

THE JOHNS HOPKINS UNIVERSITY ALUMNI ASSOCIATION

ALUMNI COUNCIL MEETING

October 17-18, 2014

Location: Four Seasons Hotel, Baltimore, MD

Invitees:

Executive Committee:

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| Terri McBride, President | Attended |
| Jay Lenrow, 1st Vice President | Attended |
| Jesse Jacoby, 2nd Vice President | Attended |
| David Yaffe, Treasurer | Attended |
| Anne Marie McKenzie-Brown, Secretary | Attended |
| Ray Snow, Past President, exofficio | Attended |
| Howard Adler, Awards & Nominations Chair | Attended |
| Susan Borges | Absent |
| John Butterworth, Student Engagement Chair | Absent |
| LouAnn Conner, Alumni Communities Chair | Attended |
| Jeri Fellerman | Absent |
| Bob Fisher, Development, Chair | Attended |
| Paula Kent | Attended |
| Steven Lascher, Student Grants Chair | Attended |
| Paul Matlin | Attended |
| Nikolas Matthes | Attended |
| Steve Naron, Communication and Outreach, Chair | Attended |
| Howard Read | Absent |
| Raquel Silverberg | Attended |
| Harry Sax | Absent |

Alumni Council:

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| John Abodeely | Attended |
| Chris Aldrich | Absent |
| Anthony Anderson | Absent |
| B. Michael Baltzell | Attended |
| Devere Beard | Absent |
| Auburn Bell | Attended |
| Jonathan Bradley | Attended |
| Michael Brenner | Attended |
| Steven Chen | Absent |
| Michael Cornelison | Attended |
| William Day | Attended |
| Ruben del Prado | Attended |
| Raimee Eck | Attended |
| William Enright | Absent |

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| Mindy Farber | Attended |
| Kevin Fox | Absent |
| Scott FitzGerald | Absent |
| Robert Garnet | Attended |
| Jerome Granato | Absent |
| Allyson Handley | Attended |
| Anita Holloway | Attended |
| Mary Jo Holuba | Attended |
| Vernon Huang | Attended |
| Samuel Huleatt | Absent |
| Stuart Kahl | Attended |
| Natalie Kauffman | Attended |
| Marci Kenney | Attended |
| Nitin Khakee | Absent |
| Bill Kirst | Attended |
| Jill Leukhardt | Absent |
| Sharon Lewis | Absent |
| Adam Lippe | Absent |
| Kenneth Loeber | Absent |
| Stephen Mahinka | Attended |
| Katherine Maloney | Attended |
| Jonathan McClelland | Absent |
| Brett McCone | Attended |
| Bryan McMillan | Attended |
| Judie Mopsik | Attended |
| Athol Morgan | Attended |
| Yasmene Mumby | Absent |
| Amy Nagler | Attended |
| Wayne Nickols | Attended |
| Anika Penn | Attended |
| Neal Pilzer | Absent |
| Matthew Rupcich | Attended |
| David Sandberg | Attended |
| Tracey Schutty | Absent |
| Dolores Shoback | Absent |
| Srinivas Sridhara | Absent |
| Amanda Stefancyk | Absent |
| Joe Strohecker | Attended |
| Ronald Versic | Attended |
| Anne Wallis | Attended |
| Shelby Wilkes | Attended |
| Natasha Yamaoka | Attended |

Staff Members:

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| Susan deMuth, Executive Director, OAR | Attended |
| Marguerite Ingalls-Jones, Director, OAR | Attended |
| Patricia Conklin, OAR | Attended |
| Elena Thompson, OAR | Attended |
| Jen Kafka, OAR | Attended |
| Gwen Harley, OAR | Attended |
| Krystle Ongaco, OAR | Attended |
| Emily Hogan, OAR | Attended |
| Jason Heiserman, OAR | Attended |
| Michell Dorsey-Jackson, OAR | Attended |
| Stephanie Muller, OAR | Attended |
| Marietta Carandang, OAR | Absent |
| Eta Flamholtz, OAR | Absent |
| Judy Fusting, OAR | Attended |
| Vanessa Logan, OAR | Absent |
| Ercell Buckson, OAR | Absent |
| Ridia Anderson, OAR | Attended |
| Lisa Auchincloss, OAR | Absent |
| Shaun Grahe, OAR | Attended |
| Jeanine Federline, OAR | Attended |
| Jeff Koslofsky , OAR | Attended |
| Laura Savetti, OAR | Attended |
| Jen Yeager, School of Education | Attended |
| Margaret Hardt Frondorf, SAIS | Attended |
| Jordi Izzard, SAIS | Absent |
| Debbie Kennison, Peabody | Attended |
| Erika Juengst, Peabody | Absent |
| Sara Rutstein, Carey Business School | Attended |
| Allison Hardy, BSPH | Absent |
| Jimmie Lou Debakey, BSPH | Attended |
| Morgan Martin, BSPH | Attended |
| Kaitlin O'Conner, School of Medicine | Attended |
| Maxine Given, School of Medicine | Attended |
| Lindsay Dorrance, School of Nursing | Absent |
| Tasmim Anwar, School of Engineering | Attended |
| Andrea Jones, Krieger School of A&S | Absent |
| Michael Carver, Krieger School of A&S | Attended |
| Dan Luperchio, Krieger School of A&S | Attended |
| Monica Butta, Krieger School of A&S | Attended |

