Anti-Spam Legislation), the university needs to maintain a membership-based non-profit organization to ensure compliance yet be able to market events, activities or solicit alumni electronically. That said, we want to ensure the Association and the Advisory Board are not in competition, and that one does not supersede the other. At this time, it appears to make sense to let the Advisory Board carry the voice of alumni instead of the Association. Please refer to the proposed new Bylaws and Articles of Amendments documents for more detail.

### **Benefits of an Advisory Board**

- ***Speed of decision-making and execution:***
  - Universities today are moving at an ever-increasing speed in the areas related to public relations, which include alumni relations.
  - The stakes have increased for universities because of greater competition regionally, nationally and internationally in a context of government support failing to keep up with need.
  - Alumni relations offices have increasingly professionalized and evolved into nimble operations requiring ongoing decision-making, program adjustments and directional revisions at a pace exceeding the ability of Alumni Associations' governance to keep-up. Sadly, this has contributed to weakening the relevance of Alumni Associations.
  - Unfettered by electoral and consensus logic, advisory boards have gained in popularity and appreciation, as in the non-profit and for profit sectors. Advisory board meetings focus on discussions of issues, options and opportunities, and not on matters of procedure or governance. Members can be contacted at any time based on their specific expertise, and speak out without having to exercise restraint for fear of speaking out of sync or turn. When consulted individually, in small groups or collectively, they can express suggestions, ideas and recommendations to the Office of Alumni Relations and VP University Relations, that can be incorporated in part or in whole immediately into planning and execution of operations. This is a much more efficient way of engaging alumni and reacting to their advice, with fewer constraints.
  - To optimize its impact of the proposed Advisory Board, the Office of Alumni Relations will have to provide members with greater access to information about what is happening at the university, what are the operational challenges to address, what are the options available, as well as what are concepts and ideas emerging. This information sharing will have to happen on an on-going basis and as early as possible for arising opportunities or concerns. This will empower members to provide the best and more meaningful advice possible, for greater effect.
- ***Enhanced flexibility and trust:***
  - Advisory bodies are usually integrated parts of the organizations to which they provide advice. The Alumni Association is a separately incorporated entity that is not accountable to the university but to the diffuse demographic constituency we call the alumni, by virtue of its constitution, its purpose and functioning. An advisory body should not be subjected to elections from an outside

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<sup>2</sup> The Advisory Board would be appointed by the VP University Relations. Currently, the Association Board is elected by the alumni body.

constituency; it should be accountable to the authority that formed it for its own purposes. At the University of Saskatchewan, the Advisory Board would be appointed on the recommendation of its Nominations and Governance Committee, composed of Advisory Board members (see section Annual Cycle of Operations of the Advisory Board below starting on page 9). The relationship between the university and the Advisory Board should be characterized by a high level of trust. An Advisory Board will have greater access to information than an external body.

