



**LOUISVILLE
ALUMNI™**

Council Handbook



Greetings

Dear UofL Alumni,

The University of Louisville Alumni Association is a large family consisting of over 130,000 alumni world-wide. Our network includes leaders, doers, and influencers – just like you! Our volunteers are critical for our success, and we encourage alumni from all backgrounds to come together, participate actively, and help us in the continued growth and strengthening of our network.

This handbook was created to act as a guide for all leaders and volunteers. From those lending a hand at an event to starting a new council, this guide's purpose is to answer your questions and help you along the way. If any questions you have are not fully answered by the guide, feel free to contact a member of the alumni relations staff. We are all here to help.

As an alumna of the University of Louisville, it's my honor to work with our councils and affinity groups, and their leaders, to continue our university's relentless pursuit of excellence. Thank you for your part fortifying our network of Cardinal alumni, fans, and friends. No matter your relationship to UofL, we value the hard work and excitement you bring to our organization. I am here to answer any questions, provide feedback, and support your councils and groups in any way we can. I look forward to working with each of you as UofL continues to grow and excel.

Go Cards!

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UofL Alumni Association Overview

The UofL Alumni Association was established in 1924 to serve the University of Louisville and its graduates. All alumni are members and there are no dues to pay nor forms fill out. Associate alumni (those who earned more than 90 credit hours at UofL but never graduated) are also members. We are the bridge between alumni and your alma mater; a nod to the lifelong bond that our graduates have to UofL. We keep you connected to your university to maintain a mutually beneficial relationship.

Our network is over 130,000 strong, with alumni living all over the Commonwealth of Kentucky, the United States, and the world. We have regional and national chapters for alumni who leave Louisville but find that UofL never leaves them.

We also have academic councils designed to further the missions of our schools and colleges as well as affinity groups who share a special interest with their alma mater. We add more alumni each year, and we're building our network and creating new engagement opportunities for alumni to connect with the University of Louisville.

The University of Louisville Alumni Association relies on the ongoing efforts of our alumni to further the mission, value, and reach of the University of Louisville and our Alumni Association. Through the engagement of alumni, fans, and friends, the formation of alumni chapters and councils allows for Cardinal supporters to connect to each other, their local communities, and the university.

What is a UofL Alumni Council?

An Alumni Council is a group of like-minded alumni who want to stay connected to their respective schools and colleges or affinity groups. Councils provide opportunities to connect with classmates and university personnel through programs and events. Alumni Councils can also support the work of particular academic units or affinity groups.

Purpose of an Alumni Council

The purpose of an Alumni Council is to help alumni stay connected to the university and to provide an opportunity for alumni to promote awareness and goodwill toward their unit or affinity group at UofL. The fulfillment of this mission will engage alumni, enhance their academic experience, guarantee continued value for future alumni, and increase alumni satisfaction.

Alumni Council Mission and Goals

While Councils vary on their missions and goals, they often work to provide support for their academic unit or affinity group. Listed below you will see several common themes shared by councils to support their initiatives and goals.

- Develop a supporting body of alumni leadership
- Provide means for local alumni, fans, and friends to connect to each other and to the University of Louisville
- Sponsor events and provide opportunities for fellow UofL alumni, fans, and friends to participate and be engaged
- Host and participate in philanthropic initiatives
- Sponsor events and provide opportunities for current students and future alumni
- Educate fellow UofL alumni, fans and friends on the importance of giving back financially to the university

Current UofL Alumni Councils

- African American Alumni Council
- Kent School of Social Work Alumni Council
- Kentucky Southern College Alumni Council
- Brandeis School of Law Alumni Council
- LGBT Alumni Council
- Orthodontic Alumni Council
- Red Barn Alumni Council
- Speed School of Engineering Alumni Council
- Army ROTC Alumni Council
- MBA Alumni Council
- Urban and Public Affairs Alumni Council
- School of Music Alumni Council
- Dental Hygiene Legacy Alumni Council
- Women's Alumni Council

- Ophthalmology Alumni Council
- International Student Alumni Council
- Political Science Alumni Council

Managing a UofL Alumni Council

UofL Alumni Councils are volunteer driven and independent organizations for UofL Alumni and friends. Use this section to help with big picture strategy for your council as well as for assessing your club's organizational structure. This section, which may be helpful for new council leaders, includes the following:

1. Getting Started
2. Alumni Relations and Annual Giving Support
3. Leadership Training and Development
4. Minimum Standards
5. Financial Support
6. Membership
7. Communication
8. Alumni Council Structure
9. Working with other UofL Alumni Councils
10. Event Planning
11. Evaluate/Assessment
12. Council Awards

Getting Started

Once you have agreed to take on the responsibility of leading a UofL Alumni Council, you and the Assistant Director of Constituent Relations will discuss strategies and ideas for starting a new UofL Alumni Council. The following outlines the process by which the University of Louisville Alumni Association creates councils and supports the growth of each council. Typically, the impetus for starting a new council comes from the desire of a graduate to connect with other like-minded alumni.

1. Contact your Alumni Office representative, Assistant Director for Constituent Relations, for ideas on how to identify like-minded individuals from your unit or affinity group.
2. The Assistant Director of Constituent Relations will assist in identifying alumni who may have an interest in participating in an Alumni Council.
3. If you don't know if a Council formerly existed in your area, the Assistant Director of Constituent Relations will be able to assist you. If a Council did exist at one time, we are happy to provide any historical information we may have.
4. If enough alumni express interest in forming a Council, the Assistant Director of Constituent Relations will work with you to plan a kick-off event and establish a line of communication for alumni. The event goal will be to inform alumni of the formation of the Council and to introduce potential Council members and leaders to one another.
5. Host the kick-off event. This can be a happy hour or an interest meeting – anything that will attract fellow Cardinals. The Alumni Office has the ability to send event notification and host an electronic registration page on your behalf.

6. Identify Council leadership. Each Council should have at least four leaders identified. In the next section of this handbook, Council structure will be discussed.
7. Plan a follow-up event or meeting with the identified leadership where you will draft a calendar of potential events. The Assistant Director of Constituent Relations will explain financial and communication policies as well as event planning strategies. One event per quarter is recommended.
8. Conduct regular meetings whether in person, via conference call, etc.

The Assistant Director of Constituent Relations will be there every step of the way. As a Council leader, you are not alone. You should feel confident relying on our team's areas of specialization to help you and your Council operate successfully.

Office of Alumni Relations and Annual Giving Support

The Office of Alumni Relations and Annual Giving will offer support in a number of ways. Listed below, you will find services the office can provide for UofL Alumni Councils.

- **Event and Strategic Planning** – The Assistant Director of Constituent Relations is available to work with each council on a strategic plan and provide ideas for best practices and event planning.
- **Email Communication** – The Assistant Director of Constituent Relations will work with you and University Advancement Communication's Team to schedule broadcast emails with at least two weeks' notice. A listing of alumni names and phone numbers can be provided upon request; however, we cannot release the email addresses of our alumni.
- **Webpage Management** – Each council will receive a webpage off of the UofL alumni website. While the Alumni Relations and Annual Giving staff make updates, these websites must be regularly monitored by council leadership. Please inform us of what you want promoted and/or updated, and we will be happy to accommodate when we can.
- **UofL Branded Supplies** – Nametags and UofL Alumni branded items are available upon request.
- **Financial Support and Management** – The Alumni Relations and Annual Giving office maintains all council bank accounts. As a gesture for complying with our financial policies, the Alumni Association provides a \$500 yearly allotment to councils. Quarterly financial report will be provided to each council.

Leadership Training and Development

At various times throughout the year, the Assistant Director of Constituent Relations will host webinars and monthly leadership moments, to help share knowledge from other UofL Alumni Councils, UofL Board Members, and staff within the Office of Alumni Relations and Annual Giving. We encourage all UofL Alumni Council leaders to attend our annual Alumni Leadership Conference in February of each year. The conference is a wonderful way to meet other Alumni Council leaders and exchange ideas.

