



*Inspiring Lifelong Engagement:
A Report from the
Queen's Toronto Task Force
on Alumni Relations*

July 2006

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1 TASK FORCE PURPOSE/SCOPE

The Queen's Toronto Task Force on Alumni Relations (TTF) was established in follow-up to the Principal's Task Force on Alumni Relations. Its mandate was to examine how to raise the level of Queen's alumni engagement in Toronto. For the purposes of this review the TTF defined alumni engagement as alumni participation in and satisfaction with Queen's events, activities, and initiatives and the degree to which these efforts promote a sense of Queen's spirit/connection.

2 EXECUTIVE SUMMARY

The TTF believes that alumni engagement with Queen's should be a lifelong value proposition comprised of rights, privileges and responsibilities. The goal is for Queen's alumni, at each stage of their lives, to perceive and experience value in their relationship with Queen's and to be willing to contribute to the richness of that experience.

In light of the changing value alumni accrue from their Queen's relationship over their lifetimes, the TTF decided to index its recommendations by life stage with a goal of providing significant and life-stage relevant engagement opportunities throughout:

- The TTF regards students as the most important group to engage based on the premise that the easiest way to promote engagement among alumni in Toronto is to engage them first as students.
- Since Young Alumni, defined as those in their 20-30's yet to have children, have more time to devote to alumni activities the TTF prioritized this group as the second most significant group to target in its efforts. Targeting young alumni now will also foster a strong active alumni base for years to come.
- The TTF believes that alumni later in their careers whose children have left home, Empty Nesters, have more time for alumni activities than those actively raising children, and so ranked these groups as third and fourth respectively in order of priority.

In order to address alumni needs throughout their lives, the TTF recommends that the QUAA maintain or enhance existing Queen's anchor activities in Toronto while introducing others. The TTF short-listed an initial list of possible activities (Appendix Two) and rated them in terms of their impact on alumni engagement (Section 5.2, Appendix Three).

The TTF recommends that volunteers implement its recommended activities and that the QUAA and its partners enable their ability to do so. The TTF recommends the QUAA provide 1) a trial/error fund for new alumni initiatives, 2) regular, systematic surveys of Toronto alumni needs, 3) outsource assistance with some events (whether Queen's staff or external outsource providers), and ultimately, 4) a physical home to promote and enable active Queen's spirit in Toronto.

3 BACKGROUND/DIAGNOSIS

The Principal's Task Force on Alumni Relations recommended a Toronto Task Force based largely on a survey conducted by eAdvancement in May 2004. The survey highlighted the fact that alumni engagement in Toronto, home to almost 30,000 alumni or roughly one quarter of all alumni, was demonstrably lower than other areas of high alumni concentration (namely Kingston, Ottawa, and Calgary [KOC]). Specifically the survey noted that only 54% of Toronto alumni felt Queen's met their needs and interests (defined as a combination of making alumni feel welcome when they return to campus, providing active branches, helping alumni stay in touch with their classmates, providing ways for them to maintain an intellectual connection with Queen's, and providing useful job and career services) compared to 62% in KOC. Toronto alumni were also less likely to have volunteered for Queen's, attended a Queen's campus event besides Homecoming, or have attended a local event. Finally, they were less likely to read every issue of the *Alumni Review* or to read @Queen's.

While the reason Toronto alumni were less engaged than alumni in KOC is not determined by eAdvancement's survey it is likely the result of a combination of factors. First, until the last 12-18 months the level of QUAA-organized alumni activity in Toronto was quite low and was largely focused on the John Orr dinner. Quite simply, alumni were under-engaged in part because there were few QUAA activities with which to be engaged. Second, Toronto is a large, diverse, competitive market. A single under active branch (up until 18 months ago) was simply not sufficient to compete in such a market. Third, most graduating students when they leave Queen's are unaware of the value they can accrue and create from a continued lifelong association with the Queen's network of which they are a part. Enhancing this value proposition while also apprising students of its existence holds significant promise for future levels of alumni engagement in Toronto and beyond.