- An Advisory Board does not claim to democratically represent the views of the alumni body. Its members will provide an opinion as individual alumni, thinking of the interest of alumni as a whole for sure, but freed from the political pressures that may come with a democratically elected process, the obligation to come to a consensus, or the potential dividing pressures of decision-making by vote, which are the hallmark of alumni associations. Members will be able to emit their own opinions on any subject and at all times, as pertains to alumni engagement strategy and programming. In short, they will give their own, honest, personal opinion. They will also know that their advice will be received as genuine and friendly input by the university (even in cases of disagreement) because it will not be tied to governance or electoral pressures; rather, it is tied to trust and providing sound advice to support and protect the reputation and profile of the university.
- **Representation and degree of autonomy:**
  - Proper representation of the alumni constituency on the Advisory Board will be even more important, and we will have to ensure that individuals are selected carefully to properly represent the different sub-sections of the alumni constituency (age, gender, cultural/ethnic background, geographical location, industry/profession, colleges/programs, etc.). There is a great element of chance in Associational electoral processes, whereas appointed Alumni Advisory Boards can better represent the diverse cohorts of alumni we seek to engage.
  - To guarantee a minimum level of distance from university leadership, the Advisory Board will be renewed based on its own recommendations, through its own process. An annual program of membership rejuvenation will be put in place, managed by a committee of the Advisory Board and supported by the Alumni Relations Office. It will take into consideration Advisory Board needs in terms of the skills set required to help the university and address representational gaps in its membership composition at the time. Every year a gap analysis will be conducted by the Board with the help of the Alumni Relations Office to ensure the rejuvenation process is responsive to need.
- **Increased relevance:**
  - Many alumni associations have very limited resources at their disposal. They experience modest revenue generation success. They are not in a position to play an active role in raising money or benefit from large endowments. This means that they are unable to provide significant financial support to their alma mater, hire and maintain their own staff complement to act independently, or recruit and nurture a strong pool of alumni volunteer as a mobilizing labour force for alumni engagement. Overtime, many of these resource-starved associations have started to question their own role and relevance. This is the case for the University of Saskatchewan Alumni Association. Much of the resources the Association has enjoyed in the past came from the university itself.

- In such a setting, what can leading alumni volunteers can give to their alma mater? The answer is clear: their intellectual power, through sharing their experiences, feedback, ideas, guidance, and their connections. They can become enablers and facilitators, in support of alumni relations priorities. They can lead by example, be inspirational and contribute to thought leadership of the alumni relations function.
- This can be greatly facilitated by an advisory board framework for the reasons mentioned above. An advisory role can bring new relevance to leading alumni volunteers and the alumni voice.

#### **Connectivity:**

- At USask, the optimal point of formal connection between the Advisory Board and the university rests with the Senior Alumni Officer at the university: the VP University Relations. This position is currently filled by Debra Pozega Osburn. On a day-to-day basis, the Alumni Relations Office will act as a secretariat to the Advisory Board and the Association as separate, yet related entities. The VP will confirm the composition of the Advisory Board every year on the recommendation of the Board itself.
- Both the university President and the VP University Relations will be happy to attend at least one meeting of the Advisory Board every year. The Advisory Board will meet four times a year, with committees meeting more frequently as needed.
- To ensure close links between the Association and the Advisory Board, the Chair of the Advisory Board and two other members of the Advisory Board will sit on the Board of the Association.

#### **What to do next:**

- At this time, terms of reference for the Advisory Board have been approved by the Association Board; the new Association Bylaws and Articles of Amendments have been drafted by an external legal counsel for non-profit legislation compliance and minimum governance and operational requirements; and the senior leadership of the university, including the university President, is approving of the new direction and of the constitutive documents for both the Association and the Advisory Board. Association's Executive have endorsed the general direction and the new constitutive documents proposed, and the Board as a whole has voted unanimously in their favour.
- **Next steps:**
  - The Association Board is calling a special meeting of the alumni body in lieu of an Annual General Meeting to secure the ratification of:
    - The creation of the University of Saskatchewan Alumni Advisory Board
    - Final adoption of the new Association Bylaws and Articles of Amendment
    - Mandate the current Association Board members to step down from the Association Board *en block* and reform into a transitional committee, with the mandate to work with the Alumni Relations Office to recruit alumni volunteers to the very first Advisory Board. Current Association Board members who may wish to be part of the Advisory Board are

welcome to do so. Ideally, there should be at least three to four current members of the Association Board ready to be part of the transitional committee. This would help ensure continuity. These members may wish to become part of the Advisory Board or not. There would be no obligation to stay beyond the establishment of the first Advisory Board.

- The Advisory Board Chair and the AVP/Executive Director will present this completed evolution to the BoG and the Dean's Council.