Facilitator: Terri McBride

Time Meeting Start: 8:30a.m. (ET)

Meeting End Time: 5:00p.m. (ET)

AGENDA

8:30A.M. – 9:00A.M. NEW ALUMNI COUNCIL MEMBERS GATHERING Four Seasons Hotel, Harbor East, 200 International Circle, Baltimore, MD 21202

8:30A.M. – 2:00P.M. JOHNS HOPKINS LEADERSHIP SUMMIT PLENARY AND WORKING SESSIONS

3:00P.M. – 5:00P.M. JOHNS HOPKINS ALUMNI COUNCIL OPENING SESSION Cobalt I Room, Four Seasons Hotel, Harbor East

Welcome and Overview, Introduction of New Council Members – Terri McBride, SAIS '99, President, JHAA

Ronald J. Daniels, President, The Johns Hopkins University

MEETING MINUTES

I. WELCOME FROM THE PRESIDENT – TERRI MCBRIDE, SAIS '99

Terri welcomed everyone to the 26th annual Alumni Council Meeting in the 128th year of the Alumni Association and presented the themes of leadership and impact. She stated, "We will use as a starting point, October 2012, when we voted to implement the Long Range Plan. At the end of the day, the Long Range Plan has helped us define and discover new ways to weave new ideas into our work of engaging alumni and driving more of the passionate involvement that I witness here today." A summary of Terri's remarks follows.

Long Range Plan

Two years ago we, as a Council, voted to approve and implement the Long Range Plan that was begun in 2011. This implementation by this Council was characterized by the same focus, determination, energy, enthusiasm, and vision that helped us create the Long Range Plan.

Our strategic goals are what we will measure ourselves by this weekend. They are comprised of the following initiatives:

- Foster lifelong involvement through Hopkins-sponsored programs and volunteer-driven communities
- Foster meaningful interaction between students and alumni
- Promote and support alumni service, to both Johns Hopkins and global communities
- Establish the JHAA as a highly credible and respected voice of alumni
- Establish a stable and sustainable JHAA financial model
- Cultivate alumni philanthropy through education and engagement

The journey has brought us from ideas to impact and presented us with the following issues:

- What is the role of the JH alumni?
- What are we asking of the alumni council?
- How do we refine our strategy and implementation?
- How do we increase ownership?
- What sort of impact have we had over the last two years?

The Alumni Council has aligned its efforts with these strategic goals and determined that reaching our goals requires strong leadership, which includes active committee members. Active leadership will result in:

- Increased student interaction
- Accountability and ownership
- Enhanced visibility

The JHU network has enabled connections throughout the world; however what have we done differently to create these connections?

- Changed our mindset
- Worked in a different way
- Took notice of the behavioral shift taking place and gaining momentum in involvement.

Question: *Has there been an increase in participation across the board?*

Answer: *Yes, but also ask, how do we define participation? It could be viewed in terms of how we support each other's work – a sort of cross pollination of people sitting on other boards and becoming more involved.*

Terri asked the audience to consider this question: *How do we serve as ambassadors for the university?*

Introduction of Kristin Blanchfield, Associate Vice President for Principal and Leadership Gifts
Kristin joined us last May. Prior to Hopkins, Kristin spent the last 3 ½ years as Assistant Head of School for External Affairs at the Isidore Newman School. Before her work at the Isidore Newman School, Kristin was the Director of Major Gifts at Yale University, working closely with President Rick Levin and other development leaders during their campaign. In addition, she has held various development and alumni relations positions at Cornell University, the Bushnell Center for the Performing Arts, and Trinity College in Hartford, Connecticut.

