

Johns Hopkins University Alumni Association Alumni Council Executive Committee Meeting June 4, 2005

Minutes

Opening Remarks

Rick Carr, President, Johns Hopkins University Alumni Association

Rick Carr convened the meeting at 8:48 a.m. After welcoming members of the Executive Committee and thanking them for attending, he introduced Robert Lindgren.

University Update

Robert Lindgren, Vice President of Development and Alumni Relations

Bob Lindgren thanked and welcomed everyone to the Executive Committee meeting. He mentioned how exciting the NCAA lacrosse championship in Philadelphia had been, and how great it was to see so many alumni at the games.

Mr. Lindgren reported that after a national search, Michael J. Klag, an internationally known expert on the epidemiology and prevention of heart and kidney disease and a Johns Hopkins faculty member since 1987, had been appointed dean of the Bloomberg School and would succeed Al Sommer, who would step down on September 1. Dr. Klag was most recently vice dean for clinical investigation at the School of Medicine.

The search for a permanent dean of the Krieger School of Arts and Sciences is underway, and candidates will likely begin to arrive on campus during the 2005–2006 academic year. Mr. Lindgren credited Adam Falk for maintaining the momentum at the Krieger School and for the smooth transition into the deanship following Daniel Weiss' departure to become president of Lafayette College.

The search for a new executive director of alumni relations is proceeding, and Mr. Lindgren shared that Joe Reynolds and Helen Holton will represent the Alumni Council on the search committee. He thanked Rick Carr for his many trips to Baltimore for participation in Homecoming, Commencement, the School of Medicine Biennial, and other events. He also thanked the Alumni Office staff for their continued good work. Mr. Lindgren mentioned that Reunion 2005 was very successful and recognized Eileen Fader, director of Homewood Alumni Relations, for leading a program that continues to bring more and more alumni back to campus.

Campaign progress. The campaign has reached \$1.75 billion with two years left to reach the \$2 billion dollar goal. The challenge remains filling specific buckets, primarily for buildings at the hospital and projects at Homewood. Mr. Lindgren also announced a new Champions Fund, intended to provide an opportunity for the entire Johns Hopkins community to recognize and celebrate the achievement of the men's lacrosse team while making a difference for all student athletes at Hopkins.

Efforts are ramping up on a regional campaign, which is designed to bring the Knowledge for the World campaign to six cities: New York, Philadelphia, Boston, Chicago, San Francisco and Los Angeles. The regional campaign will engage alumni, friends, parents and grateful patients, and will hopefully help sustain a higher level of activity in those regions.

Alumni Relations Update

Fritz Schroeder, Associate Vice President of Development and Alumni Relations

Fritz Schroeder reported that although the Alumni Office was in a period of transition, the staff was doing a terrific job, and he thanked all of them. He recognized Eileen Fader, Director of Homewood Alumni Relations, for making some effective changes that helped make Reunion 2005 so successful.

At the School of Medicine, plans for the Biennial were in place. The School of Nursing dinner was a wonderful success as usual. Mr. Schroeder recognized Melinda Rose for all the work that goes into that event. At SAIS, the Bologna Center celebrated its 50th anniversary in May. The 800 guests in attendance included trustees, President Brody, the local political leadership and the Bologna Center leadership. Peabody is launching another round of Maw's Sophie's Choice opera, which will premier in Berlin in September. Back at Homewood, a celebration of the 2005 men's lacrosse team and their championship victory will be held on September 10. Finally, construction will begin in a few months on the new visitor's center, which will include an alumni board room. It will hopefully be useable by fall 2007. The Executive Committee will be tapped for suggestions of how to best capture JHU history and culture.

Mr. Schroeder thanked all Executive Committee members for their contributions. He mentioned that the Alumni Office staff left the previous Executive Committee feeling great after the discussion that was held in March.

Rick Carr also thanked the staff and committee members, especially the Nominations Committee, who are tasked with difficult job of choosing award recipients.