**Timing and Window of Opportunity:**

- The university has just adopted a new strategic framework called the *University Plan 2025*. The University Council, the BoG and the Senate have all given their approval. The plan calls for stronger ties with the community and a stronger and more visible presence regionally, nationally, and internationally. Alumni will be asked to play an important supporting role to help the university realization of its plan.
- The Division of University Relations is devising its strategic plan to match, which will quite possibly be the roadmap for the next comprehensive campaign.
- The Alumni Relations Office has begun developing its own strategic plan as a result.
- Repositioning the Association, and more importantly the role of senior alumni volunteer leadership, would fit perfectly at this time.

**Role and Functioning of the Advisory Board:<sup>3</sup>**

- The Advisory Board's role will be to:
  - Provide advice to the VP University Relations and the Associate Vice President, Alumni Relations on strategic directions related to the portfolio, annual priorities, alumni programming and engagement activities, and through them to the university President.

This advice will take the form of expressed ideas and suggestions during meeting discussions. Discussion topics will be identified or suggested by the VP University Relations; Advisory Board members; the Advisory Board Chair or the Alumni Relations Office staff. These topics will be collated into meeting agendas by the Office, with guidance from the Advisory Board Chair and the VP University Relations. Supporting materials will be provided to Advisory Board members well in advance of meetings to ensure they are fully briefed. The advice provided by Advisory Board members will be documented in minutes and reported to the Office and the VP to infuse their planning process and program execution. The Office will report back on progress to the Board.

- Strive to represent, as much as possible, alumni in their diversity to better support the university and provide pertinent counsel to the institution's alumni engagement function.

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<sup>3</sup> For more information, please consult the University of Saskatchewan Alumni Advisory Board Terms of Reference document.

- Board renewal will support this by ensuring that potential Board candidates are considered and selected by the Board to nurture its diversity in a way that is relevant to the evolving priorities of alumni engagement. Additionally, meetings will be characterised by providing a safe environment for all to contribute, ensuring all views are heard respectfully. From time to time, as needed, subject matter experts will be invited to present to the Board on topics pertinent to alumni relations to help Board members grow their understanding of the alumni relations eco-system and university priorities. As there will be no requirement to provide a unified voice, every Board member will be able to express their views openly.
- Actively participate in alumni engagement programs and events, encourage connections among alumni and between alumni and members of the university community, review and evaluate alumni engagement plans, programs and activities.
  - Advisory Board members will be invited to either volunteer or respond to ad hoc shoulder tapping to support alumni engagement activities. Attending or hosting events and activities, getting involved in planning; representing the alumni body at functions, connecting with alumni and students through engagement programs, and providing expert advice to Alumni Relations Office staff are some of the ways Board members will be able to contribute more directly. Being active participants will prove useful when the Board will assess engagement programming impact and effectiveness with the Office.
- Play an active ambassadorial and connecting role with fellow alumni as appropriate and opportune, in close coordination with the Alumni Relations Office.
  - Whenever possible and convenient, Board members will attend events, seek out alumni in their networks as extended members of the alumni relations family and facilitate connections with the Office or other alumni where appropriate.
    - Board members will promote activities and volunteering opportunities amongst alumni and help identify potential alumni volunteers.
    - On occasion, Board members will be called upon to represent USask alumni or the university at functions or in connections with key stakeholders.
- Support linkages and connections between and among alumni groups and associations within and beyond the university.
  - There are some groups of alumni who meet and discuss alumni networking and programming in a few colleges: AgBio, Medicine, Law, and Engineering. The university is also working to put in place organized alumni networks in different cities of great interest: Saskatoon, Regina, Prince Albert, Calgary, etc. The Advisory Board members will be able to provide more informed advice if informal and perhaps formal connections are made between the Advisory Board and these groups. The Office will work to facilitate these with Board members.
- On a regular basis, the Advisory Board will be presented with situational assessments, detailed activity reports, possible long-term, mid-term and short-term plans, opportunities, challenges, lists of priorities

and program updates. Advisory Board individual members will be asked to read the documentation provided, reflect on this information and begin thinking about or even formulate recommendations ahead of meetings.