II. INTRODUCTION OF PRESIDENT DANIELS

Ronald J. Daniels became the 14th president of The Johns Hopkins University in March of 2009. A law and economics scholar, he served previously as provost of the University of Pennsylvania, and the Dean and James M. Tory Professor of Law at the University of Toronto Faculty of Law.

Since his arrival, he has been busy meeting, listening to, and forging new relationships with alumni throughout the United States and around the world — from Baltimore to Bologna, to Nanjing, Hong Kong, and Tokyo.

Since taking office he has focused his leadership on three overarching themes – enhanced interdisciplinary collaboration, individual excellence, and community engagement. These themes are the backbone of the Ten by Twenty, the University’s strategic vision through 2020, and underscore the priorities of Rising to the Challenge, Johns Hopkins’ largest-ever fundraising campaign, a \$4.5 billion effort.

Under President Daniels’ leadership, the university has launched a series of transformative, multidisciplinary initiatives that seek to advance the understanding of some of society’s most vexing issues, from realizing the promise of individualized health to addressing the challenges facing urban environments. With the extraordinary support of Johns Hopkins alumnus Michael Bloomberg, the University began recruiting fifty new Bloomberg Distinguished Professors whose appointments in two or more divisions create bridges between diverse departments. President Daniels is also championing a University-wide vision for innovation, bolstering the efforts of faculty, staff, and students to translate their discoveries into novel technologies.

III. COMMENTS FROM PRESIDENT DANIELS

The following is a summary of President Daniels' remarks.

Reflection on the Ten by Twenty (10x20) process:

- Adoption of the 10x20 by the board of trustees
- There are many challenges and opportunities ahead, however the process has improved since the last meeting

Now we must focus on the hard work of implementing the 10x20. Just declaring it doesn't mean a whole lot. We need to take action.

The idea of "One University" (*The whole is greater than the sum of its parts*)

Michael Bloomberg's vision of this process through his \$250 million gift will yield more faculty appointments and student programs. It will produce professorships that build bridges between divisions. This transformative initiative will include 50 professorships; six have been filled and 22 searches are underway.

Homewood Campus

- A new student residence is planned in partnership with a third party developer. It will be a twelve story building located across from Barnes and Noble on 33rd and St. Paul Streets. The idea behind this development is to get students closer to the JHU campus and eliminate the need for students to go off campus. We are working to bring more retail into Charles Village to enhance the campus experience.
- It was noted that Johns Hopkins ranks second on the list of the nation's top colleges for food service.
- The University is also in the process of building a running path and walkway on San Martin Drive.
- A student union/campus center is being explored for 33rd and N. Charles Streets at the Mattin Center with the goals of changing the way students are welcomed onto the campus and enhancing the student experience.

Tech Transfers

- JHU receives approximately \$800M a year in support from federal funding. Of that amount, we had only \$18M in tech transfers. This is not a good ratio. In comparison, Columbia has a total of \$160M in tech transfers. Why is this so? The answer is multi-causal and we are working on a program to respond to these challenges. In addition, we are thinking of promoting patent revenue as a source for the university; however, in this pursuit we will not merely focus on publishing ideas, but on how we can have a significant impact.

Community Engagement Agenda

- The Homewood Partnership started with a project in East Baltimore. It has been a struggle, but work is continuing on the 88-acre project. Since the last meeting, we have opened the Henderson Hopkins School, an amazing \$54M project that is a part of a unique university-community partnership consisting of students, volunteers, and graduates. It will create a high-performing school that serves a diverse, mixed-income community of students and families.
- The graduate student residence has opened. A Walgreens has also opened as part of the community partnership in East Baltimore, as well as Atwater's restaurant and a market in the Science + Technology Park at Johns Hopkins.
- There are forty-five houses slated to go on sale in this East Baltimore neighborhood with an incentive for JHU employees to move in – as part of the *Live Near Your Work* Program. The University employees may be eligible to receive \$35,000 after taxes to move into these neighborhoods. It was noted that School of Education Dean David Andrews lives a block from the new Henderson Hopkins school.
- The Peabody After School program is underway, allowing current JHU students to serve as teaching assistants at various Baltimore Public School sites.

