

Princeton University Advancement

Report of the Task Force on the Future of Alumni Affinity Programming

Executive Summary

The Task Force on the Future of Alumni Affinity Programming was convened in May 2021 as part of Advancement’s racial equity, diversity, and inclusion action plan. Noting that affinity programming is an important part of Advancement’s effort to engage all Princeton alumni in inclusive and meaningful ways, the task force charge stated the need to “sustain a tradition of involvement for an increasingly diverse and global alumni body” by assessing existing strategies and determining how best to approach affinity programming over the next decade.

Over ten months, the task force, composed of senior alumni volunteers, University administrators, and Advancement staff, met monthly and conducted interviews and focus groups to develop: 1) appropriate objectives for alumni affinity programming; 2) principles and criteria for recognizing and supporting alumni affinity groups; and 3) priorities for affinity programming, including on-campus conferences, for the next ten years.

The task force understood its work to be in the service of Princeton’s mission and values, and took particular inspiration from the University’s stated aim “to be a place where the spirit soars” for all members of its community.¹ Throughout the year, the task force was animated by a commitment to inclusion, both as a core aspiration of the University and as a principle guiding its own process. In conducting its research and deliberations, the task force put a strong emphasis on listening. It sought a variety of perspectives by conducting alumni focus groups, interviewing staff, and encouraging open-ended discussion among its members. A key goal was transparency—both of the deliberative process itself and in the recommendations that resulted. The task force understood that establishing principles and guidelines for group recognition, while important for Advancement’s engagement efforts, might inevitably lead to disappointment for some. With a transparent process, the justifications for these challenging decisions could be understood.

In arriving at its recommendations, the task force sought to balance the needs and interests of a growing number of alumni groups with the University’s own priorities and responsibilities to the whole community. Further, they understood Advancement’s role to be one of support and facilitation for alumni-driven organizations and initiatives focused on relationship-building and engagement.

In fulfillment of its charge, the task force makes the following recommendations:

- The ultimate objective of affinity programming at Princeton should be to foster a sense of belonging among all alumni and to build a fully inclusive alumni community. Achieving

¹ Princeton University Strategic Framework, January 30, 2016, p. 3.

that objective may require the acknowledgement and healing of experiences of marginalization and the creation of opportunities for fuller engagement and integration.

- To achieve this objective, the University should recognize alumni groups in two different ways. The broadest category of recognition is “shared identity” groups, which describes groups that affiliate based on common interests or identities and that are aligned with Princeton’s mission. Shared identity groups that aim to create meaningful ties among alumni and between alumni and the University and should be afforded a base level of support from Advancement.
- “Affinity groups,” on the other hand, are more narrowly defined as groups representing communities that have protected characteristics under University policy and that also have a history of marginalization at Princeton.
- University-recognized “affinity groups,” in addition to representing these alumni communities, should have as their stated purpose the building of relationships among community members and between community members and the University.
- Affinity groups, so defined, may require effort on the part of the University to acknowledge and heal past experiences of marginalization, and to actively promote a greater sense of belonging. For that reason, Advancement will work to help these groups thrive by providing dedicated staff support. Such support may include assistance with building governance structures and membership capacity, as well as support for a range of programming designed to engage the alumni communities they represent, including possible on-campus conferences.
- Over the upcoming decade, the University should host approximately one affinity conference every 18 months². The conference scheduling process should be transparent and strive to be equitable by considering a number of factors, including previous conferences, communities’ current programming goals, external events and milestones, and the readiness of a particular affinity group to participate in conference planning and execution and to effectively harness the energy of the event.
- The University should publish a tentative three-year conference schedule identifying specific communities while acknowledging the need for flexibility; it should also address general expectations about conferences for other communities over ten years. Because campus conferences require at least 1 to 2 years of preparation, including extensive groundwork and alumni outreach, such planning requirements should be incorporated into the overall conference schedule.
- Given the importance of affinity programming for achieving the University’s alumni engagement goals, staffing for this programming should be increased.