Chapter Support

Greg Fortsch, Chair

Warren Fink reiterated the poor turnout at the Florida networking event and compared it with a well attended event where the cost was covered a donor. He mentioned that engaging young alumni was a huge challenge in certain chapters. David Yaffe asked if the Chapter Support Committee members were clued in to what the Alumni Council was doing, with regards to networking and other programs. Mr. Fortsch felt that it was a good idea to elaborate on such information with the committee.

Q: Do new chapters ever get formed?

A: Yes, but not recently. Forming a new chapter depends on achieving a critical mass of alumni. A typical response rate to invitations is five percent, so there needs to be a lot of alumni in a given area.

Ellen Oppenheimer asked how we cultivate that, commenting that two families in Vermont are still two families. Larry Kenney suggested that the Chapter Support Committee help specific schools with their events. Terry Taylor commented that he hasn't attended alumni events in years, and that he typically receives his invitation a week before the event. Suggesting this was "too little too late," he suggested that a proposed list of events and dates be sent to alumni with a request for their feedback. Laurie Flint responded by saying that people respond differently to different events, and that she really enjoyed the latest Baltimore Chapter newsletter. She also said that it might be a mistake to rely on a critical mass for chapters and/or events, and that she might respond to a personal invitation to an event attended by just a few alumni. Ron Abrams commented that for young alumni, social networking was more important, and he asked if we could publish the names of alumni planning to attend a given event along with their contact information. Fritz Schroeder said this might be possible in the future.

Budget & Finance

Ellen Oppenheimer, Treasurer, Johns Hopkins University Alumni Association

Treasurer Ellen Oppenheimer reviewed a budget report that was distributed at the meeting. She summarized by saying she had only good news. Specifically, dues income was up, a sign of successful marketing endeavors. Expenses have gone up as well, due to rising costs such as mailing and catering. In addition, we are looking to nicer venues for events; the Student Services and Community Service Grant committees have each increased their budgets by \$5,000; the Awards Committee budget has been increased; and a new line item has been created for an athletic sponsorship. Rick Carr said that the Executive Committee needed to consider what to do with the available funds.

Ray Snow: *What are the details of the MBNA contract?*

We are in the first year of a five-year contract, which will pay \$400,000 per year. However, data seems to indicate that alumni are using the card less. We need to explore ways to encourage usage.

Larry Kenney said that he was still waiting to be solicited for the new WorldPoints MBNA credit card. He received information about the American Express card but not the MasterCard. He also mentioned that the MBNA Web site did not include information about the JHU affinity cards. Fritz Schroeder explained that MBNA is down-sizing its affinity card staff, and that affinity credit card usage is dropping off across the board among alumni constituencies at other colleges and universities.

Terry Taylor: *What percentage of colleges and universities has such an affinity credit card program?*

Fritz Schroeder: Probably about half of accredited schools. JHU has a relatively small constituency (125,000 alumni), so we are probably at the low end of the scale with regard to population size and card usage. However, JHU alumni tend to charge greater amounts and do a better job of paying off their balances.

Gerry Peterson: *Regarding the budget, how big will or should we let the [\$43,000] carryover get?*

Ellen Oppenheimer: \$30,000-\$50,000 in a contingency fund is not a bad thing.

Mal Buchner: *Should we be organizing to look at new initiatives?*

Rick Carr responded by asking for everyone's input at the annual meeting in October, where most of the Council will be present. He also added that hopefully a new Executive Director of Alumni Relations will be present.

Warren Fink reiterated that he would like to make all chapter events free for recent grads. Christine Schmitz suggested talking to the divisions to see where they need help.

Brendan O'Brien: *Have we studied whether the Quasi-Endowment Fund would be able to supplement the loss of MBNA money, and if so, could the carryover help address that?*

[Started nine years ago, the Quasi-Endowment Fund is a compilation of leftover funds designed as a safety net in the event of an emergency. The fund cannot be touched; the Executive Committee would have to vote on approval of its use, which would then go to the Board of Trustees.]