IV. AWARD PRESENTATION

- Jeff Aronson, Chairman of the Board of Trustees, was asked to join President Daniels in presenting the Alumni Association's Heritage Award to Terri McBride.
- President Daniels was presented with the new Johns Hopkins Alumni Association blazer.

V. INTRODUCTION OF NEW COUNCIL MEMBERS

New Council members briefly introduced themselves.

John Abodeely, Bus '13

Auburn Bell, Bus '90

Michael Cornelison, Engr '85

Kevin Fox, Med '81 – Not present

Allyson Handley, Ed '75, '78

Vernon Huang, Engr '86

William (Bill) Kirst, A&S '00

Judith Mopsik, BSPH '99

Yasmene Mumby, A&S '08, Ed '10 – Not present

Anika Penn, SAIS '10

Mary Jo Holuba, Nurs '12, '13 – Not present

Natasha Yamaoka, A&S '94

Acknowledgement of Cerulean Society members

Cerulean Society members were asked to stand and be acknowledged. It was noted that the Cerulean Society will have new guidelines for membership and a new cost.

VI. INTRODUCTIONS

- **Divisional Representatives on the Executive Committee**

Nikolas Matthes, BSPH '98

Paula Kent, Nurs '01, '05

Paul Matlin, Peab '70, '72, Bus '81, Engr '84

- **Committee Chairs**

Howard Adler, A&S '72, Awards and Nomination

Bob Fisher, Engr '70, Development

Steve Naron, Engr '70, Communications and Outreach

LouAnn Conner, Bus '08, Alumni Communities

Steve Lascher, BSPH '96, '08, Student Grants

- **Divisional Staff Representatives**

Education – Jen Yeager

SAIS – Margaret Hardt Frondorf, SAIS '00

Bloomberg School of Public Health – Morgan Martin

Peabody Institute – Debbie Kennison

School of Nursing - Lindsey Dorance

- **Alumni Relations Staff**

- **Student Representatives**

Jake Rogers – A&S

Elizabeth Humberstone – Ed

Jennifer Campbell – Peab

Chris Burger – SAIS

Allen Young – Med

Monica Rex – Engr

Melinda Chau – Nurs

Chelsea Zhang – Bus

Jose Flores – BSPH

- **Past Presidents of the Alumni Association and Alumni Council**

Jim Miller, A&S '64

Ray Snow, A&S '70

Mac Passano, Bus '67, A&S '69

VI. CLOSING COMMENTS

Terri quoted: *If I have seen further, it is by standing on the shoulders of giants.*

She encouraged all to reflect on the following questions when considering their role as leaders:

- What three people have made an impact on you?
- Whose list will you be on next year?
- How do we make an impact? How do we get there?

Meeting adjourned at 5:00p.m.

SATURDAY, OCTOBER 18, 2014

Facilitator: Terri McBride

Time Meeting Start: 8:30a.m. (ET)

Meeting End Time: 5:30p.m. (ET)

AGENDA

8:00A.M. – 9:00A.M. JOHNS HOPKINS ALUMNI COUNCIL CONTINENTAL BREAKFAST

Mason Hall, Johns Hopkins University, Homewood Campus

9:00A.M. – 10:00A.M. ALUMNI COUNCIL BUSINESS AND EXECUTIVE COMMITTEE MEETING

Mason Hall Auditorium

10:00A.M. – 12:00P.M. JOHNS HOPKINS ALUMNI COUNCIL SESSION

Mason Hall Auditorium

12:00P.M. – 1:00P.M. BREAKOUT SESSIONS - WORKING LUNCHEON

Mason Hall – various locations within building

Eye on the Future – Committee Breakouts

1:00P.M. – 1:30P.M. BREAKOUT SESSIONS - SUMMARIES

Mason Hall Auditorium

Terri McBride, SAIS '99, President, JHAA

1:30P.M. – 2:00P.M. SUMMARY SESSION

Mason Hall Auditorium

I. COMMITTEE UPDATES

Alumni Communities, LouAnn Conner, Bus '08

Regional and International Communities

- The Alumni Association sponsored 311 events in domestic and international communities in FY13, engaging over 8,000 alumni, students, parents and friends of Johns Hopkins.