The criteria recommended above define “affinity groups” more precisely than before. According to these new criteria, for example, the Association of Princeton Graduate Alumni (APGA) would not be defined as an affinity group, because its members affiliate based on their degree program rather than by protected characteristics. However, graduate alumni as a group have long received, and will continue to receive, dedicated staff support from Alumni Engagement in partnership with the Graduate School. The University will continue to support a range of programming focused on Princeton’s graduate alumni community.

² The University is considering that Conferences could take place every 12 to 18 months

Introduction

From its founding, Princeton's mission has been defined by the core values of excellence in scholarship and teaching and service to humanity. The University's foundational commitment to the pursuit of truth and the discovery of new knowledge is complemented by its emphasis on educating the whole person—encouraging students to develop their unique talents while also fostering in them a commitment to civic engagement and ethical leadership. For generations, Princeton's ability to realize this mission has depended on the cultivation and sustenance of a deep sense of community, both on its campus and among its graduates. The University deeply values all of its alumni and takes pride in being a truly global and intergenerational community that is sustained by relationships among its members and between them and the institution.

Princeton aspires to be a place of welcome, one that promotes the full flourishing of all members of its community. Achieving that aspiration has required that the University take a comprehensive approach. It must acknowledge the past: reflecting critically on its history, with a particular focus on policies and practices that have led to exclusion, and on the experiences of community members who have faced, and may continue to face, marginalization. It must enhance and sustain current practices and policies that promote healing, ongoing relationship building, and the celebration of its diverse communities. Finally, the University must look ahead: articulating guiding principles for supporting inclusion and integration in the Princeton community of the future.

The Division of Advancement (Advancement), charged with engaging and supporting the University's diverse alumni community, has an important role to play in the effort to build a truly inclusive and welcoming Princeton. The work of the Task Force on the Future of Affinity Programming grew out of Princeton's—and Advancement's—commitment to building a more inclusive community at the University. Its findings and recommendations are presented in this report.

Task Force Formation and Process

In the first two decades of the 21st century, Princeton pursued a range of initiatives aimed at fostering greater diversity and inclusion on campus and in its outreach to alumni. The decision to remove loans from financial aid packages, the expansion of the undergraduate student body, enhanced recruitment efforts supporting faculty diversity, the establishment of a trustee standing committee on diversity and inclusion, the reinstatement of a transfer program, and enhanced outreach and programming for alumni from marginalized communities all contributed to this effort. However, in 2020, in the midst of the Covid-19 pandemic, the murder of George Floyd and police killings of other Black people in America sparked widespread protest and a national reckoning on race and racism. These events prompted President Christopher Eisgruber to issue a renewed call to action. He urged members of the University community to “seize this tragic and searing moment in American history to ask how we can more effectively fight racism—through our teaching and research, through our operations, and through our interactions and partnerships with those around us.” He charged the members of his cabinet to identify ways in which their divisions could contribute to this effort.

Advancement's assessment of its operations and practices included reflection on its approach to engaging and supporting "affinity groups"—alumni organized around shared interests and identities. A number of alumni groups—particularly those based on shared racial and ethnic identities—had grown out of student support and advocacy organizations, many of which coalesced around shared experiences of marginalization and the need to create a sense of community on campus. Beginning in the early 2000s, the University sought ways to build stronger connections with these groups and with the alumni communities they represented. Such efforts took the form of dedicated staff support and special event programming. As part of its response to the president's charge, Advancement began to consider the effectiveness of its existing affinity programming, which includes a range of activities, from guidance and support for individual groups, to volunteer engagement and outreach, to production of large-scale, campus-based conferences.