Significant progress has been made over the past 18 months through the renewed activity of the Toronto Branch and the engagement of strong Toronto alumni leadership at both the Branch and the QUAA levels. In parallel, Queen's alumni in Toronto have been engaging with one another and with their community through initiatives such as Framework Foundation, Canada25, Queen's Players, and Alfie's Does Toronto – these activities were beyond the scope of the eAdvancement survey's measures but represent significant intra-alumni engagement. The combination of these factors suggests that there is significant potential to inspire far higher levels of alumni engagement for alumni in Toronto.

4 MODEL FOR BUILDING ENGAGEMENT

4.1 Vision – Queen’s Lifelong Value Proposition

The TTF believes that alumni engagement with Queen’s should be a lifelong value proposition. The goal is for Queen’s alumni, at each stage of their lives, to perceive and experience value in their relationship with Queen’s and to be willing to contribute to the richness of that experience.

4.2 Value Proposition by Life Stage

The TTF believes that Queen’s should provide its alumni with services, networks, events, and communities of value to them throughout their lives. Whether through direct service provision, such as life-stage relevant activities, or less direct means, such as apprising alumni of how best to engage in volunteer work, Queen’s should position itself as assisting its graduates in connecting with one another, providing community leadership, or in otherwise benefiting from their Queen’s relationship.

In light of the changing value alumni accrue from their Queen’s relationship over their lifetimes the TTF decided to index its recommendations by life stage with a goal of providing significant and life stage relevant engagement opportunities throughout:

- The TTF feels that alumni in Toronto are best engaged if they are engaged from the time that they are students. If students are made aware of and engaged in alumni activities while they are on campus and then made aware, during their time on campus, of how they can continue to be engaged after graduation they are more likely to perceive and experience engagement with Queen’s as a worthwhile and seamless experience. The TTF therefore recommends that the top priority for alumni engagement in Toronto be students.
- Since Young Alumni (those aged 20-early 30s) have a recent Queen’s experience and many have yet to have children, they may have more time to devote to alumni activities. As a result, the TTF prioritized this group as the second most significant group to target in its efforts.
- The TTF considered that alumni later in their careers whose children have left home, Empty Nesters, have more time for alumni activities than those actively raising children and so ranked these groups as third and fourth respectively in its order of priority.

The TTF believes that Students and Young Alumni are most interested in social events, networking opportunities, and ways to become involved in their community. The TTF believes that Empty Nesters are primarily interested in alumni education and that those at the Family life stage are primarily interested in family-oriented events (and especially those offering preferred access or discounts).

5 RECOMMENDED APPROACH

The TTF recommends that the QUAA ground its efforts in Toronto in several key anchor activities some of which already exist and some of which it proposes. In combination these activities address the value proposition for each of the life stages the TTF suggests.

5.1 Bolster Existing Anchor Activities

5.1.1 Promote Homecoming in Kingston

The TTF believes that Homecoming is an important means of engaging Queen's Toronto alumni with Queen's. The QUAA should consider arranging for flights, buses or trains to Kingston for Homecoming where sufficient demand exists. This effort might be best sustained if embraced by the leaders of some of the classes for each homecoming cycle.

Primary Life Stage Target Audience: All
Resource: Self-funded.

5.1.2 Continue to Enhance the John Orr Dinner

The QUAA should build on its recent revitalization of the John Orr dinner and expand it if possible over time. Tailoring its format/content to engage more young alumni in the dinner portion of the evening (through a young alumni award, a distinct dinner or other means) should be considered.

Primary Life Stage Target Audience: Family, Empty Nesters (Dinner);
Young Alumni, Students (Dance)
Resource: As currently funded.

5.1.3 Enhance the Toronto Speaker Series

The Queen's Toronto Branch's Speaker Series has, since March 2005, addressed the interests of multiple life stage groups depending on the topics chosen. The timing of the events allows some of those at the family life stage to attend and younger alumni may attend for networking purposes. Empty Nester alumni may attend purely for the education value of these events. The Speaker Series should expand its offerings and consider programs at mid-day and in the evenings.