- There was an increase from 153 events in FY12 to 311 events in FY13. There was also a jump from 55 domestic and international chapters to 75 communities, which now include regional representative areas.
- The number of cities in which events were held also increased. In FY12, events were held in 36 different cities. In FY13, events were held in 72 different cities.
- Alumni Communities partnered with the *President's Day of Service* on the Homewood campus to provide 9 community service events in different cities across the United States; a rise from 5 events in 2012-2013.
- The Office of Alumni Relations partnered with the offices of the President and the Provost to collaborate on events in London, Hong Kong, Seoul, Shanghai, and Tokyo. Additionally, events recently occurred in Mexico City and Sao Paulo with DAR Development colleagues.
- Efforts to engage smaller alumni communities included the new *Hopkins in Your Neighborhood* West Coast series, where dinners were held in eight areas with small to moderate alumni populations. These cities included Boulder, Colorado Springs, Kansas City, Portland, Monterey Bay, Tucson, Las Vegas, and Sacramento.
- Alumni Relations and Parents Programs collaborated to host 17 *Student Sendoffs* for incoming undergraduate students. Unofficial sendoffs were also held in Minneapolis, Hawaii, Charlotte and Birmingham, where incoming students and their families had the chance to meet the local alumni community.

Affinity Groups and Communities

- Currently there are 22 groups – the newest additions are Geeks Rock! and Healthcare.
- In the 2013-14 academic year there were 35 formal events and activities, an increase from 25 events held the year before, including the successful 2nd Annual Women in Business Affinity (WIB) Group full-day Leadership Conference.
- This year, the Affinity Groups' programs brought together approximately 1,027 alumni, students, parents and friends of the University and over the course of the three years of the program it has engaged more than 2,000 individuals many of which are often first time alumni event participants.
- The program also continues to encourage the financial support of the Alumni Association raising \$3,400 in donations in 2013-14, almost double the dollar amount raised from the prior year. (Donations are raised as a direct result of this program and gifts are made in addition to the fees charged for activities.)
- Affinity events were held in six different states and on both coasts. This year the program experienced yet another first with the Geeks Rock! Affinity launch in June, 2014. The event was live-streamed to alumni all over the world with more than 100 participants both virtually and in-person.
- The Affinity Program began collaborating in June 2012 with the Homewood Career Office on an all-alumni webinar series. Three Affinity-driven webinars in 2013-14 yielded more than 900 participants and many more registrants from all over the world, both domestic and international, including many parts of North America, Greece, Tunisia, Turkey, Italy, Netherlands, Great Britain and Pakistan to name a few.

Communications & Outreach, Steve Naron, Engr '70

The following items were discussed:

- The need for new updated segmentation
- Lost contact information
- Too many distractions
- Too much or too little, Hopkins
- Finding the means to work seamlessly with the schools' development offices. How do we hand over found alumni?
- Suggestions: Integrate "HubPlus" with a push filtered by interest and application and controlled sharing of a central contact database of target audience segments
 - Formalize ongoing work with tech staff and alumni interviews
 - Develop more programs for "almost alumni"

Student Engagement Committee, Byan McMillan, Bus '00, '02, on behalf of John Butterworth, A&S '82, SAIS '83

Ideas to improve student engagement included the following:

- Creation of a luggage tag/business card holder – student welcome and graduation gifts went out
- We are looking at LinkedIn – there are 72,000 Hopkins students and alumni on LinkedIn
- Looking at orientation – how can we keep students engaged? How do we speak with students? How do we deal with older alumni who are not on social media?

Development, Bob Fisher, Engr '70

The following points were made.

- Last year we collected \$374,000 for annual use and \$142,000 for endowment.
- The new Cerulean program is underway with a mid-year push. The new program will roll out in January. Three people in the audience wanted to join.
- We are continuing to work with Susan to fine tune solicitation.
- We are focused on becoming self-sustaining as an organization. We are looking at various affiliate programs to fund ourselves. One such program is *Amazon.com*; we get 4% of sales if visitors go through the link on the alumni page. Currently, we get about \$1500 from that program. We really need more people to use the link. It would be a good idea to bookmark the alumni page; this will be the most effective source.

- We received 38 donations from council members. That averages to only about 61% participation. We are shooting for 100% participation in 2015.

Awards & Nominations, Howard Adler, A&S '72

The following facts were noted in regard to the process of choosing awards and nominations:

- Nominations go through a committee and it is a very selective process
- The committee recommends individuals for university awards
- Up to two people in each cycle are chosen to serve on the board of alumni trustees from the slate presented to the board

The broader function of these awards is to discover and cultivate leaders among alumni. How do we keep them involved throughout their life? How do we get more people involved? One way is to have divisional reps be a filter and give them information on individual candidates and accomplishments. This is still an evolving process. We must think of new and creative ways to cultivate talent. We need at least one person from each division to serve on this committee.