Minimum Standards

The Office of Alumni Relations and Annual Giving request that all alumni councils meet the following requirements in order to maintain their recognition as a University-sponsored Alumni Council. Each council should act in the best interest of the University of Louisville. Please see below:

1. Welcome all UofL Alumni to participate in the Alumni Council
2. Elect or appoint officers at least every two years, and ensure that all officers act as positive ambassadors of the University of Louisville
3. Alert the Assistant Director of Constituent Relations when contacting UofL faculty members, coaches and administrators about potential council events
4. Alert the Assistant Director of Constituent Relations promptly when your council's primary contact information changes
5. Include the Assistant Director of Constituent Relations on all of your mailing list and on any official business of your council (meeting agendas, minutes, etc.)
6. Manage alumni contact information with confidentiality and use tools and alumni list only for club business and promotion
7. Comply with financial policies as set by the Office of Alumni Relations and Annual Giving and the University of Louisville

Financial Support

The Alumni Relations and Annual Giving office maintains all council bank accounts. The Alumni Association does not permit any independent bank accounts, and councils not in compliance with this request from the Alumni Association will be considered inactive. This requirement exists for several reasons, which include: safeguarding against misused funds, continuity of account ownership through council leadership changes, and better accounting of donations and gifts. This policy is not meant to discourage council fundraising efforts or control use of funds, and revenue can be collected and added to council accounts in a variety of ways.

Council Dues

The University of Louisville Alumni Association is not a dues-paying membership organization; therefore, neither dues nor fees should be collected by any council. Donations to the University of Louisville Alumni Association are appreciated and welcomed.

Council Allotments

As a gesture for complying with our financial policies, the Alumni Association provides a \$500 yearly allotment to councils. Only those councils who have closed any outside bank accounts and are actively utilizing internal accounts are eligible for these funds. These funds may go toward any operating costs for the council and are coordinated through the Assistant Director for Constituent Relations and the Unit Business Manager in the Alumni Relations and Annual Giving office. The \$500 is good for only the current fiscal year and renews each July 1 without carrying over from one year to the next. All money spent from the allotment must be itemized and approved by the Assistant Director of Constituent Relations. The allotment money is separate from any additional scholarship or operating funds and will be used before operating funds. Allotment funds cannot be rolled into a separate account, operating nor scholarship.

Donations

Donations can be solicited to support the Alumni Association at events or through mail solicitations. If the donation is to go to a particular council, please work with the Assistant Director of Constituent Relations to ensure proper fund allocation. Donations to councils can go towards an operating account or a scholarship fund. The Assistant Director of Constituent Relations can help get any needed accounts set up; please contact the Office of Alumni Relations and Annual Giving with questions.

Processing Deposits and Disbursements Expenses

All original receipts and invoices should be provided to the Assistant Director for Constituent Relations for processing of payments to vendors and/or reimbursements. Revenues can only be collected in three forms: credit card, check, or cash.

Credit Card: The council must use the Alumni Association's registration system in order to collect credit card payments for an event or item purchased. Through this system, receipts are automatically sent via email, and the Alumni Association can easily process any payment. If the payment is a gift or donation to the university, gift credit can be established through this form of payment. Please work with the Assistant Director of Constituent Relations before communicating any information about tax-deductible gifts.

Check: Check payments can be received prior to or at an event. Receipts must be provided to each registrant and recorded properly. If a member of the Alumni Association is not present at the time of the collection of the check, it should be sent via mail to the Alumni Association within two business days after the revenue was collected. If the payment is a gift or donation to the University, gift credit can be established through this form of payment. All checks should be made payable to the University of Louisville Foundation with event/fund information included in the memo section. Please work with the Assistant Director of Constituent Relations before communicating any information about tax-deductible gifts.

Cash: Cash payments cannot be received nor collected by volunteers. Cash may only be collected by an Alumni Relations and Annual Giving staff member. Gift credit can only be given for receipted transactions.

Fund for UofL

The Fund for UofL is the annual giving program for University of Louisville. It provides the cornerstone for UofL's success. Gifts to the Fund for UofL help keep the university affordable, provide opportunities for learning and discovery, and ensure UofL's progress as a nationally ranked metropolitan research institution. These gifts provide the University of Louisville with the flexibility to meet emerging needs and challenges.

When you make a gift to the Fund for UofL, you may designate your gift to any college or school, the libraries, or the Alumni Association. The Fund for UofL is a primary funding source for the Alumni Association's programming, initiatives, and outreach efforts. Alumni and friends may also donate to the local council's accounts, as mentioned previously. As council leaders, we appreciate your support and participation in our giving initiatives not only as it helps us, but also as it sets an example for those alumni, fans, and friends who will take part in council activities. Please see **FundforUofL.org** for more information.