Primary Life Stage Target Audience: Empty Nesters, Family, Young Alumni
Resource: As currently funded.

5.1.4 Enable Alumni Leadership in Toronto

Queen's alumni currently lead organizations in Toronto that should continue to be marketed and supported by the QUAA. Alumni led organizations in Toronto include Alfie's Does Toronto, Queen's Players Toronto, Theatre Smash, Canada25, Framework Foundation's Timeraiser, Fabulous Ladies Interchange, Journalists for Human Rights, and Motion Ball. Each of these initiatives is an example of efforts that are engaging Queen's alumni with one another in a positive way. If the QUAA is able to continue to support these efforts it may be able to make a quantum leap in the degree to which it is associated with successful alumni engagement initiatives in Toronto.

Primary Life Stage Target Audience: Young Alumni

Resource: May benefit from modest trial/error fund funding and marketing assistance.

5.2 Proposed New Initiatives

5.2.1 Queen's Connection

The TTF proposes that the QUAA establish the *Queen's Connection*.

The *Queen's Connection* would connect Queen's alumni, mostly Young Alumni, with their desire to provide non-profit leadership within Toronto. Whether through apprising them of existing non-profit engagement opportunities or through assisting them with their own non profit or social entrepreneurial efforts, the *Queen's Connection* could serve as a means for Queen's alumni to extend the leadership opportunities students are part of on campus (similar to the AMS Clubs model at Queen's). Through this enabling role the *Queen's Connection* would also serve to connect young alumni with one another and with Queen's.

Primary Life Stage Target Audience: Students, Young Alumni

Resource: May require modest trial/error funding. Ultimately would benefit from being based in Queen's signature space in Toronto.

5.2.2 Queen's Toronto Frosh Week

The TTF recommends a "Welcome to Toronto, You're Not Going to School This Year Party" in the fall after graduation. This party could be the culmination of a week-long "Frosh Week" slate of evening events to orient new alumni to their Queen's community in Toronto. Events could include assistance with career networking, alumni education, and orientation to community service, social events, and other Queen's engagement activities.

Primary Life Stage Target Audience: Young Alumni

Resource: Likely self-funded. May require modest trial/error funding.

5.2.3 Queen's Day in Toronto

The TTF proposes a Queen's Day in Toronto, a day-long alumni education event. The day would begin with a prominent speaker on a topic of interest. The balance of the day could include alumni education sessions conducted by Queen's professors and alumni and would provide a chance for leading Queen's alumni in their fields to connect with one another and with Queen's alumni interested in ongoing education.

Primary Life Stage Target Audience: Young Alumni, Empty Nesters
Resource: May require modest trial/error funding.

5.2.4 Queen's Social Event

The TTF proposes that the QUAA consider a high profile social event that has the potential to draw several thousand Queen's alumni. An example is a film during the Toronto Film Festival at Roy Thomson Hall, where alumni had a chance to mingle with the actors. Whatever the event, the critical ingredients is that it would be available to Queen's alumni only and that it would be of sufficient profile to have visibility in the community.

Primary Life Stage Target Audience: All
Resource: Self funding. May benefit from some event organization assistance.

5.2.5 Grant Hall Society Event in Toronto

For many Toronto alumni attending a donor recognition event, such as the Grant Hall dinner, would be more attractive and convenient if it were located in Toronto. Establishing a donor recognition event in Toronto could help build cohesion and momentum among the Queen's donor community in Toronto in a way that competing charities in Toronto already lever. By inviting Cha Gheill level donors (or providing them with a discounted membership in the Grant Hall society) this event could also encourage giving from, and provide a networking opportunity for, younger alumni. A networking reception before the dinner, attended by prominent Queen's alumni, might extend this value to young alumni.

Primary Life Stage Target Audience: Family, Empty Nesters, Young Alumni.
Resource: Self-funded. Would recommend this event be organized by Queen's staff.

6 KEY ENABLERS

The TTF believes that volunteers should develop and implement the majority of the activities it recommends and that the QUAA should enable their ability to do so. The following assistance from the QUAA and its partners would enable volunteer efforts in Toronto.