### **Roles and Responsibilities of the Advisory Board Volunteers:**

#### ○ ***Role of Advisory Board Chair:***

- The Chair's role serves as the penultimate lead volunteer for alumni. Working directly with the AVP/Executive Director, the Chair helps guide the vision of the organization, monitors progress, and serves as the key spokesperson for the Alumni Advisory Board and Association activities. The Chair is expected to review and understand the Board's terms of reference and the Alumni Relations Office's strategic plan. On occasion, the Chair may meet/consult with the VP University Relations as well as the President of USask. The Chair also sits de facto on the Board of the Alumni Association. By modeling appropriate behavior, the Chair sets high standards for board conduct and intervenes if conflicts of interest or confidentiality issues arise.

#### ***Responsibilities:***

- Liaise with the AVP/Executive Director of the Alumni Association regularly and with the VP University Relations and university President occasionally
  - Provide leadership to the Advisory Board
  - By modeling appropriate behavior, set high standards for board conduct and intervenes if conflicts of interest or confidentiality issues arise
  - Chair Advisory Board meetings
  - Define meeting agendas with the AVP/Executive Director
  - Sit on the Board of the Alumni Association
  - Take responsibility, along with the AVP/Executive Director of the Alumni Association, for the overall strategic plan for alumni engagement
  - Represent the Alumni Advisory Board and the Alumni Association at external events, including speaking engagements and correspondence
  - Promote the USask Alumni Association and alumni in the community
  - Communicate expectations to Advisory Board members
  - Serve as ex-officio member on all Advisory Board Committees
  - Steward Advisory Board members to participate in alumni engagement activities, in committee work of the Advisory Board and making a financial contribution to the university
  - Volunteer their time outside/in between Board meetings as needed and feasible/practical. Demands on their time will be reasonable and include Board meetings agenda planning, some follow-ups and representational roles. Like other Board members, they will be encouraged to find ways, with Office staff help, in which they can participate meaningfully in alumni engagement streams. These are different volunteering options available to them and managed by the Office (hosting an event, mentor a student or younger alumnus/na, help plan a reunion, etc.). Options considered will take into account the individuals' skills, attributes, interests and availabilities.
  - Support the fundraising efforts of the university by making a financial contribution (either an annual gift, a multi-year pledge, a planned gift-bequest, gift in stock, or any other conventional way of expressing their support, at their discretion. University staff can assist them in identifying the most convenient option for them. Participation is the goal.
  - Recruit Board members or volunteers who are deemed to add appropriate skill sets
  - Conduct official correspondence on behalf of the Board, as appropriate and as guided by the Alumni Relations Office and the Chair
- ***Role of Advisory Board Vice-Chair (at least one, maximum of 2):***

- The Vice Chair(s) act(s) as key advisor(s) to the Chair, lead ambassador(s) for alumni engagement both at USask activities and within the broader community. Working directly with the Chair and the AVP/Executive Director, the Vice-Chair(s) help(s) guide the vision of the organization, monitor(s) progress, and serve(s) as the key spokesperson(s) for the Advisory Board, the Association and the university when appropriate, and when the Chair is not available. The Vice-Chair(s) is/are expected to review and understand the Advisory Board's terms of reference and the Alumni Relations Office's strategic plan. On occasion, the Vice-Chair(s) may meet/consult with the VP University Relations as well as the President of USask.

