



BROWN



Undergraduate

Council of Students

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Young Alumni Trustees Proposal Undergraduate Council of Students – March 2008

This proposal advocates designation of positions on the Brown Corporation for recent Brown graduates. Young alumni trustees will be a valuable resource for the Corporation and will help increase the interest and involvement of young alumni in the University. Many successful models exist at peer institutions.

Benefits of Young Alumni Trustees:

- Recent graduates enhance the Corporation's ability to understand and clarify the needs and concerns of current students and recently graduated alumni, by providing familiarity with areas ranging from student life to current University facilities;
- Young alumni trustees add a new dimension to the Corporation by providing opinions and perspectives from those more recently involved with the current Brown community and from a range of ages. Currently no recent graduates are Corporation members [The two youngest current trustees graduated Brown between 15 and 20 years ago], so young alumni members would be a resource for other Corporation members and would help the Corporation to make the most well-informed policy decisions possible;
- Successful models at peer institutions, including Princeton, Smith, MIT, and Johns Hopkins have helped improve their boards. Institutions with young alumni trustees praise their contribution and dedication. Many go on to elect these trustees after their young alumni terms;
- Recent work by the BAA to include young alumni on the Board of Governors has, according to Todd Andrews and Julie Schmidt, enhanced the BAA's ability to respond to the changing interests and needs of Brown's current community. Young alumni Corporation members should do the same for the Corporation;
- Election of Young Alumni Trustees will increase the interest of recent graduates in the alumni association and desire to participate in BAA elections and in the ongoing work of the University;
- Establishing young alumni positions on the Corporation creates a valuable younger presence on a level of equals, in a way that the student government presidents, who are invited guests to the Corporation Campus Life meetings, are not able to do. The student government presidents and other students who interact with the Corporation are only involved in select meetings and are involved for only one or two years, and as a result are not able to provide the long term perspective and build the working relationships that young alumni trustees would.

There are a number of ways to implement this proposal. Four options include:

Option 1:

- 3 Young Alumni Trustees
 - Designated from the 14 BAA trustees
- One trustee elected every other year from the graduating senior class and the class above it
 - Elected as a specific part of the BAA trustee elections, where one of the spots is designated for young alumni candidates
- 6-year terms

Option 2:

- 3 Young Alumni Trustees
 - Designated from the 14 BAA trustees
- One trustee elected every other year, with members of the graduating senior class and the four classes above it eligible
 - Elected as a specific part of the BAA trustee elections, where one of the spots is designated for young alumni candidates
- 6-year terms

Option 3:

- 3 Young Alumni Trustees
 - Designated from the Term Trustees
- One trustee selected every other year, with members of the graduating senior class and the four classes above it eligible
 - Selected as a specific part of filling Term Trustee vacancies, where one of the spots is designated for young alumni candidates
- 6-year terms

Option 4:

- 4 Young Alumni Trustees
 - 2 BAA Alumni trustee spots designated for young alumni trustees, split up into four year terms
 - An Addition of 2 members to the Corporation (increasing the body to 44 trustees)
- 4-year terms
- Two trustees selected every other year from the graduating senior class and the class above it
- Potential problem: establishing young alumni trustee with a shorter term than other trustees could create a lower class of trustees as young members, who may not have enough time to immerse themselves in the Corporation

Proposed Selection Process:

- An application process run through the Alumni Association
 - Selection committee, including students, nominates 2 -3 candidates
- Nominated candidates are put to an election by the entire alumni body during BAA trustee elections but for a designated young alumni spot on the ballot
- The elected candidate then confirmed by the Corporation
- Restrictions: students serving on selection committee and graduating students who plan to continue their connection with the university in the grad/med school or as staff/faculty are ineligible

MODELS AT PEER INSTITUTIONS:

PRINCETON: (young alumni trustees since 1969)

- 4 young alumni members (of the 38 trustees)
- Term length: 4 years (same as other trustees)
- Same rights, powers, and duties as other trustees
- How it was done:
 - Increased the board by adding 4 more alumni trustees (for a total of 13 alumni trustees)
- **Selection:**
 - One elected each year from the graduating class
 - Each year newest member is elected by a vote of the junior and senior classes and of the two most recently graduated classes
 - no campaigning
 - no nominating committee
 - must gather 50 signatures from the senior class to be eligible to participate
 - Responsibility delegated to the Alumni Council

JOHNS HOPKINS: (young alumni trustees since 1971)