It soon became clear that effective assessment, and the development of principles to guide future programming, could only come through a process of intentional reflection that involved multiple stakeholders, in particular, members of Princeton's alumni community. Accordingly, in May 2021, Advancement leadership created the Task Force on the Future of Alumni Affinity Programming, charging it with developing principles to guide the division's decision-making about University recognition, resource allocation, and future affinity programming, including conferences, over the next ten years. Specifically, the task force was asked to develop and articulate 1) Objectives of affinity programming; 2) Principles and criteria to determine recognition and support; 3) Recommendations for governance; and 4) How to equitably, fairly, and practically support a range of programming, including, but not limited to, campus conferences.

José Alvarez '85 and Melissa Wu '99 were appointed as Co-chairs. (See Appendices 1 and 2 for the task force charge and membership.) In creating the task force, Advancement leadership invited the participation of alumni who were engaged University citizens and active volunteers. Members of the task force represented varied service and engagement with affinity programming, including alumni who were involved with affinity groups or who identified with affinity communities. Members included current and past University trustees and affinity conference steering committee members. Members also represented diverse class years and both the undergraduate and graduate student experience. Advancement leaders and staff involved with affinity programming, as well as other University administrators, also served on the task force.

The task force conducted preliminary research in summer 2021, which included establishing a common baseline of information on the history and context around Princeton's approach to affinity programming, as well as a benchmarking review of peer institutions' approaches to affinity programming. Beginning in September 2021, the task force held monthly meetings in a virtual format, concluding in March 2022. Over the course of this time, the task force conducted 11 focus groups to engage and learn from alumni with varying experiences. It also interviewed Alumni Engagement staff about the history of affinity programming and current practices.

Members of the task force were committed to following a process that emphasized discussion and affirmed a diversity of viewpoints rather than aiming for consensus on each topic. The recommendations presented here reflect this process, in that they offer general principles and guidelines but build in flexibility to address novel situations and to change course in the future.

Affinity Groups and Affinity Programming: Background

For much of its 275 years, Princeton's student population was, like that of many of its peer institutions, exclusively male and overwhelmingly white and Protestant Christian. Princeton's archives show that the university did occasionally host, and sometimes formally admit, students from African, Asian, Hispanic, and non-Protestant religious backgrounds, beginning as early as the late 18th century. But their numbers remained small throughout the 19th century and well into the 20th, hindered by societal prejudice and structural barriers to opportunity, as well as biases embedded in Princeton's institutional practices, policies, and campus culture.

That culture began to change following World War II, and beginning in the 1970's and '80's, Princeton as an institution began to take more active measures in support of diversity and inclusion. Among these measures were the admission of women undergraduates in 1969, the appointment of administrators charged with supporting women and students of color, and, in 1971, the establishment of both the Third World Center (now the Carl A. Fields Center) and a kosher dining facility in Stevenson Hall. Student groups that had organized around the interests and support of women and racial minorities, as well as gay rights, gained a stronger presence on campus during this time. Despite these positive steps, however, progress toward full integration of diverse communities on Princeton's campus was perceived by students and alumni in these communities as slow. Apart from the challenge of transforming a long-established campus culture, progress toward inclusion was also hindered by outside organizations like the Concerned Alumni of Princeton (CAP), which was founded in 1972 expressly to oppose demographic changes at the University. Its publication, *Prospect*, was distributed to all students on campus, as well as to alumni, and many students experienced the publication's content as hurtful and polarizing.

CAP disbanded in 1986, during a decade that saw growing student and alumni advocacy for diversity and inclusion at Princeton. Grassroots organizations created by and for alumni began to take shape in the 1970's and later gained University recognition and support: the Association of Black Princeton Alumni (ABPA) in 1972; the Asian American Alumni Association (A4P) in 1977, Princeton Bisexual, Transgender, Gay and Lesbian Alumni (BTGALA) in 1986; the Association of Latino Princeton Alumni (ALPA) in 1989; Princeton Women's Network in 1995; and the Princeton Veterans Alumni Association (PVETS) in 2018. Another group, Native Alumni of Princeton (NAP), was established in 2021.