*Responsibilities:*

- Provide counsel and advice to the Chair
  - Support the Chair's leadership and direction
  - Contribute to meeting agendas
  - Chair Board meetings when the Chair is unavailable
  - Represent the Advisory Board, the Association and the university, including speaking engagements
  - Promote the Advisory Board, the Association and the university, including speaking engagements
  - Communicate expectations to Board members Volunteer their time outside/in between Board meetings as needed and feasible or practical. Demands on their time will be reasonable. Like other Board members, they will be encouraged to find ways with the Office or participating meaningfully in alumni engagement streams such as participating in various USask and alumni activities, including brainstorming ideas for individuals to be nominated for Alumni Awards or Board succession, supporting class reunions and Alumni Networks
  - Support the fundraising efforts of the university by making a financial contribution (either an annual gift, a multi-year pledge, a planned gift-bequest, gift in stock, or any other conventional way of expressing their support, at their discretion. University staff can assist them in identifying the most convenient option for them. Participation is the goal.
  - Recruit Board members or volunteers who are deemed to add appropriate skill sets
  - Assume same responsibilities not already mentioned as members at large (see below)
- ***Role of Advisory Board Past Chair:***
    - Provide counsel and advice to the Chair, be on hand to help ensure continuity and consistency
    - Facilitate the smooth transition from one Chair to the next
    - Assume same responsibilities as members at large (see below)
  - ***Role of Advisory Board members at large:***
    - Members at large are responsible for serving as the voice of alumni to help guide USask in its efforts to engage alumni and provide them with meaningful experiences. They are to inform a drive to continuously improve and expand the University of Saskatchewan Alumni Association and USask alumni programming and service delivery. Members are expected to be active participants in discussion and debate about the alumni engagement matters, including proposals brought forward or decisions that need to be made. USask looks to members to help determine long-range objectives and strategic plans for alumni engagement as well as annual planning and execution priorities.

*Responsibilities:*

- Attend all Board meetings, or inform the AVP/Executive Director and Chair in advance of their inability to attend (note that remote calling is a possibility if members are unable to attend in person)
- Review previous meeting minutes, and any supplementary materials/reports prior to each meeting volunteer on several occasions throughout the year in support of the alumni engagement plan
- Participate in regular Committee meetings/calls by sharing your insight and input
- Follow through on tasks that are assigned to them (and accepted), either at Advisory Board or Committee meetings or by request from the Advisory Board Chair or the AVP/Executive Director

- Share their perspective, informed by the facts presented to them, their own experience and that of their alumni peers
- Volunteer their time outside/in between Board meetings as needed and feasible or practical. Demands on their time will be reasonable. Like other Board members, they will be encouraged to find ways with the Office or participating meaningfully in alumni engagement streams such as various USask and alumni activities, including brainstorming ideas for individuals to be nominated for Alumni Awards or Board succession, supporting class reunions and Alumni Networks
- Support the fundraising efforts of the university by making a financial contribution (either an annual gift, a multi-year pledge, a planned gift-bequest, gift in stock, or any other conventional way of expressing their support, at their discretion. University staff can assist them in identifying the most convenient option for them. Participation is the goal.
- Promote the USask Alumni Association and alumni in the community
- Bring proposal or ideas forward to Board meetings for discussion and consideration before making any commitments on behalf of the Board, the Association or USask
- Help identify and recruit Board members or volunteers who are deemed to add appropriate skill sets
- Inform the Board of opportunities for revenue development, sponsorship, program development and philanthropic support for the university, including identifying alumni and individuals in the community who may be good potential volunteers or donors to USask
- Maintain cooperative and respectful relationships with board members, university staff and alumni

#### **Leadership Skills Desired for Advisory Board Volunteer Positions:**

- Demonstrated community leadership
- Strong networking abilities
- Group facilitation
- Visionary
- Experience with non-profit board governance
- Ability to conduct a meeting
- Effective communication skills
- Public speaking

#### **Leadership Attributes Desired for Advisory Board Volunteer Positions:**

- Self-aware
- Visionary
- Connected in the community
- Analytical
- Strategic
- Knowledgeable about the University of Saskatchewan and the University of Saskatchewan Advisory Board and the University of Saskatchewan Alumni Association

#### **Annual Cycle of Operations of the Advisory Board:**

- The Advisory Board will meet four times a year, with standing Advisory Board committees (Nominations & Governance and Alumni Awards) meeting in between as needed and according to their own cycle to feed into Advisory Board processes.