6.1 New Initiatives Trial/Error Fund

The TTF recommends that the QUAA establish a fund to enable new initiatives to get started. Volunteers would request these funds at the point at which they were exploring a new engagement opportunity or as a means of reducing financial risk when implementing new events. The TTF recommends the QUAA establish a formal “alumni new initiative fund” with initial proceeds of \$50,000, to be focused initially in Toronto and governed by the QUAA Board through the Grants and Awards Committee.

6.2 Continued Needs Analysis

Ensuring that the QUAA has mechanisms to understand the needs and interests of Toronto alumni as they change will be important to allow it to meet those needs. The TTF recommends that the QUAA conduct a survey of Toronto alumni every two years to determine their engagement needs and interests, an effort they could supplement through focus groups as appropriate. The TTF also recommends the QUAA include feedback mechanisms in all of its Toronto events and communications, to be analyzed annually.

6.3 Event Assistance Resources

The TTF believes that the most important way to develop and sustain alumni engagement is to design and promote high impact events and initiatives. While there is value in engaging alumni in implementing events it may also be appropriate for alumni to engage professional assistance to implement events in some cases. Engaging such assistance, as appropriate, should allow for greater levels of activity and therefore greater potential for alumni engagement in Toronto. The QUAA would favour event organizing companies with a Queen’s connection.

6.4 Physical Home for Queen’s Spirit in Toronto

The TTF believes that a physical presence for Queen’s in Toronto will enhance alumni awareness of and participation in Queen’s activities in Toronto. This physical heart of Queen’s spirit in Toronto can serve multiple purposes from a base for student recruitment, to a think tank, to an alumni education and event site, with the common thread being that this location is where alumni will go to connect with, contribute to, and benefit from the spirit, possibility and excellence that is associated with Queen’s. The TTF recommend that a physical site be explored and aligned with QUAA programming in Toronto.

7 CONCLUSION

The TTF believes that bolstering the QUAA's existing activities in Toronto – with emphasis on large premiere events – while introducing new life stage targeted ones is the best means of building on the value proposition it offers to graduates at all life stages in Toronto. The TTF recommends that, similar to the Principal's Task Force on Alumni Relations, its recommendations should be implemented over several years with a significant initial effort in year one to build on the TTF's momentum and more detailed consideration of other recommendations over the following two years. The TTF proposes the following report roll-out and implementation timelines.

7.1 Report Roll-Out

May 2006:

- Seek feedback and seek support from the Queen's Toronto Branch, Queen's Branch Relations staff, QUAA Board.

June – July 2006:

- Post the Toronto Task Force Report on the QUAA Website.
- Determine the specific steps required to improve the existing activities
- Confirm which three of the five "new" activities will be designed for 2007 test/launch
- Determine who should lead the development and delivery of these activities and their specific resource requirements

September – October 2006:

- Provide updates to the QUAA Board and Alumni Assembly
- Report to the Advancement Committee of the Board of Trustees

7.2 Report Implementation

Calendar Year	Initiative Introduced	Enabler Introduced
2006	<ul style="list-style-type: none"> • Devise Queen's Connection Strategy • Explore Queen's Day in Toronto • Explore Queen's Social Event • Explore Grant Hall Society Event in Toronto 	<ul style="list-style-type: none"> • Introduce New Initiative Trial & Error Fund • Devise Queen's Physical Home Strategy • Explore Event Assistance Strategy
2007	<ul style="list-style-type: none"> • Implement Queen's Connection & Queen's Day in Toronto • Explore Queen's Toronto Frosh Week in Toronto • Implement Grant Hall Society recognition event in Toronto 	<ul style="list-style-type: none"> • Conduct Toronto Alumni Survey (to be repeated every two years) • Implement Queen's physical Home Strategy • Implement Event Assistance Solution
2008	<ul style="list-style-type: none"> • Implement Queen's Toronto Frosh Week • Convene another Toronto Task Force – to be led by the Toronto Branch - to assess progress and recommend next steps. 	