Ellen Oppenheimer reminded everyone that other sources of income; one-third of dues dollars goes to the divisions. She also reiterated that the Quasi-Endowment Fund could not be touched. Ron Abrams pointed out that the amount we could save over five years—perhaps \$40K—would pale in comparison to what we would lose in MBNA funds (\$160K). He emphasized that we need to focus on increasing participation.

Fritz Schroeder made three points:

1. Staff will be meeting with an MBNA rep this summer.
2. We will examine what our peers are doing.
3. Dues income affects divisions disproportionately.

Rick Carr added that only 60 percent of revenue comes from dues—less than the national average. Further, current programs could use funding, and the grants committees were only approving 20 percent of their requests.

David Yaffe suggested dealing with MBNA as a revenue issue before dealing with it as an expense issue. Ray Snow said that MBNA sees JHU as a “trophy account,” and that we should continue to negotiate for better deals.

Ellen Oppenheimer asked the Executive Committee to approve the budget for FY06. A motion to do so was unanimously approved.

Membership Development & Alumni Services

Arno Drucker, Chair

Arno Drucker provided an update on the 2005 membership campaign, underscoring that we were up by 800 dues payers compared with this time last year. He elaborated on a few issues discussed in the committee’s most recent teleconference.

Discounts and services. Alumni will have a 10 percent discount at the new Barnes & Noble book store that will open in the Charles Commons, currently under construction. The committee has also been discussing an affiliation with a college or university club in New York, i.e. Penn, Cornell or Princeton. The New York chapter is currently handling this project.

Lifetime membership program. There are approximately 720 lifetime dues payers out of 16,000 dues payers. The committee has been actively exploring ways to recognize lifetime dues payers and market the program. Suggestions included:

- a full page ad in Johns Hopkins Magazine
- a plaque in the alumni board room in the new visitor’s center
- recognition of lifetime dues payers in the presence of others, i.e. at alumni events
- creation of a VIP status or level with additional benefits
- access to the Recreation Center
- targeting the 20th and 25th reunion classes
- creation of a lifetime dues payers brochure

Increasing dues. Mr. Drucker reported that the committee was in favor of raising dues from \$40 to \$50. Currently, \$600K per year is generated by dues income. Dues have not been raised in 15 years. The cost of our dues is within the median of dues at peer institutions. The committee discussed the confusion between paying membership dues and the notion of automatic membership. It determined that our literature needs to clarify this, and that alumni don’t pay dues for benefits but rather out of loyalty.

Laurie Flint called for a more fundamental discussion of membership benefits vs. cost of dues. The concept of dues is “old school,” she said, adding that statistics of dues payers among schools don’t include schools that don’t have dues. “I’d rather make a \$1,000 tax-deductible gift than pay lifetime dues,” she said. She suggested we emphasize that the Alumni Association is “not a club you join, but a family to which you belong.”

Christine Schmitz suggested distinguishing “contributing members.” Greg Fortsch explained that some schools administer dues programs locally, at the chapter level, rather than centrally. Warren Fink felt dues would be managed more wisely from a central location. He asked Laurie Flint where the \$600K dues income would come from if we did away with dues. Ellen Oppenheimer suggested changing the term “dues” to “donorship.”

Ron Abrams said that eradicating dues was a nice but very dangerous idea. He suggested we focus on making the \$40 dues more valuable. Laurie Flint clarified that she wasn’t suggesting we do away with dues to increase goodwill but to get more than \$40 per alum.

Fritz Schroeder clarified that fund raising was off limits, and that any ask made by the Alumni Association has to be about membership or alumni services.

Warren Fink mentioned that dues allow the Alumni Association to be self-sufficient, and that while it may seem annoying, it's a brilliant structure.