In conjunction with student groups, faculty, and administrators, these alumni groups participated in advocacy that resulted in: increased efforts to diversify Princeton's faculty and staff; the addition of academic programs and departments focused on race and ethnicity, gender, and LGBTQ studies, as well as the incorporation of such themes throughout the curriculum more broadly; the enhancement of campus centers and administrative offices designed to support students from diverse backgrounds; and enhancements to financial aid.

While Princeton has made substantial progress in enrolling a more diverse and representative student body than in the past, a number of racial and ethnic minority groups remain underrepresented on campus, and experiences of marginalization continue to occur at Princeton. In addition to acknowledging the need for better support for students, the University also

recognized the need for new ways of engaging and re-integrating alumni who felt disconnected, as existing reunions traditions and regional alumni structures were not effective for all alumni. The Office of Alumni Affairs (now Alumni Engagement within the Advancement division) began to develop programming aimed at reaching out to alumni communities that had experienced marginalization, with a focus on acknowledging past exclusion and creating opportunities for healing, re-engagement, and fuller participation in the Princeton community. Efforts have included an increasingly robust support system for affinity groups and on-campus affinity group conferences.

The work of the task force has been to take a more systematic approach to these efforts, establishing overall objectives and articulating more formal criteria for recognizing groups and developing programming that enhances the alumni experience for all.

Objectives for Alumni Programming

Princeton is renowned for the loyalty, dedication, and generosity of its alumni community. This positive relationship between the University and its graduates has been cultivated over generations and reinforced by regular communication and frequent and varied opportunities for gathering, connection, and celebration. Princeton's actions are guided by the conviction that every alumnus, every member of its extended community, is important and valued. In the cases where this conviction has not been matched by the lived experience of students and alumni, the University is committed to working to create a more inclusive community. Achieving this aim for *all* alumni entails meeting certain objectives:

First, it requires the **acknowledgment** that not all alumni felt welcomed and valued during their time as students at Princeton.

Second, it requires **remediation and healing** for alumni who identify with communities that have been historically marginalized at Princeton.

Third, it requires **active engagement** with these alumni so as to involve them more fully in the life of the University and to enliven and strengthen the Princeton community with their participation.

The long-term vision underlying each of these objectives is the creation of a more unified alumni body that allows for respect for and full participation by all members of Princeton's alumni community.

Recommended Guidelines for Recognition and Support Levels

Prior to the creation of this task force, University Advancement had no formal process or established criteria for recognizing and supporting alumni groups organized around shared interests or identities. As part of its charge, the task force has been invited to develop a set of principles to guide Advancement's decision-making about extending recognition to and providing support of such groups.

A key challenge for the task force from the outset has been to establish precise and consistent terminology to distinguish the types of alumni groups under consideration. While the opening lines of the charge suggest a link between “affinity programming” and myriad forms of alumni affiliation, the focus of the task force’s work is meant to be “affinity groups that serve alumni communities historically under-engaged and/or underrepresented at the University.”

The difficulty for the task force here was that a single term, “affinity,” could mean different things. In one sense—as expressed in the opening lines of the charge—the term applied to *any* group that affiliated based on a shared interest or identity. In another sense, however, the term was meant to designate groups and programming that supported historically underrepresented and marginalized communities.

The task force settled on a distinction between the broad category of “shared identity groups,” which could include any kind of affiliation, and the more narrowly-defined “affinity groups” as groups that served communities historically underrepresented and marginalized at Princeton. By extension, then, “affinity programming” was the set of programs and activities aimed at supporting “affinity groups” and their communities.

With this distinction in mind, and with an emphasis on general questions of policy rather than on specific groups, the task force relied on information about current recognized groups, supplied by Alumni Engagement, as well as its own focus group interviews, to formulate criteria for recognition of both shared identity and affinity groups.

As the task force charge noted, alumni affiliate with one another in a host of meaningful ways. Such affiliations are important for building lasting ties among Princetonians and for strengthening a sense of belonging to the University. In developing its criteria for recognition, the task force focused on the role Advancement support could play in ensuring the long-term success of alumni-led groups whose purpose is to build such ties and promote belonging.