The TTF believes that through implementing its recommendations the QUAA will enable a qualitatively higher level of engagement among its alumni over the next several years. We thank the QUAA for the opportunity to submit this report.

8 APPENDIX ONE – TASK FORCE MEMBERS/PROFILES

Mel Barsky, MBA'92



Mel was born and raised in Regina. He has two beautiful boys, Jordan and Sammy. He received his Master of Business Administration from Queen's in 1992 where he was President of the Consulting and Investment Groups. He earned a Bachelor of Arts in Economics and Political Science from the University of Toronto in 1987. Mel is President of iSequent Inc., a financial services software company. Previously, Mel was Executive Director for Scotiabank Private Equity Investments where he did venture capital / private equity investing. Prior to that, he was a Director at American Express from 1992 to 2000. Mel was the head of Sales Planning, Pricing, Business Strategy and Communications departments. During his tenure at Amex, Mel held positions in Finance, Operations and the Sales Force. Prior to Amex, Mel worked in equity-trading at The Toronto Stock Exchange.

Judith Brown, Artsci'76, MA'79



Judith joined Queen's University's Office of Advancement in the fall of 1993, and was responsible for Donor Relations and Stewardship for the ten years prior to her appointment as Executive Director, Alumni Relations and Annual Giving. She holds a BA and an MA from Queen's University in French Studies, and has served the University in a variety of capacities, including membership on Senate from 1998 to 2001, and the Board of Trustees from 2001 to 2005.

In addition to their three grown children --still in school! -- Judith and her husband Gordon (BEd'74) have two dogs and one cat. They live on a lake north of Kingston.

Wade Chace-Hall, MA'94, MPA '01



Wade, a native of Corner Brook, Newfoundland, has worked with Queen's University's Office of Advancement since 1993 and currently serves as the Executive Director, Queen's Toronto Office/Queen's Advancement External Services. Wade holds an Honours BA in History from RMC (1992), an MA in History from Queen's (1994), and an MPA from Queen's (2001). Wade served on the board of the Canadian Council for the Advancement of Education-Ontario region (CCAE-O) from 1998-2006 serving as its President from 2003-05. Wade also serves on the board of Woodgreen Community Services in Toronto.

Tim Evans, Com'99



Tim turned 30 this year and has yet to realize its implications. Currently a Brand Manager at St. Michael's Hospital, Tim's career has spanned a variety of communications positions ranging from a deep swim as Marketing Manager for MasterCard Canada, to a testing of the waters as Franchise Manager for Whiskas cat food to a shallow dive as Director of Marketing for Evil Dead 1&2: The Musical. Tim is a co-founder of Queen's Players Toronto Theatre Group, a not-for-profit theatre company which has raised almost \$30,000 for charitable organizations including the Stephen Lewis Foundation. Tim is a struggling idealist who believes that creativity, social responsibility and profitability are not mutually exclusive components of a business endeavor. Recently engaged, Tim will soon learn how to compromise, and once married, he'll learn to simply do what he's told.

Martha Garriock, Sc'00



Martha Garriock graduated from Queen's University in 2000 with a degree in Mathematics and Engineering specializing in Mechanical Engineering. After graduation, this Vancouverite returned to the west coast joining Cisco Systems Inc in San Jose California as a Customer Support Engineer. She was a key technical team member of the Enterprise Voice Support team during the rapid growth of Voice over IP for three years, and then moved onto a Product Management role. Today, Martha is the Program Manager for Cisco's Technical Support's Strategic Initiative responsible for looking how automation and technology can evolve Cisco's Technical Support. When not working, Martha enjoys playing field hockey, traveling, working in the community, running, hanging out with friends, and learning the art of fixing up an old house.

Liz Gorman, Sc'97



Liz is a member of the department of Alumni Relations at Queen's, as the Manager of Branches and Students. A graduate of Civil Engineering from Queen's in 1997, Liz worked with the Alumni Office first as a student through the Student Team on Alumni Relations (STAR) and joined the team after graduation. Over the years, Liz has worked on a variety of programs in Alumni Relations and Annual Giving including Branches, STAR, student-alumni activities, travel programs, grad class giving, young alumni giving, parent programs, faculty/staff/retiree programs and project-managed the implementation of the alumni online community, the Common Room @ Queen's. Currently, Liz works with the alumni branches, STAR, student programs and the newly developing Alumni Student Recruitment Network. Liz was born and raised in the Niagara region, in a speck on the map called Fonthill.