Jim Miller: *Why are we raising dues? Wouldn't we want to concentrate on the 87 percent of alumni who don't currently pay dues rather than raising dues for those who already pay them?*

Arno Drucker felt we could provide better value for dues payers—by making events free, for example. Warren Fink said with certainty that the Alumni Association will have a revenue need, referencing what has historically been a participation issue, especially among Arts & Sciences alumni. Participation affects JHU's national ranking. Though it's hard to change old ways of thinking, he said that recent grads were more malleable. That is why, he reiterated, we should make events for recent grads free. "Let's build for the future by investing in younger alumni so they have higher participation in 30 to 40 years," he said.

Don Nicholson suggested a pilot program that would allow certain chapters to fund programs for young alumni. David Yaffe asked how this would affect the budget. Laurie Flint also suggested the "contributing member" approach, but with varying levels, as in an NPR campaign drive.

Larry Kenney clarified that the reason for a \$10 increase was to avoid multiple increases over time.

Riz Ahmed felt that the discussion has identified a need for more dues income and suggested that committee members elaborate on that. Where is the money needed? Does more money need to go to chapter support?

Warren Fink said that raising dues would insulate the Alumni Association from the shock of losing MBNA income in five years. He again stated that any surplus could be used to fund a pilot program offering free young alum events. Sonia Singh felt that free events for young alumni conflicted with \$20 dues, and she pointed out that for young alumni, dues would eventually jump considerably from \$20 to \$50.

Mal Buchner reminded everyone that all money generated by dues benefits the university. Gerry Peterson noted that free events have the associated risk of alumni not showing.

Jim Miller pointed out that the idea of raising dues has significant ramifications—marketing and young alumni programming, for example—and recommended that the issue be addressed in the strategic planning that will take place during Leadership Weekend in October, when 150 Alumni Council members can weigh in instead of 30 Executive Committee members.

Rick Carr took an informal survey of the Executive Committee, which clearly showed that there were not enough votes to support an increase in dues.

Riz Ahmed: *How are the 50,000 alumni who receive reminders about dues selected?*

Fritz Schroeder: They are chosen based on their likelihood of responding—previous dues payers, event attendees, etc.

Rick Carr: *How many dues payers make gifts?*

Fritz Schroeder: About half.

Student Programs

Jay Rubin, Staff Liaison, for Evelyn Jerome, Chair

Jay Rubin reported on behalf of Evelyn Jerome, who was unable to attend the meeting. The committee has selected two gifts: a graduation gift—a license plate frame with an insert listing names of all eight JHU divisions and information about the Alumni Association; and a welcome/orientation gift—a mug bearing the JHU seal and names all eight JHU divisions. This year, the Student Programs Committee also funded the student discount card program, study breaks at exam time at all eight divisions, and an electronic new graduate survival guide.

Mr. Rubin reviewed part of the Student Programs Committee’s mission statement: “overseeing and coordinating the Alumni Association’s efforts to strengthen the relationship between the Alumni Association and current students.” Because none of the committee’s funding was discretionary this year, the committee, which included at least one representative from every division, took the opportunity to reach out to student life staff at all eight divisions of the university to determine what student activities offer opportunities for additional alumni involvement.

Committee members contacted student life staff at each division to determine where the investment of Alumni Association dollars and time would have the greatest impact on current students, raising their awareness of the Alumni Association increasing their perceived value of involvement. Based on this exercise, the committee saw many opportunities for alumni involvement in student leadership activities and good use for modest amounts of funding that will give the Alumni Association better visibility among current students.

The chairs of the Student Programs, Student Services Grants, and Community Services Grants committees recommended passing unfunded grants directly through to the dean at each school, which would free up funding for Student Programs to fulfill its mission and achieve the objective above.