Alumni support is crucial because, like most public universities, UofL has experienced a decline in state support in recent years. Currently, the combination of state support and tuition and fees only account for nearly one-third of the university's budget. The rest must be made up in other forms, including tax-deductible gifts to the university. Alumni giving percentages are one way national publications such as *U.S. News and World Report* rank universities, and they provide a means for us to set benchmarks against our peer institutions. Alumni support also plays a key role in our ability to secure outside financial support from foundations and companies. Never has it been more important to support the university financially. We need your help to make the student and alumni experience even better by demonstrating, promoting, and encouraging financial support to the university.

Membership

Each Alumni Council is encouraged to reach out to alumni and friends of the university to recruit members. The Assistant Director of Constituent Relations can assist in recruiting interested and engaged alumni and friends.

Once the framework has been established focus on building your membership. As independent organizations, individuals' councils are free to define membership as it suits their needs. Some items to consider are listed below.

- Is a donation requirement?
- Is membership open or restricted
- Are virtual memberships accepted?
- Is there a limit to the number of members accepted?
- Is there an application process for membership?

Alumni council members serve as ambassadors for the University and the unit to project a positive image to the community. Members directly support the goals of their unit or affinity group through programs, social events, volunteerism and/or donations.

Communication with Alumni

Your ability to communicate with alumni is paramount to your success. Some of the means by which councils communicate are listed below. We ask our councils to follow these guidelines and work with our office if you have any questions. We are happy to help, and we can provide you with branding assistance, demographic data, and more.

Email

- **A council email *must* be utilized**, not a personal account. This allows for continuity, easy recall, and shared access to the account even if council leadership changes.
 - Ex. group email =UofLMusicAlumniCouncil@gmail.com **not** personal email = meganlovescards@louisville.edu
 - Individual councils maintain these email accounts
- The Alumni Association will maintain all email distribution lists. Please discard any lists you may currently hold. Thanks to our biographical team, who readily updates info when others

move into or out of your respective areas, we have the ability to pull their ID numbers to communicate with them (not using their direct email which ensures more privacy).

- We have the most up-to-date lists, and **per federal laws**, we must abide by the recipients opt out preferences, which only we can monitor.
- The Alumni Association will gladly facilitate email communication and registration pages to alumni with the assistance of the Assistant Director of Constituent Relations and council leadership.

Website

- Each council will receive a webpage off of the UofL alumni website. While the Alumni Relations and Annual Giving staff make updates, these websites must be regularly monitored by council leadership. Please inform us of what you want promoted and/or updated, and we will be happy to accommodate when we can.

Social Media

Please work with our Digital Media Coordinator (DMC) for every social media platform your council hosts. All social media accounts should use your custom alumni logo as a profile picture and an image of your choice for the cover photo.

Some things to note:

- Alumni Council leadership is responsible for the creation of the page and/or group.
- The DMC should always be added as an admin or a group member. The Assistant Director of Constituent Relations will also be a member of groups and/or following your accounts.
- Platform advice can be offered by Director of Advancement Communications and Digital Media Coordinator.
- Commit to a minimum and maximum amount of posts per week.

Social Media Usage

On all Social Media Accounts:

- Follow and like the main alumni accounts on all social media platforms.
- Like, share, comment, or tag our posts. This strengthens our network and our brand worldwide.
- Include photo imagery or links with each post
- Promote Alumni Association and constituent events regularly by tagging appropriate groups. We need your help promoting our association and your councils/groups.
- Use “#UofLAlumni” and appropriate event hashtags while you are there and include the **UofLalumni.org** website onto your posts when applicable. This creates consistency across our platforms and makes us easily searchable for our users.

Facebook

- Create an official Facebook Group/Page
- Naming should follow the style of “UofL (Council Name) Alumni Council”
- Make us an administrator in the event additional assistance is needed, like changing leadership
- You are responsible for posting content and creating events

- Spotlight alumni accomplishments in your area
- Highlight events as they relate to alumni initiatives

Twitter

- Use shortest account name possible to save character space (i.e. @UofL(Council Name)Alumni)
- Always research appropriate hashtags, and utilize those selected for our alumni events
- Create conversations vs. one-sided posts
- Respond to mentions and tags




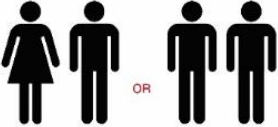
Instagram

- Naming should follow the style of “UofL (Council Name) Alumni Council”
- Utilize strong image of alumni, constituent, or athletic events.
- Instagram is typically a more stylized social media platform, so get creative. Keep in mind the vast majority of Instagram users are under 40 years of age.