Chrissie Knitter, Sc'05



Chrissie grew up in Montreal and has recently moved to Toronto. She received her Bachelor of Science (Computer Engineering) from Queen's in 2005. At Queen's, Chrissie was actively involved with the student government; including serving as AMS President in 2003-2004. She was also a member of Senate from 2001-2004. Since graduating, Chrissie has been working at Procter & Gamble as a financial analyst. She continues to be involved with Queen's as a member of the AMS Alumni Council. Chrissie is also an active volunteer with at risk teenagers and enjoys kayaking in her spare time.

Oliver Moorhouse, Artsci'01,'02



Oliver was born and raised in Toronto. In 2003 he received his Master of Arts in Economics from the University of Toronto. He earned a Bachelor of Arts in Politics in 2001 and Economics in 2002 from Queen's. While at Queen's Oliver served in various Alma Mater Society positions including Media & Services director in 2001-02. Oliver currently works at Procter & Gamble as Finance analyst in Global Profit Forecasting Systems & Gillette Integration. Oliver is also co-founder of Trioro Inc., an IT services and web development company serving the Toronto area.

Rick Powers, BAPHE'78, MBA'83, Law'86



After receiving his MBA and LLB from Queens University, Rick worked as a corporate lawyer for Smith, Lyons, Torrance, Stevenson and Mayer (now Gowlings). He later served as Corporate Counsel for Honda Canada Inc., before joining The University of Toronto in 1992. Rick is currently the Assistant Dean and Executive Director, MBA Programs at The Rotman School of Management. A recipient of numerous teaching awards, Rick's areas of expertise include corporate governance, ethics, business and corporate law and sports marketing. Rick is an Academic Director of The Directors Education Program and teaches in Rotmans Executive MBA, MBA and Executive Education Programs. In the past he has been extensively involved in both the Bachelor of Commerce and Bachelor of Business Administration programs at The University of Toronto. Rick is currently completing his doctoral studies in Higher Education at The University of Toronto. He is a director of several not-for-profit organizations and as a sideline, Rick can be heard on the FAN 590 radio station as a correspondent and color commentator for Canadian and international rugby matches.

Dan Rees, Com'92, Artsci'93



A native of Halifax, Dan met his wife, Kelly Kyle, Arts/PHE'92, at Queen's where he was a Services Director in the AMS and a member of the Varsity Cross Country team. They have two children -- Will and Alexa. Dan is a Vice President at Scotiabank, and works out of their Toronto office. At Scotiabank, his career has included Retail Banking, Wealth Management, Corporate HR and Global Risk Management. Dan began his career in marketing at Procter & Gamble and has worked in London, UK for Marakon Associates, a US-based management consultancy, and co-founded Optimé International a sales performance company. He obtained his MSc in Economics from the London School of Economics and Political Science and has completed management training at the Ivey School of Business at Western.

Sarah Renaud, Artsci'96



Born and raised in Niagara, Sarah currently resides in Toronto with her husband Rob. She has one son named Hunter who constantly reminds her of the joys of being a child. Sarah holds a BA from Queens University and a post-graduate diploma in applied Information Technology. She has also attained her Project Management Professional (PMP) designation. Sarah joined RightNow Technologies; a U.S. based Software Company in February of 2006. As the organizations Global Best Practices Advisor, she is charged with developing and refining the company's client delivery methodology as well as working to build a center of excellence in key operational initiatives. Previously, Sarah worked in London, England helping to launch the UK's largest loyalty program with Loyalty Management UK. During her tenure at Deloitte Consulting, Sarah implemented a variety of software solutions for fortune 500 companies. She began her career at Cambridge Technology Partners in a consulting capacity. Sarah is the current Toronto Branch President for the Queens Alumni Association.