Mr. Rubin relayed a message from chair Evelyn Jerome: “It’s really been a privilege to lead the Student Programs Committee this year, with tremendous guidance from past chair Sonia Singh and active participation and leadership from Rene Shumate. Gale Berkowitz, Anna Alt-White, Warren Wilhide, Joan Fishman, and Audrey McCallum have all been very involved and reliable and I know their hard work will ensure our success in the coming years.”

Community Service Grant

David Yaffe, Chair

David Yaffe reported having just received the summer/fall applications, and that even if all were approved, the committee would still have a budget surplus. An upcoming conference call will address the issue of whether the committee should modify its mission to include funding projects that deal with an international focus.

Mr. Yaffe also discussed changing the application deadline, claiming it was currently too late. He mentioned there had been confusion among applicants as to whether requests should go to the Community Service or Student Services Grants committee. The two committees are collaborating on a joint application, which they hope to have ready for Leadership Weekend.

Student Services Grant

Eileen Fader, Staff Liaison, for Jan Webber-Norris, Chair

Eileen Fader reported on behalf of chair Jan Webber-Norris that during the first application cycle of the year, the committee reviewed and funded 26 applications totaling \$33,231. Twelve applications for the fall 2005 funding cycle were submitted for review, and the committee will convene on June 13 to discuss the applications.

Sonia Singh asked, since the Executive Committee approves grant funding and the grant committee will meet on June 13 but the Executive Committee will not convene again until September, if the Executive Committee would approve the funding earlier. Fritz Schroeder confirmed that the Executive Committee does have to approve the slate recommended by the grants committee and suggested a vote by e-mail or fax. Elizabeth Sharp commented that it was not appropriate to wait until September to approve the current slate of applications. Ron Abrams asked if voting authority could be given to the Student Services Grant committee. Elizabeth Sharp suggested that for this funding cycle, the two grants committees be given the authority to approve no more than their budget would allow and allocate it at their discretion. Such a motion was introduced and unanimously approved.

Student Representatives

Thomas Guadamuz, Public Health

Mr. Guadamuz reiterated that Michael Klag had been appointed the new dean of the Bloomberg School of Public Health and would officially start in that role on September 1. He said students were excited about new reading rooms, which were made possible by Michael Bloomberg. During a recent student assembly, 85 percent of students expressed a desire for insurance. In addition, when asked how much contact they had with alumni, 89 percent of students said "none."

Jonathan Haslanger, Engineering

Mr. Haslanger provided an update on the engineering undergrads participating in the Mini Baja design competition, in which students are tasked to design and build an off-road vehicle that will survive the severe punishment of rough terrain. The Hopkins Mini Baja team, which was funded by the Alumni Association, completed their buggy (which passed inspection) and have gone to the competition. He mentioned some exciting projects coming out of Hopkins Engineering, such as an APL-sponsored auto-piloted blimp, and the work done by an electrical engineering graduate student who cracked E-Z Pass. Mr. Haslanger was pleased that Larry Aronhime won an Excellence in Teaching award in the School of Engineering. Aronhime teaches students who are boosting their business skills in the W.P. Carey Program in Entrepreneurship and Management. Lastly, Mr. Haslanger thought it was a wonderful gesture that diplomas were presented to the families of Linda Trinh and Chris Elser at Commencement.

Payel Patel, Arts & Sciences

Ms. Patel reported a very successful Senior Week, which included a senior class formal, an afternoon cruise, and a pub crawl at the Power Plant. The Class of 2005's gift to the university, in memory of Linda Trinh and Chris Elser, will be a stained glass pane featuring blue jays and cherry blossoms, which will eventually be used in the new Charles Commons currently under construction. Ms. Patel was also very excited and honored to have had Al Gore serve as the Commencement speaker at this year's graduation.