Question: *What happened to the (excellence in) teaching award?*

Answer: *This is part of our budget. One thousand dollars is given to each division annually. The division decides who receives the award.*

Student Grants, Steve Lascher, BSPH '96, '08

- We are currently evaluating applications for student grants. We met monthly and had many projects. There was significant revising of forms to make the application more coordinated.
- The End of Action report is being revised – what is the name of the contact for next year?
- The portal is up and running. We are reviewing applications online and hoping the process will be smoother; the portal will help celebrate successes.
- The End of Year reports will be available online soon. With different activities being funded, how was the alumni association acknowledged? We must follow through to make sure recipients know where the grants came from.
- A live session was established to give information on the portal. It was proposed that someone be designated to act as middleman to have someone to contact. This was thought to be a great idea as it would establish a personal connection. It was noted that a fund could be created to supply the needs of students, with amounts from the fund given to any student who needs aid for things that may not be covered.

Budget, David Yaffe, A&S '74, JHAA Treasurer

(Comprehensive list of figures shown on spreadsheet on PowerPoint Slide)

- We have had a successful budget year. We did very well with \$872,000 in total revenues; this is above what was expected. The total donations to the Alumni Association Fund (current annual use) was \$359,483, also well above the expected amount.
- We have also budgeted \$5,000 in sponsored revenue for the year.
- Communications/Outreach underspent its budget for 2014.
- Divisional assistance (\$106,000 -\$115,000) will increase some.
- Student Engagement is budgeted for increases.
- The Athletic budget decreased from \$5,000 to \$2,000.
- In November, we will discuss accepting applications for the surplus funds to be used by individual committees for their outreach activities.
- The effort for the last four years has been to promote engagement and target alumni interest. The growth of Affinity groups is also on the agenda. As far as the number of organizations and communities, how do we measure their contributions? A report was created to track that. It was not tracked the first year; it is new. We are bringing it over to Chapters so that we can start looking at that measure and identifying who is and is not participating. Since we moved to a donation-based system as opposed to dues, we try to track the average amount of donations.
- After every formal Affinity event, we use a survey to see what people thought and measure the quality of the program. There is also a section to donate on the spot.
- A motion to ratify the budget for 2015 was made and passed.

II. BREAK

Cerulean pins were presented to Vernon Huang, Judy Mopsick, and John Abodeely

A framed certificate was presented to Bob Garnett thanking him for six years of service on the Alumni Council.

III. VIDEO PRESENTATION – ALUMNI COMMENTS

Suggestion from Terri McBride: *When looking for leadership from alumni, consider time, talent, and treasure.*

We need to focus on increasing visibility within our communities to boost partnership opportunities. Our new model is working; the alumni interaction is increasing in both number of

chapters and events. We bought a seat at the table (increased visibility). We have to earn this seat through time, talent, and treasure.

IV. VIDEO PRESENTATION: HOW TO ACHIEVE EVERYDAY LEADERSHIP

Terri noted important action items to come out of this meeting:

- Increase alumni and student interactions
- Increase involvement of the alumni
- Launch a new fundraising model
- Pilot the new model
- Dramatically increase the number of donors (we have a development opportunity)

There has only been a four percent increase in the number of donors. We should not be happy with that number.

Question for consideration: *What do we want numbers to look like in two years' time?*

V. DASHBOARD REVIEW

Jessie Jacoby, Bus '02, 2nd Vice President

- There is a six (6) month increment period sketched out to measure the dashboard.
- We are monitoring the number of Affinity groups added – Geeks Rock! is an example of one.
- Webinars drew 900 participants from all over the world.

Question: *Do things tend to fly under the radar?*

Answer: *There may be things going on that are not formally Affinity, but we do a good job of capturing that information.*

- The number of volunteers on the Affinity committees is 226.
- The number of Affinity events is 23.

Comment: *This number seems low. Can you explain?*

Response: *Sometimes the questions we ask are not giving us the numbers we're looking for. This may affect the numbers and why we keep adjusting the questions so that we can extract the data that tells the true story.*

- Alumni engagement does not reflect an accurate number because we are only doing it annually. Actual results will show next cycle.
- The goal is to establish ourselves as a highly credible, recognized voice.
 - We do a pulse survey of alumni twice a year to get a sense of how we are doing – do people understand the JHAA mission, what is their level of participation, etc.
 - Secondly, we send an Alumni Council assessment survey once per year to update contact information and to determine how people want to get involved, what skills they would like to use, and which boards they sit on – especially within Hopkins. (This year only 28 council members completed the assessment.) The increase in participation of Alumni Council members on various boards is a measurement of how alumni – through the alumni council – have become vital players to the University when launching various initiatives, such as the website redesign.
- We aim to have two-way awareness by encouraging advisory boards to have Alumni Council members.
- Make sure alumni are on search committees.