For formal Advancement recognition of shared identity groups, the task force therefore recommends the following criteria:

1. **Shared identity or interest:** the alumni-led and -organized group demonstrates a sustained desire to affiliate based on a shared identity or interest;
2. **University mission alignment:** the group’s purpose aligns with the University’s mission and values, specifically, Princeton’s commitments to distinction in research and teaching, diversity, and service;
3. **Purpose defined as connection:** the group’s primary purpose is to foster meaningful alumni connections with each other and with the University

In the context of Advancement’s role in helping to foster a truly welcoming alumni community, which involves a commitment to the healing and full inclusion of marginalized groups, the task force recommends that certain shared identity groups be designated as affinity groups, based on the following criteria:

1. **Affiliation by protected characteristics under University policy:** the group’s shared interest and identity are based on one or more of the following: race, color, sex, sexual

orientation, gender identity or expression, religion, national or ethnic origin, disability, or veteran status; AND

2. **Historical exclusion, under-representation, or marginalization at Princeton:** members of the group have historically been denied admission to Princeton, have been subject to admissions quotas, or have been under-represented at Princeton; AND
3. **Lack of umbrella organization or established University support structure outside of Advancement:** there is no larger affinity group into which this group could be integrated, nor is there another established structure through which the University supports alumni members of this group; AND
4. **Group purpose defined as building relationships among community members and with the University.** The group’s stated purpose and practices emphasize engagement of members of the affinity community with each other, across geographical regions and generations, and with the University.

The task force recommends that University support for recognized alumni groups be allocated as follows:

Shared-Identity Groups	Affinity Groups
<p>Sanctioned use of the Princeton name</p> <p>Listing as a TigerNet Forum (formerly TigerNet Discussion Group)</p> <p>Access to campus spaces</p>	<p>Shared-Identity Group support, as well as:</p> <ul style="list-style-type: none"> • Dedicated staffing which trains, equips, connects, and advises affinity group leadership • Seat on the Alumni Council • TigerNet website and data access • University-sponsored regional programming • Consideration for an on-campus conference

If a group meets criteria for recognition as a shared identity group but not for recognition as an affinity group, it may make a proposal requesting further consideration. Advancement will evaluate such proposals in consultation with the Office of the Vice Provost for Institutional Equity and Diversity to determine whether the group could qualify for affinity group status and support.

In formulating these criteria, the task force aims to provide a flexible roadmap to guide Advancement’s work with alumni affinity communities going forward, including those that may emerge in the future.

Recommended Governance for University-Supported Affinity Groups

The task force recognizes that alumni affiliate for different reasons. For example, some groups are primarily social, while others may be organized around specific advocacy goals. For those groups that seek to build community and active engagement with the University, including partnership on conferences and other affinity programming, the task force recommends that recognized affinity groups establish governance structures with the following elements:

- Board or council
- Independent 501(c)(3) status with the option to come under the University's 501(c)(3) status

Such structures help ensure that affinity groups remain deeply alumni-driven and also prepared for additional support from the University. To maintain their status as recognized affinity groups, the task force recommends that groups adhere to the following criteria:

- Maintain 501(c)(3) status and submit a Form 990
- Attend Alumni Council Executive Committee meetings
- Report annually on affinity group activities to Alumni Engagement team
- Participate in Alumni Engagement annual metrics survey
- Demonstrate organizational health through
 - self-organized events/programming
 - regular communications with membership
 - leadership diversity (class year/region/profession)
 - regular leadership transitions and volunteer pipeline
- Observe data confidentiality agreement and university guidelines and policies

Recommendations for Affinity Programming

Over the past 15 years, Princeton has supported alumni affinity communities through direct guidance and support for affinity groups and through a range of programs. The most visible of these programs have been on-campus affinity conferences. Since 2006, the University has produced 12 conferences and one symposium. Open to all alumni, these events have been designed to celebrate particular alumni communities and to engage (or re-engage) members of these communities in the life of the University. Such events have been well-attended and, by a number of measures, successful in their aims.