Loyalty Cards

- Search for “UofL Loyalty Cards” on your iPhone or Android app store.
- Once logged in, click on “Events”, and choose events you plan to attend. You can then choose “Add to Calendar.” This will add the events to your phone calendar and prompt reminders.
- Once at the event, remember to check in. If you have any trouble, notify an alumni staff member immediately, so the problem can be rectified.
- Promote the app to alumni, students, and fans alike! App users do not have to be alumni, and this tool is perfect for engaging users at events nationwide.
- Make sure you communicate with the Assistant Director of Constituent Relations to ensure your events are listed on the app!

When posting on social media, keep these proper terms in mind:

ALUMNA	ALUMNUS
	
ALUMNAE	ALUMNI
	

Alumni Council Structure

Councils range from informal groups with open memberships to very formal self-contained and limited membership councils. It's important to have a sense of the type of council you are interested in creating. A review of the active UofL Alumni Councils will provide insight into the types of structures currently used by other councils.

Consistently, the most active alumni councils have a solid leadership structure. Though every group is different, there are some best practices for establishing and retaining good council leadership. The following information is meant to provide best practice suggestions, which can be used as a model for both new and revitalized Councils.

It is recommended that shortly after identifying interested members that each council establish its leadership team and hold elections. Suggested officer positions are President, Vice President, Secretary and Treasurer with duties and terms of office determined in the council's by-laws. The Assistant Director of Constituent Relations can assist with this process and provide a template for by-laws if requested.

If you need help identifying leadership, please let us know. We can certainly help you identify potential officers, and we can help you fill committee positions as they become available. The best functioning councils consistently have full leadership teams. Leadership positions or committee areas could include:

1. Event Planning
2. Student Involvement
3. Fundraising
4. Communications and/or Social Media
5. Recruiting

It is important to take a moment and mention the University's expectations of our council leaders. We request each council leader communicate consistently with the Assistant Director of Constituent Relations and promote a positive image of the University of Louisville. Think of yourself as our brand ambassador in your respective area; you are a constant representation of the larger organization, the University of Louisville. As an institution, we operate under very particular policies and procedures, and we ask our councils to help us better serve you by following those policies and working with us when we must abide by their mandates. We appreciate your patience and understanding; together we will continue to make our councils and organization even better.

Working with other UofL Alumni Councils

Your group can leverage time and energy by collaborating with other Alumni Councils. Partnering with UofL Alumni Councils and Chapters can help expand you reach, conserve resources, and build a unified and more robust network.

Event Planning

In order to best serve your council's interests, the Alumni Association commits to assisting in your event planning. The best events are those where good preparation meets clear communication, and as there are council and campus events taking place daily, it is important to provide our office with ample lead time on any type of event you wish to host.

Many successful Alumni Councils meet several times a year, however, a planning meeting early in the summer is encouraged to outline the following year's program of activities. Here are some suggestions for such a meeting:

- Identify dates early for any traditional events, specific to your Alumni Council.
- Consider the needs of your local alumni. Do you need activities every month or just a few great events each year? Are you offering enough variety in your programs to reach the targeted audience? What has been successful in the past? What new programming might attract additional participation?
- What is the best way to get the word out about the event? Will there be a cost associated with attending the event? Will you need a registration page for the event? How much time does the Office of Alumni Relations and Annual Giving Communications Team need to effectively promote the event?
- Delegate responsibility for each event to your board members and hold them accountable. Your schedule for the year should never exceed the resources, financial or physical, or your board or membership.
- Use what works!

Each event hosted by the Alumni Association and its councils should have a strategy and plan. Proper planning allows for successful events, and our most successful councils create calendars of events for each year. Please keep in mind our commitment to you for assistance in planning your events relies upon your working with our office to provide as much detail and thorough description as possible. Creating timelines and checklists will allow you to better plan and execute a meaningful event, and we are here to help!