- 4 young trustees
- Term length: 6 years for normal trustees, 4 year terms for young trustees
- **Selection:**
 - Application process
 - 2 essays, 2 letters of recommendation
 - signatures from 5% of the junior and senior classes
 - Young Trustee Selection Committee (including two students from the senior class)
 - Reviews the applications
 - Interviews all candidates
 - Selects 5 finalists
 - Finalists are interviewed by the Board of Trustees Trusteeship, Nominations and By-Laws Committee
 - They recommend one of the five to the Board for election

MIT: (young alumni trustees since 1971)

- 5 representatives (out of 86 members)
- Term length: 5 years, same as other trustees
- How it was done:
 - Addition of 5 members to the then 81 member Corporation
- **Selection:**
 - Eligibility: graduates from both the undergrad college and grad schools in the current year and the two previous years are eligible to run.
 - Screening committee (coordinated through the Alumni Association)
 - reviews all the first and second pass applications for membership
 - telephone interviews
 - recommend 6-8 individuals for ballot
 - tries to identify a representative from each of the 6 categories (year and grad/undergrad)– but not restricted to that
 - Online vote among graduating and 2 most recently graduated classes
 - Election by preferential ballot
 - Corporation makes final selection

SMITH COLLEGE:

- 2 Head of Student Government Trustees, elected by board following graduation
- Term Length:
 - 5 year terms for most trustees
 - 2 year terms for young alumni trustees
- **Selection**
 - “Elected” each year by the Board of Trustees

Emails from peer institutions regarding Young Alumni Trustee Policies

PRINCETON: Robert Durkee, Vice President and Secretary of the University

Zac,

Let me offer a quick response and then you can let me know if you need more. Princeton created these positions in 1969 so that the Board of Trustees would include at least four members at any given time who had recent experience as undergraduates. Princeton has not believed that current students, faculty or staff should serve on the Board, but it wanted to be sure that the perspectives of each succeeding of students were represented in Board discussions. These Young Alumni Trustees serve four-year terms and have the same status on the Board as any other trustee. Three candidates are selected in a primary process open only to the graduating class and then the electorate is the junior and senior class and the two youngest alumni classes. In addition to these young trustees, Princeton's 40-member Board includes the president of the University, the governor of New Jersey; nine trustees elected to four-year terms by the entire alumni body; eight trustees elected by the Board itself to four-year terms; and 17 trustees elected by the Board to ten-year terms. The young trustees have been very effective members of the board; one measure of this is the fact that four of them were later returned to the Board as ten-year trustees.

Bob Durkee

Zac,

I certainly would recommend that other universities consider adding young trustees to their boards. It has worked very well for us. Fundamentally they bring perspectives to the discussion in two ways: they are able to shed light on current practices and interests among students so policy decisions are better informed than they otherwise would be, and they are able to identify student desires and concerns in ways that help shape the Board's agenda of issues to consider. In our case the decision to add four young alumni trustees did not require a change in the charter. The trustees were able to add positions and define them by amending their bylaws. They then asked our Alumni Association to oversee the process by which these four young trustees are elected, just as the Association oversees the election of the other 13 alumni-elected trustees on the board.

Bob Durkee

MIT: Susan A. Lester, Associate Secretary, Office of the Corporation

Dear Zac,

Kirk Kolenbrander has referred your inquiry to me for reply. I apologize for the delay in responding.

The idea for Representatives from Recent Classes evolved in the late 1960s, with the resulting adoption of this category for membership on the MIT Corporation in late 1970. It was agreed that five representatives would be elected, one each year, for single five-year terms, beginning July 1, 1971. At the outset, to get the rotation going, five recent graduates were elected: one for a one-year term; one for a 2-year term; one for a 3-yr term, one for a 4-yr term, and one for a 5-yr term. Since that time, one new person has been elected each year (except in cases where some members had to be replaced before their terms expired).

Here are the eligibility rules, in a nutshell.

Graduates, undergraduate and graduate, in the current year, and in the two prior years. For example, in this years election, UG and G students who received their degrees in 2006 and 2007, and those who expect to graduate in 2008 are eligible to run in the election. I refer you to MITs Bylaws that lay out the details of the process of selection for these individuals. The general definition is located at 2.1.6 of the Bylaws; a more detailed discussion occurs at Section 4.5, 4.6, and 4.7.