A key aspect of the charge to this task force has been to assess the value of large-scale, University-based conferences for achieving the objectives of affinity programming as stated above—acknowledgment, healing and remediation, and engagement. The task force has also been asked to consider how best to guide the University in deploying its resources in support of this programming, as well as to make recommendations regarding other forms of affinity programming.

To date, the University has hosted:

- Four conferences for Black alumni (“Coming Back and Looking Forward,” 2006, “Coming Back and Moving Forward,” 2009, “Coming Back,” 2014, “Thrive,” 2019)
- One for multiple communities—the “Kaleidoscope” conference celebrated Black, Latino, Native American, and Asian alumni (2006)
- Two for Alumnae (“She Roars” 2011 and 2018)
- One for LGBTQ+ alumni (“Every Voice,” 2013)
- One for graduate alumni (“Many Minds, Many Stripes,” 2013)
- One for Asian alumni (“We Flourish,” 2015)
- A conference celebrating 100 years of Jewish life at Princeton, led by the Center for Jewish Life, with assistance from Advancement (“L’Chaim! To Life,” 2016)
- One for Latino alumni (“¡Adelante Tigres!,” 2017)

Through in-depth interviews, data gathering, and its own process of reflection over the course of the past year, the task force has reaffirmed the value of affinity conferences as an effective programming strategy for engaging members of recognized affinity communities.

As a result of its work to establish fair and transparent guidelines for affinity group recognition and for conferences that celebrate affinity communities, the task force acknowledges that these new guidelines will create certain limits. Communities like graduate alumni, represented by the Association of Princeton Graduate Alumni (APGA), are not affinity groups as defined above because their affiliation is based on their degree program rather than on protected characteristics. Nonetheless, this important Princeton constituency already has the support of two dedicated Alumni Engagement staff members, as well as ongoing connection with and support from the Graduate School. The task force expects that a range of programming to engage this constituency, including possible future campus conferences, will continue through these administrative structures. Decisions about the timing and planning of campus conferences focused on graduate alumni would be made as part of Advancement’s overall conference cadence and budget.

The task force proposes that the following general assumptions should guide conference planning over the next decade:

1. Princeton should plan for one on-campus affinity conference approximately every 18 months², dependent on requisite staffing increases.
2. A minimum of 3.5 dedicated Alumni Engagement staff FTEs is needed to support each conference
3. Conference attendance may be capped in light of campus constraints (dining and public safety)
4. While there is broad consensus from within the university and alumni that conferences are an important strategy, the university will continue to evaluate their need and impact, and as circumstances change this guidance and approach could change.

Rather than establishing a strict calendar for affinity conferences, with affinity communities “slotted in” at regular intervals, the task force recommends a more nuanced approach to scheduling affinity conferences over the next ten years that considers:

1. **Current programming goals:** Clarify what affinity programming goals are most appropriate/necessary for a particular community at a given time.
2. **Equity³:** Determine whether a particular community has received more or fewer opportunities for conferences vis à vis other communities in recent years and whether their current circumstances merit continued conference frequency.
3. **External Events:** Assess whether there are Princeton milestones/anniversaries, historical events/anniversaries, or current social and political dynamics that could make the timing of a conference especially relevant for particular communities.
4. **Affinity Group Readiness:** Assess whether a community's affinity group has the capacity to be an effective collaborator during the planning process, and most importantly whether they will be an effective vehicle for an increase in volunteerism and programmatic requests that will come from alumni who want to engage with the University through the affinity group after the conference. Assessment should focus on group stability, established (or the potential for) good governance structures, and a record of engaging alumni.

In keeping with its goal of transparency, the task force recommends that Advancement announce a tentative schedule of conferences for the next three years, with an understanding that exact timing for the particular affinity communities involved may change. Further, Advancement should address general timing and expectations over the next decade for conferences involving those communities not in the immediate window.