Networking/Career Services

Terri McBride, Chair

Terri McBride presented a slideshow summarizing results from a survey conducted of divisional career directors, all of whom responded. The survey revealed that the availability of career services varied across divisions, with access to job postings, career counseling, and resume review being the most common. Services most commonly requested included job searching and resume and networking assistance, although

specific networking services are not currently provided. Alumni contact varied widely across divisions: SAIS and SPSBE career centers reported daily calls; Peabody reported weekly contact; and Arts & Sciences, Engineering, Public Health and Nursing only reported occasional calls from alumni. This pattern appeared unrelated to the duration of available career services. Arts & Science and Engineering, for example, only provide career services for two years beyond graduation. The other divisions have no time limits. Career centers requested increased assistance, with suggestions ranging from short-term programs to more centralized, long-term efforts. Ms. McBride mentioned that the committee is completing follow-up interviews with career service directors and finalizing a career and networking survey that will be administered to alumni.

Ron Abrams suggested exploring the idea of cross-divisional sharing of career center resources. Since the burden of responsibility would fall on SPSBE, they would obviously have to be consulted. Ms. McBride mentioned that JHU was one of few schools lacking an online database of job postings or the ability to e-mail notifications to alumni. David Yaffe mentioned that younger alumni find the Web site difficult to navigate. Debbie Kennison, assistant director of alumni relations and development at Peabody, said that Peabody was exploring additional career services. Ms. McBride mentioned that there are other online career services available that are more professional and easy to use. Larry Kenney added that the Marketing/Communications Committee is preparing to take a critical look at the Web site to see what improvements can be made. He also mentioned Engineering was considering a forum to bridge the gap between students and alumni.

Nominations

Brendan O'Brien, Chair

Brendan O'Brien reported that the Board of Trustees would soon vote on the slate of nominees for Alumni Trustee that the Nominations Committee had submitted. The committee has completed a review of nominees for vacancies on the Alumni Council and second-term nominations for those members whose first terms will end in October. The committee's next task will be to look at new Executive Committee members. Mr. O'Brien presented the slate of nominees for open Alumni Council positions. A motion to approve the nominees was introduced and unanimously passed.

Brian McMillan: *When do the new Council members get notified?*

Brendan O'Brien: In summer.

Riz Ahmed: *When do we discuss nominees for the Executive Committee?*

Brendan O'Brien: That's to be announced, but probably in summer as well.

Awards

Warren Fink, Chair

Warren Fink reported that Estelle Fishbein, former vice president and general counsel of the university, had been nominated for a Heritage Award, and that it had been voted on and approved. The Alumni Association's Excellence in Teaching awards were announced and listed in the JHU Gazette. The 50-year Medallions were given out at Homecoming to Arts & Sciences, Engineering, and SPSBE alumni; Medicine alumni will get theirs at the Biennial in June, and medallions at other divisions will be distributed at appropriate opportunities. Mr. Fink reported that the definition of alumnus/a (for purposes of Alumni Association awards) was sent to the deans at each school in May. Finally, he made a personal request that Peabody increase their number of nominations for awards.

Marketing/Communications

Jim Miller for Bob Carter, Chair

Jim Miller reported on behalf of Bob Carter that a resolution has been reached regarding the Hopkins KnowledgeNET Enhanced Service (HKN/ES) and the issues surrounding EBSCO, the primary database vendor supplying the online library. At the end of 2004, EBSCO voiced concern over the marketing language used to promote the HKN/ES, especially the naming of specific titles included in the EBSCO databases. A publisher that licenses content to EBSCO was concerned that HKN/ES marketing language would dissuade potential customers from purchasing subscriptions to their print publications.

As a result of this situation, EBSCO recently announced it was overhauling its product line and would release new “alumni” versions of its databases for use by universities like JHU. Two databases—“Military & Government” and “Health Source Premier”—would not be included at all. The two main databases, “Academic Search Premier” and “Business Source Premier,” would be replaced by alumni versions that drastically reduced the number of full-text journals available.