- The Alumni Relations Office will send Advisory Board members progress reports on a quarterly basis,<sup>4</sup> in advance of Board meetings for proper evaluation and preparation. These evaluations will incorporate performance indicator measures in addition to qualitative assessments.
- Committee reports will be standing reporting items on the quarterly board meeting agendas.
- Regularly scheduled Advisory Board meetings:
  - **In late summer/early fall (September)**, on the occasion of Alumni Weekend, in the presence of the VP University Relations, annual priorities discussed in the spring will be reviewed and confirmed, following confirmation of Board membership. The latter will take the form of an official letter from the VP University Relations, detailing role of each member and mandate status. New board members paired with experienced board members, and provided onboarding package. There will be an overview of previously confirmed USask Alumni Engagement priorities and action plan (discussed at previous the previous late spring meeting of Alumni Advisory Board). The Office will report on progress since previous June meeting of the Alumni Advisory Board.
  - **In late fall (late November/early December)**, there will be a lighter agenda to spend time celebrating the Holiday Season and socialize to facilitate bonding between senior and more junior Board members. On the agenda will be discussion of the continued progress against annual priorities and new initiatives being contemplated, and committee reports.
  - **In late winter (late February/early March)**, alumni relations strategic directions will be assessed and discussion on next year's annual priorities will begin, following a detailed assessment of progress against current year priorities.
  - **In late spring (late May/early June)**, in the presence of the university President, there will be a year-in-review exercise and annual priorities for the upcoming year will be set. Nominations & Governance Committee will present its needs assessment from their April/May meeting, asking the board to consider new candidates over the summer. As well, Alumni Award Winners and the priority list for Board member successors will be confirmed.
  - **At every Board meeting**, past and upcoming engagement opportunities will be brought forth for assessment and discussion and Board Members will be invited to provide generative feedback. Reports on activities and short briefings will be provided in advance and summarized at the meetings, leading up to the discussions to ensure Board Members are well prepared.
  - **In between Board meetings**, as opportunities arise and programs evolve, Board members may be called upon by the Office to represent the Board, lead or initiate actions based on their location, background, expertise availability and inclination. When this is so, they will be asked to share their involvement and experiences with the Board.
  - **The Committees**
    - Both Standing Committees (*Nominations and Governance*; and *Alumni Awards*) will start their work in the fall in order to be prepared to submit recommendations in time to the Board, and may need to meet in the winter as well. Additional standing committees could be created as need arises, and be subjected