Comment: *Last year Bloomberg School of Public Health decided to change the mission of its alumni board and council members became members of the Dean’s Advisory Council. We worked hard to get on and it almost immediately disbanded – within six months. (Steve Lascher).*

- Technical information is getting settled in regard to the number of times the alumni formally contacted Susan’s office. For example, email migration was a huge issue this past year. The issue is that all schools do not report this migration in the same way – and that causes a great deal of confusion and frustration. Gwen Harley in the Office of Alumni Relations is working closely with all divisional staff reps to clarify and work thru these issues.
- OAR staff is dealing with people who contact them regarding JHED deactivations. We receive many calls a week concerning this issue. It was noted that alumni may also use the *jhu.edu* email as an alias.
- It was suggested that the divisions’ activities be included in the numbers on the dash board.

ISSUES TO BE DISCUSSED

VI. WEBSITE

By now, everyone has had the opportunity to view the website. We reached as many people as we could. The new *jhu.edu* website that has not been rolled out yet will probably launch next month. We need to be more aligned with technology, as opposed to hearing about it after the fact. We had good participation, and some helpful feedback was provided.

VII. ACADEMIC FREEDOM

A conference call was held with Phil Spector and we are taking input on how we are going to craft academic freedom.

VII: SEXUAL VIOLENCE ADVISORY COUNCIL, Jay Lenrow, A&S '73

In 2011 the Justice Department sent a “Dear Colleague” letter to every institute of higher learning in the country. The letter stated that the Justice Department would scrutinize how sexual assaults would be handled. They would be changing the way Title 9 is interpreted from the beginning. There were complaints that local police in many areas were not handling cases well. Victims were concerned about going to the police. The issue of how individual colleges can handle the issue needs to be dealt with. The University does not have subpoena power or the power to undertake discovery, or to take testimonies. Discussion is underway by institutions on how to handle these issues. A discussion among council members ensued. Susan deMuth is meeting with the chairs of the Sexual Violence Advisory Committee on October 20 and will report back to the steering committee to see where there may be opportunities for partnership and perhaps support an educational outreach program.

An Alumni Council member made a motion to establish an ad hoc committee to take political positions with respect to issues facing the University and to potentially criticize the University where the Council felt criticism was appropriate. The president ruled the motion out of order.

VIII. THE NEXT STEPS, Jay Lenrow, A&S '73

Jay made the following points.

In order for us to do our jobs well, we need communication flowing up and filtering down from us. We are at the bottom of the food chain, and students and alumni are at the top. We will encourage the Key 3 for each division (the Alumni Council Divisional representative, the student divisional representative, and the divisional alumni staff representative) to participate in a conference call each month and get students involved in student government. The selected alumni reps are going to be individuals who are involved with the alumni association and are communicating and telling us what they need done by the council. The Key 3 are going to encourage alumni association representatives to be present at every event so it is known that we are an integral part of student life on campus. One idea to promote this notion is the creation of

such things as banners to display a campus presence by the association. Right now we wait until graduation to do things like that and that does not make much sense.

VIII. BREAKOUT SESSION TOPIC: EYE ON THE FUTURE

Each committee identified its top goals for the future.

IX. BREAKOUT SESSION SUMMARIES

1. **Awards and Nominations**, Howard Adler, A&S '72

- Further publicize and honor awardees, for example host a gala to honor individuals.
- Cultivate talented alumni to increase diversity.
- Come up with more award categories.
- Review the physical awards. Are they nice enough? Should we upgrade? Do they express how much we honor and appreciate the recipients?
- Identify more potential leaders filtered through each division's staff representative. Look through class leaders, and ask student government members to identify student leaders. Consider local alumni groups.
- Consider Bridge 5 connections that link freshmen and those 5 years ahead.

2. **Student Engagement Committee**, Bryan McMillan, Bus '00, '02

- Student Engagement committee LinkedIn meet-ups.
- Geographical location via interaction with a card for free cup of coffee with alumni who are willing to meet you for conversation.