<http://web.mit.edu/corporation/bylaws/by4.html>

The Screening Committees operations are coordinated through the Alumni Association, which resides on campus. They run the selection process through an on-line vote directed only to the eligible classes. The role of the Screening Committee is to review all the first and second pass applications for Corporation membership. They cull the list through telephone interviews, and recommend a slate of candidates, usually 6-8 individuals, for the actual ballot. The Screening Committee tries to identify a representative from each of the six categories, but they are not restricted in that way. They nominate the best possible candidates. Our numbers usually run around 90 initial applications; around 60 who actually apply more formally, and about 15 who are interviewed over the phone by the Committee before the final slate is determined. The election is by preferential ballot, with the eligible voters ranking the candidates 1-8 or whatever the number of candidates is. The winning candidate is proposed to the Membership Committee of the Corporation, and is included on the formal ballot of new Corporation members voted at the June meeting each year.

This category of membership has been very successful for MIT. It is invaluable to have recent students on our visiting committees, for example, because of their recent experiences in the classroom, in research situations, in using Institute facilities such as the Libraries, etc. Their perspective is of great importance, and many of these young people have been eloquent in communicating their ideas and opinions. We have also given several of these recent graduates opportunities to participate in the work of the Corporations standing committees Audit Committee and the Executive Committee which gives them another view into the workings of the Institute. We consider these assignments to be important responsibilities, and a great opportunity for personal and professional growth. Its been a win-win situation for many years. I hope that this information is helpful. Please don't hesitate to contact me if you have other questions or comments.

Best wishes,
Sue Lester

JOHN'S HOPKINS: Julia Morgan, Assistant Secretary of the Board of Trustees

Dear Zachary,

The official authority for Young Trustees is in Article I, Section 3 of our By-Laws, which you can find at: <http://trustees.jhu.edu/bylaws.php>

We also have several pages on our website that are geared for students who are interested in becoming a Young Trustee: <http://trustees.jhu.edu/youngtrustees.php>. I think you will find that many of your questions can be answered by perusing those pages.

Just to give you a little background, however, the Young Trustees came out of the student activism of the late 1960s. In 1971, the Trustees called former Johns Hopkins President Milton Eisenhower out of retirement after President Gordon resigned suddenly in the midst of a university crisis. One of the conditions that Dr. Eisenhower placed on his return to the presidency was the creation of the Young Trustee position. I believe that the thinking was that the board needed the student perspective, but that current students could not serve because of conflicts of interest. (The same is true of current faculty and staff, who are not permitted to serve on the board.)

A Young Trustee is just like all of the other Trustees in terms of his or her rights and responsibilities. The only differences are: (1) the way in which the Young Trustee is selected (which requires the involvement of the students and faculty), (2) the length of the term (four years instead of six years), (3) the requirement that a Young Trustee be selected from the senior class of the School of Arts & Sciences and the School of Engineering (our two most populous undergraduate divisions), and (4) the fact that the Young Trustees expenses for attending meetings (e.g., travel, hotel, meals) are paid by the university. (All of the regular Trustees pay their own way.)

As full-fledged Trustees, Young Trustees are fiduciaries who are legally responsible to make sure that the university's assets (e.g., campuses, buildings, endowment and other funds) are properly maintained and used to fulfill the university's mission of education, research and service. Trustees do this by participating actively in the work of the board and its committees. This means attending all board meetings (unless prevented by good cause), attending all meetings of the committee(s) to which one belongs, being prepared for meetings (reading and thinking about all materials that are distributed), and keeping abreast of what the university is doing as well as broader trends in higher education. Being a good Trustee also means supporting the university in any way you can: speaking well of it within your sphere of influence, supporting it financially according to your ability and encouraging others to do the same, maintaining the confidentiality of sensitive matters relating to the university, offering your expertise, etc.

I do think that the regular Trustees (most of whom are at least in their 40s) look to the Young Trustees for the perspective of a younger person particularly a recent student on the various issues that arise. But that doesn't mean that the Young Trustees are, in any way, a representative or advocate for the undergraduates. It is the duty of all Trustees regular Trustees and Young Trustees alike to represent the ENTIRE university, not just one academic division or one constituency.

As Jerry Schnydmann indicated, the Young Trustees have served this university well over the past 30+ years. A few years ago, there were some issues with the way that Young Trustees were selected. The elections process tended to turn the selection into something of a popularity contest. In addition, very few students turned out for the elections, which were also plagued by mismanagement. In 2005, we turned to

the new selection process (which is detailed on the website), and the Trustees have been absolutely delighted with the candidates that have come to the Board ever since then.

I hope this is helpful. Please let me know if you have additional questions.

Julia B. Morgan
Assistant Secretary of the Board of Trustees