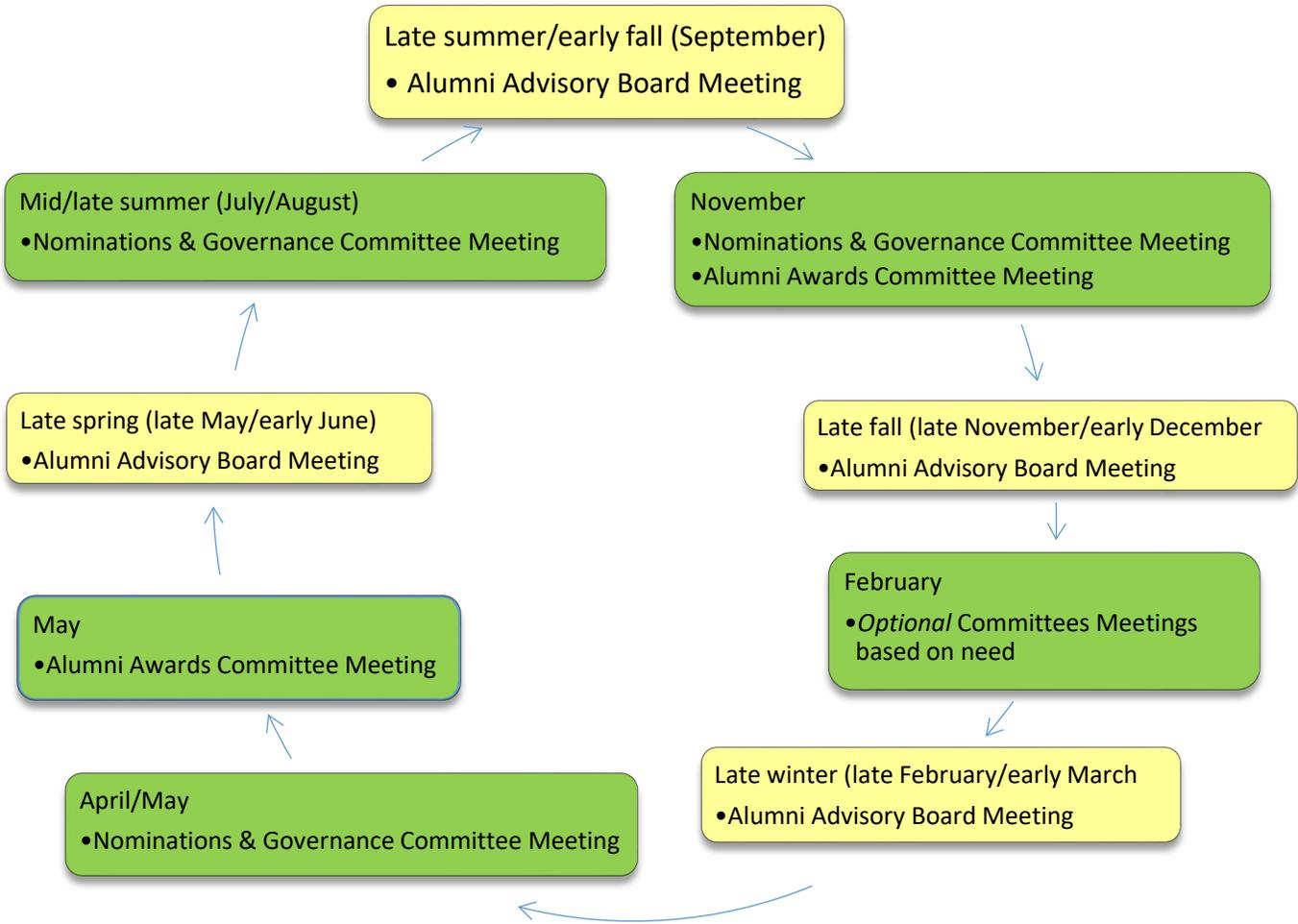
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<sup>4</sup> The quarterly reports will include a list of past activities with their outcomes, a list of upcoming activities, a presentation on performance metrics and commentary on progress toward the co-campaign goal.

to a similar cycle. Ad hoc committees will be struck as required, and their calendar of activities will be determined by their mandate.

- April/May Nominations & Governance Committee meeting  
The annual evaluation process will kick-off. The Committee Chair will lead the needs assessment for the Advisory Board, based on the ongoing concerns and upcoming priorities of the Alumni Relations Office. As a meeting follow-up, the Committee will receive suggested/recommended board candidates from the Office for evaluation, as well as evaluate future candidates from their own networks. It will solicit suggested candidates from the Advisory Board members. The Committee will evaluate returning candidates' contributions and desire to stay on the board, as well as gaps in skills, and representative groups (age, gender, college, skills etc.). It will lead the Board into its collective and individual self-assessment through the spring and early summer.
- May Alumni Awards Committee Meeting
  - The Alumni Awards Committee will meet to adjudicate nominations for all Alumni Awards.
- July/August Nominations & Governance Committee meeting
  - Prior to this meeting, the Nominations & Governance Committee will meet with the Advisory Board. Members will have individually discussed their ongoing interest in the board.
  - The Committee Chair will issue its recommendations to the VP University Relations, through the Alumni Relations Office.

# Alumni Advisory Board Meeting Framework



# USask Alumni Volunteer Leadership, and its relationship to the university