3. **Communications and Outreach**, Steve Naron, Engr '70

- Consider logistics of how to go forward. Look for what can we do to connect with students and engage communication.
- Suggest members to be on all calls and give reports from each one of the members.
- Narrow our outreach to one segment and experiment with allocating responsibilities. Look at the best tools like Connect vs. LinkedIn.
- Put together a "reasons to come back" list. We have \$10,000 to spend and we are looking for productive ways to spend it.

4. **Development**, Bob Fisher, Engr '70

:

- Attain 100% alumni council participation towards donations to the JHAA.
- Increase overall alumni donor participation
 - Increase the Cerulean amount to \$5,000.

- Increase annual donations amount (current use funds) by 8%.
- Increase affinity revenue.
- Add two new vendors (e.g. Direct TV, Coursera, Rosetta Stone) in addition to current vendors.

The committee also discussed:

- Recent grad giving and was mixed on whether to set a goal of getting all young alumni to graduate; or if this was the right group to actually target.
- The dues paying model vs. the current model. There was some discussion that the dues model was easier to measure, but Jim Miller added that it was difficult for recent graduates to pay their dues. One suggestion was to go back to dues, but the counterargument was that people want to know where their money is going.
- Individually calling AC members that had not yet paid dues, or at least mentioning those who had paid by name in the President's Newsletter. They would like to be able to share a list of those who have donated to motivate those who have not.
- Metrics and whether the increase in events has led to more donors.
- Possible confusion among alumni as to which entity to donate to. They receive donation messages from the alumni association, divisions, etc. One member had donated to the SEA, and realized that the gift then goes to Engineering as opposed to the Alumni Association. It was mentioned that at Dartmouth, all gifts go to one central place. Anika Penn made a donation to SAIS and had assumed it was given to the JHAA.
- What is the percentage of alumni who have given to the University, but not the JHAA – and is there an overlap of people that had given to both?
- The importance of pushing Amazon.com

5. **Alumni Communities**, Mindy Farber, A&S '74, on behalf of LouAnn Conner, Bus '08

- Several commented that large parts of the alumni community are not being reached by current programming and communications.
- Might this committee answer that outreach need by using local Chapter and Affinity Engagement programs and members of the alumni community known to be “influencers” in their class, local chapter to meet the interests of certain “underrepresented” parts of the Hopkins alumni community – such as Baby Boomers or women who were near or newly retired.
- Committee members could assist with identifying and executing targeted outreach to specific demographics or geographic areas that have been traditionally less involved – possibly pick several cities where we do not have many Affinity Groups or much Chapter activity – but might yield some interesting developments with a more personal touch from council members or “influencers”.
- Consider connections to students and young alumni through potential mentoring opportunities to engage those who might not be interested in current programming.

6. **Student Grants**, Steve Lasher, BSPH '96, '08

- Raise the budget to \$250,000 within three to five years.
- Explore micro grants focused on individuals.
- Establish a full, complete functional portal for the next cycle
- Enhance marketing (internal and external) to come up with ideas to involve more student groups.

Terri noted that, "Vision without action is merely a dream. Action without vision merely passes the time. Vision with action can change the world."

Action: Cards were passed out to the members to answer the question: *What is one specific goal you are going to accomplish within a year?*

X. SUMMARY SESSION

Recognition

Shelby Wilkes, Med '75, received a framed certificate for his two terms on the Alumni Council. Anne Marie McKenzie-Brown, Med '87, received a plaque for her service on the Alumni Council and as Secretary.

Jessie Jacoby, Bus '02, received a plaque for his service as 2nd Vice President, but he will be returning.

Closing Remarks, Terri McBride, SAIS '99

Thank you for the midnight calls, 4 a.m. texts, shouting matches, strategic discussions, and "why are we here" talks. Thank you for your service, inspiration and dedication, and all you're about to do.

Presentation and approval of new slate of officers, Howard Adler, A&S '72

The following slate of new officers was introduced.

Jay Lenrow, President
David Yaffe, 1st Vice President
LouAnn Conner, 2nd Vice President
Nikolas Matthes, Treasurer
Howard Adler, Secretary

Remarks, Jay Lenrow, A&S '73

Jay presented Terri with a JHU AA gavel for her office, and the entire council expressed their appreciation for Terri's extraordinary leadership. In closing, Jay challenged both himself and every council member to always strive to do better.

Meeting adjourned at 2:00p.m.