Ron Weingust, MBA'92



A native of Windsor, ON, Ron completed his MBA at Queen's in 1992. Prior to attending Queen's he completed his MSc at The University of Western Ontario and his undergraduate degree in Science at the University of Windsor. Ron established himself in Toronto and has been involved in commercial operations of various pharmaceutical companies. Ron is married to Bonnie. They have two children – Hannah and Mitchell.

9 APPENDIX TWO – TASK FORCE PROGRAM IDEAS

Social	<p><i>Competitions/Common Interests</i></p> <ul style="list-style-type: none"> • Amazing race competition • Chess • Poker • Sandcastle contest • Queen's sports teams (soccer, ultimate etc) • Walk/run teams
	<p><i>Alumni Outings</i></p> <ul style="list-style-type: none"> • Canada's Wonderland • Film Festival • Hockey Hall of Fame • Hummingbird • Ontario Science Centre • ROM • Toronto Island • Vineyard visits • Zoo
	<p><i>Other</i></p> <ul style="list-style-type: none"> • Queen's ACC box (rent/own) • Queen's Singles • Queen's bus to Toronto event (for a few hours; for the weekend) • Queen's Vancouver 2010 trip • Adventure travel (skiing) • Golf (students vs. alum) [for charity]
Career/Networking	<ul style="list-style-type: none"> • Corporate tours • Jobs network • Speed meeting/mentoring (power networking) • Targeted mentoring (including self-evaluation) • Targeted career-focused dinners • 60+ to give advice to mid career alum • Job shadowing • Corporate recruiting relationships (small-mid size corps)
Non-Profits Connection	<ul style="list-style-type: none"> • Help Queen's alum to get involved in Toronto NFP's • Help Queen's alum to start NFP's • Queen's Habitat for Humanity groups (sponsored) • Mission trips • Host immigrant • Queen's scholarship for needy students
Affinity Programs	<ul style="list-style-type: none"> • Club membership (University Club, Spoke Club) • Gym membership • Queen's club/bar [deal with one or start own] • Front of line access because of gift/volunteer hours • Discount shopping experience • Discount wedding planners • Alumni discount/access card • Cell phone plan (Queen's family plan) • RESP program

Education	<ul style="list-style-type: none"> • Alumni Education weekend • Alumni in Residence • 2nd degree discount • Speakers/seminars/courses in TO (Art History at the ROM) • Course/talks for high school students • 60+ lifelong learning
Queen's Ties	<ul style="list-style-type: none"> • Counsel to parents re: getting kids into Queen's/university • Counsel to parents re: being a university parent • Counsel to H.S. students re: admission • Queen's updates • Queen's clothing depot in Toronto • John Orr: Senior and Junior award; young alum dinner; speaker of interest • Queen's physical presence: Casa Loma • Fly Alum to Kingston via Porter airlines • Large Oil Thigh in Toronto • Annual Fund - \$ to Queen's alumni projects • University council for Toronto • Reunions in Toronto
Life Management	<ul style="list-style-type: none"> • House/condo buying help • Helping with relocation (in general; for those w/ families) • Help when leaving Toronto • Facilitate high risk travel • Travel contacts for alum overseas • Queen's Apartments/Queen's Condo • Investment planning

10 APPENDIX THREE – WEIGHTED RANKING OF TOP PRIORITIES

The Toronto Task Force first set out its alumni engagement criteria and assigned them a value in terms of their relative importance. The results are as follows:

Event Attendance:	10
Build Queen’s Spirit/Connection:	8
Is Sustainable:	6
Volunteer Hours Required:	4
Number of Volunteers Required:	2
Inspired Financial Support:	1

It then assessed each of the five short-listed initiatives in terms of their impact on each of these criteria. It used the following scale:

Low Impact:	1
Medium Impact:	2
High Impact:	3

The result was a ranked list of the Task Forces proposed initiatives as follows:

Initiative	Score
Queen’s Connection	86.5
Toronto Frosh Week	81
Queen’s Day In TO	70
Large Social Event	69
Grant Hall Dinner	60