As part of its review of affinity conference programming, the task force studied a chart showing the two-year planning cycle involved in the production of “Thrive,” for Black alumni, the most recent affinity conference, which was held in October of 2019. (See Appendix 4) In addition to the extensive planning and multi-faceted collaboration required to produce a successful conference, this chart highlighted the importance of supplemental affinity programming. Such programming included guidance and training to enable members of the recognized affinity group to capitalize on the conference, conducting focus groups with members of the affinity community to discuss their experiences at Princeton and identify appropriate conference topics, and establishing and working with an affinity conference steering committee to develop content and identify speakers.

One of the key findings of this review was that elements of the conference planning process were *themselves* a valuable form of affinity programming and should be considered as part of an overall engagement strategy. Such elements could also be developed as standalone activities independent of conference planning.

³ In its deliberations, the task force distinguished between “equality” and “equity” in relationship to the resources involved in affinity programming. Members understood “equality” to mean exact correspondence in quantity, degree, etc., while “equity” signaled just or fair division of resources based on relative circumstances. Whereas an “equal” apportionment of resources would mean, for example, allotting one conference per community on a regular rotation, an “equitable” division would allow the university to consider relevant factors including how engaged or disengaged groups are, how much remediation is necessary given the experiences of distinct groups, and what other resources groups have access to in considering when a group may be eligible for another conference.

The task force therefore recommends that Alumni Engagement develop affinity programming outside of conferences, both as a means to strengthen affinity groups in the queue for conferences, and to advance the goal of building connections among alumni and between alumni and the University. Such programming could include:

- Governance assistance for recognized affinity groups
- Strategic planning support for recognized affinity groups
- Regional programming—including faculty speakers, alumni panels, dinners and celebratory gatherings—to build connections within affinity communities and to enhance awareness of University-recognized affinity groups.

Metrics

It is important for Advancement to be able to assess the effectiveness of its affinity programming in achieving the objectives discussed above—acknowledgement of marginalization, healing and remediation, improved engagement with the University, and integration within the broader alumni community. To measure the success of staff support for affinity groups, on-campus affinity conferences, and other forms of affinity programming in achieving these objectives, the task force recommends relying on metrics in the following areas:

- 1) **Affinity group capacity** and ability to engage their potential constituents through the following measures:
 - a. Transparency and effectiveness of board processes
 - b. Number of self-organized events per year
 - c. Number of communications to constituents per year
 - d. Membership (number of alumni on mailing lists)
 - e. Social media presence and activity
- 2) **Affinity community engagement** as measured by:
 - a. Attendance at conferences and other University events (e.g., Reunions)
 - b. Increased participation of members of affinity communities in other University volunteer leadership structures:
 - i. Alumni Council Executive Committee
 - ii. Class leadership
 - iii. Regional leadership
 - iv. Annual Giving leadership
 - v. Advisory councils
 - c. Giving participation
- 3) **Change in sentiment** towards Princeton as a result of participation in conferences and other University-led affinity programming. (For example, surveys conducted before and after the “Thrive” conference demonstrated improvements in participants’ sentiments toward the University and increases in measures of connectivity. See Appendix 5.)

The task force acknowledges that not all alumni groups have as their purpose greater engagement with the University or building group solidarity. The above metrics are intended to measure

Advancement's effectiveness in working with groups that seek programming and engagement. They are not intended as a means to evaluate the groups themselves.

Conclusion

At the heart of any institution dedicated to the pursuit of truth and the service of humanity is a flourishing community. Princeton aspires to be a place of welcome and inclusion, where all are empowered to reach their full potential. The formation of this task force is itself a recognition of the importance of community and a statement of the University's respect for and commitment to its alumni. We hope that our work has advanced the goal of inclusion and helped to support the flourishing of all of Princeton's alumni in the years ahead.