Please see below for examples of Alumni Council events/initiatives:

- Council Golf Scramble
- Happy Hour at a new restaurant
- Block seating at a local event
- UofL Athletic game watch party
- Council activities at local professional and/or minor league sporting events
- Mentoring program between alumni and current students
- Lunch and learn series
- Book Club
- Cultural Heritage Month events (Hispanic Heritage Month, American Indian Heritage Month, Black History Month, etc.)
- Community service events
- Philanthropy events

Evaluation/Assessment

It is important to spend time evaluating your Alumni Council. Each year, the Alumni Council should meet to discuss how things are going and identify if anything needs to change moving forward. Some questions to get started:

Volunteers

- Has your council engaged, recruited, and trained new volunteers?
- Do your council officers participate in council events?
- Do you have a succession plan in place?

Assets

- Are your council's savings about the same or more than a year ago?
- Are your events priced in a way that makes them accessible to all alumni?

Happenings

- Do you market your events several months in advance?
- Do you have a mix of educational and social events?
- Do your events appeal to a large enough audience to merit the time they take to plan?
- Do you evaluate your events and make adjustments accordingly?

Connecting to Alumni

- Does your council engage all demographics of alumni? (recent graduates, alumni with families, older alumni, alumni of different ethnicities, etc.)
- Have you surveyed alumni to gauge interest in events?
- Does your council communicate frequently with the Assistant Director of Constituent Relations?

Survey

- Many councils survey their membership in order to gauge interest in certain events and aid in the planning of their yearly calendar.
- Surveys are an excellent way to solicit feedback from alumni or reach out to alumni who may not have attended an event in the past.
- The Assistant Director of Constituent Relations can assist your council in creating a survey and sending it out to your local population.

Council Awards

To honor and recognize the achievements of the various Alumni Councils, the Alumni Association will present the following awards. Criteria is listed below for each award and will be reviewed annually. Decisions will be made by a committee appointed by the Assistant Director of Alumni Relations.

COUNCIL OF EXCELLENCE (*Multiple Councils of Excellence may be awarded)

To become a Council of Excellence, you must meet the following criteria:

- Host a minimum of 5 events per year, not including game watch events. These events should be varied in nature and must include community service, networking opportunities, and academic enrichment. Others, such family-friendly events, are also encouraged. Councils not participating in varied programming will not be considered.
- Use the website provided by the Alumni Association and follow all communication policies as outlined by this document
- Follow all financial policies as outlined by this document

Councils of Excellence will receive the following:

- Banner added to web page naming council as one of excellence
- \$100 in council account to be added to the following year's allotment
- Inclusion on a Councils of Excellence plaque to be displayed at the University Club and Alumni Center

COUNCIL OF THE YEAR

To be considered for the Council of the Year award, the following criteria must be met:

- The council leader must nominate his or her respective council through a form that will be sent to all council leaders.
- Council must meet all standards to be named a Council of Excellence
- Council leaders on the website must all be active annual donors to the Fund for UofL.
- The council must have been represented at the previous year's Alumni Leadership Workshop.
- Use the website provided by the Alumni Association, and follow all communication policies as outlined by this document.
- Follow all financial policies as outlined by this document.

The Council of the Year will be recognized in the following ways:

- Recognition on the Alumni Association website and newsletter.
- \$250 in council account to be added to following year's allotment
- Banner added to webpage naming the winner as Council of the Year and promotion of achievement communicated through our digital media and print platforms.
- Council of the Year banner to display at events.
- Council of the Year plaque to be displayed at the University Club and Alumni Center.

COUNCIL EVENT OF THE YEAR

To be eligible for Event of the Year, councils must:

- Nominate an event through a form that is sent to all council leaders and provide a brief statement regarding why it should be considered Event of the Year. Photos and/or publications are encouraged.

The Event of the Year will be recognized in the following ways:

- Recognition on the Alumni Association website and newsletter.
- \$100 in council account to be added to following year's allotment
- An award banner
- Feature of the event on the council's webpage

COUNCIL VOLUNTEER OF THE YEAR

To be eligible for Volunteer of the Year, the volunteer must:

- Be nominated through a form that is sent to all council leaders.
 - The form will allow the nominator to write a brief statement regarding why the individual should be named Alumni Council Volunteer of the Year. Supplemental documentation in the form of photos, letters of recommendation, etc. will be accepted.
- Be an active donor to the university.

The Volunteer of the Year will be recognized in the following ways:

- Receive a \$100 deposit into the council account to be added to the following year's allotment.
- Receive a plaque for his or her outstanding service and will be featured throughout the Alumni Association digital publications.

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October 2016