The Alumni Office and Sheridan Libraries mutually agreed that the new versions of those databases would not be adequate replacements for the versions currently in use. They identified ProQuest, EBSCO’s chief competitor, as the vendor most capable of replacing the current databases. Mr. Miller reported that as of July 1, the EBSCO databases will no longer be included in the Hopkins KnowledgeNET Enhanced Service. On July 5, the ProQuest databases will be added. “Research Library” and “ABI Inform” will replace EBSCO’s “Academic Search Premier” and “Business Search Premier,” respectively. In addition, ProQuest Medical Library, offering 500 full-text medical and clinical publications, will also be added. Further, the Sheridan Libraries have negotiated with the Gale Group to also include a host of resources in the humanities and social sciences in the HKN/ES. A detailed list of resources was provided.

Mr. Miller commented that the decision to switch database vendors was a great step forward as we finally know what resources we will be offering and can soon resume marketing efforts. However, he clarified that the committee is erring on the side of caution and waiting until the licenses for the new resources are signed before actually releasing any marketing language.

Mr. Miller reported that the current number of HKN/ES subscribers was 330, with the breakdown of subscribers by divisional affiliation as follows:

Arts & Sciences	123	37%
Public Health	62	19%
SAIS	39	12%
Medicine	37	11%
SPSBE	31	9%
Engineering	22	7%
Nursing	9	3%
Peabody	7	2%

Staff liaison Phil Tang explained that due to differences in billing cycles between the Sheridan Libraries and Alumni Office, HKN expenses were largely paid for FY06. Only 204 paying HKN/ES subscribers would be required for the service to break even this year, though that number rises significantly to 557 for FY07.

Mr. Miller also commented that it has been a few years since the Alumni & Friends Web site was redesigned, and Bob Carter has asked that a subgroup of the Marketing/Communications form to examining the site to see how the organization of content might be improved, identify what might be missing, and see what needs help. This process has just begun will continue over the coming months.

Old business

After Ellen Oppenheimer corrected an error in the minutes from the March 5, 2005 Executive Committee meeting, the minutes were unanimously approved.

New business

Leadership Weekend. Jim Miller mentioned that the Steering Committee has already held several calls to discuss planning Leadership Weekend in October. Last year, Terry Taylor suggested the new member orientation, which was very successful and will be repeated this year. Mr. Miller summarized the tentative agenda. He reminded the committee that in 1998, a strategic plan was created for the Alumni Council. It addressed issues like who we are, where we want to be in five years, and what we should be doing. He said that the council's 20th anniversary was coming up soon, and it behooved us to revisit these issues. Hence, Friday's schedule during Leadership Weekend will include a strategic planning session. We will break up into three groups for the planning session and all reconvene on Saturday for a larger discussion.

Don Nicholson felt that any follow up with Medicine alumni should be coordinated with Lisa Hammann in the School of Medicine. Warren Fink said he was disappointed in new members' attendance. "We need to do something to get them there," he said. "If they come to no meetings in a year or two, that's a problem." Larry Kenney suggested getting new members to identify committees of interest before Leadership Weekend to alleviate the gap between the weekend and the beginning of committee work. Mr. Miller explained that council members at Leadership Weekend don't fill out forms and don't send them back, so the Alumni Office staff has to pursue them, which takes time.

Laurie Flint said that Alumni Council and Leadership Weekend are extraordinary events because they provide an environment where she's motivated to give her ideas, which are taken seriously. "Leadership Weekend is 70 percent informative, 30 percent brainstorming," she said. "It should be the other way around." She suggested sending members the Alumni Council book ahead of time and do away with the beginning 45-minute overview of organizational structure.

Don Nicholson said that the new member orientation was a great idea. "We should invite last year's new members who weren't able to attend the orientation," he suggested. He also recommended having committee gatherings during breakfast.

Jim Miller asked for everyone's input on these issues and asked Executive Committee members to look at the 1998 Strategic Plan. He then thanked the alumni staff for all they do for the Alumni Council and Executive Committee.

With no additional business, questions, or comments, President Rick Carr adjourned the meeting at 1:37 p.m.