

**Johns Hopkins University Alumni Association
Alumni Council Executive Committee Meeting
March 4, 2006**

Minutes

Opening Remarks

Rick Carr, President, Johns Hopkins University Alumni Association

Charlie Phlegar, Interim Vice President, Development and Alumni Relations

David Flinchbaugh, Executive Director of Alumni Relations

Rick Carr convened the Executive Committee Meeting and asked all attendees to introduce themselves. He then introduced Charlie Phlegar.

University Update. Charlie Phlegar thanked the Alumni Council members and staff for their important work. Mr. Phlegar, who has been at Johns Hopkins for five and a half years, said that the Alumni Association was fortunate to have David Flinchbaugh, an expert in the field of Alumni Relations, as the new executive director of alumni relations. Mr. Phlegar also thanked Sandra Gray for her continued leadership in the Alumni Office.

Mr. Phlegar reported:

- The university received an anonymous gift of \$100 million, paid in cash, to be divided among the Children's Hospital, Gilman Hall renovation, the School of Public Health, and stem cell research.
- The Knowledge for the World campaign has raised \$2.13 billion to date, having reached the campaign's \$2 billion goal in December. He also explained that there were many still unmet needs, especially in the areas of scholarships and buildings. Mr. Phlegar asked for help in raising attendance at the Knowledge for the World regional campaign events in San Francisco, Los Angeles, Philadelphia, Chicago, New York and Boston. He said that moving forward, the university needed to continue to build its volunteer network. "The Alumni Association does it right," he said, adding that the fundraising programs at Johns Hopkins needed to utilize volunteers more.
- Adam Falk was officially selected as dean of the Krieger School of Arts and Sciences.
- The Charles Commons construction project was scheduled for completion by August. In addition, the university has purchased the Charles and Blackstone apartment buildings.
- More than 13,200 perspective students applied to Johns Hopkins this year, a 17% increase over last year. This included a record number of early decision applicants—more than 1,000—a 39% increase over last year. The overall admittance rate dropped from 35% to less than 25%. California will be sending the greatest number of new students to JHU.
- A new quad and garage are being built by Garland Hall. The quad will be home to a new computational sciences building and an Admissions/Welcome Center, which has been funded by Chip Mason.
- There will be \$1.4 billion of construction at Johns Hopkins Medicine over the next few years. The Nanjing Center also has a new \$10 million building being completed next year.
- Six of 32 Rhodes Scholars this year are previous CTY participants, including a former first place winner of the Intel Science award.
- Ed Miller and William Brody are doing a wonderful job leading the Johns Hopkins Institutions and "wonderful things are happening" on campus. Students are having more fun, going to games, and proudly displaying JHU colors and wearing Hopkins gear. The atmosphere on campus is noticeably better.
- Villa Spelman, which JHU has owned since 1970, is in need of three to four million dollars in repairs. Maintaining the villa costs the School of Arts and Sciences \$500,000 to \$750,000 per year. The university is currently examining multiple options. It can sell the villa, or it can sell the villa and lease it back. If sold, funds from the sale, which could amount to ten to fifteen million dollars, could be used to support the Italian Studies program, at which Villa Spelman is currently home.

- A search is ongoing for a vice president of development and alumni relations. Charlie Phlegar shared that he is a candidate for this position.

Rick Carr then introduced David Flinchbaugh, executive director of alumni relations.

Alumni Relations Update. David Flinchbaugh said it was great to be at Johns Hopkins. He was grateful for recent opportunities to meet Evelyn Jerome in Los Angeles and the leadership of the Philadelphia and New York chapters. He was impressed with the enthusiasm of all the volunteers he had met. On campus, Mr. Flinchbaugh has spent time at all eight JHU schools and was in the process of meeting with each of the divisional representatives. He will be working over the coming months to improve links with the Alumni Office and the Alumni Council. He has also spent a great deal of time reading the comment cards from Leadership Weekend, which he said would help steer strategic planning for the Alumni Council.

Mr. Flinchbaugh also reported:

- Sandra Gray is the new deputy director of alumni relations. She will continue to manage regional chapter programs, finances, and serve as liaison to the Alumni Council. In addition, she will take on new responsibilities with volunteers.
- He is taking a critical look at the Alumni Association chapter program. The regional chapter team in the Alumni Office, led by Sandra Gray, is currently benchmarking with other schools to assess what needs to be done.
- Amy Brokl, A&S '03, is the new associate director of admissions and alumni relations, the position most recently held by Kimberly Vickers. Ms. Brokl is the point person for all legacy applicants. Mr. Flinchbaugh said we need to look seriously at what we are doing with admissions, and that Hopkins is actively recruiting the class of 2010. Mr. Flinchbaugh also mentioned that JHU will soon welcome Mark Presnell as the new career services director on the Homewood campus. He reported that Peabody also has new initiatives in career networking.
- Eileen Fader and the Homecoming and Reunion staff are in the process of mailing 31,000 Reunion/Homecoming packets, and the team is looking for ways to engage students. Jay Rubin will continue to work as liaison with student programs.
- Baltimore was recently home to the Educational Travel Conference. Other schools in attendance were impressed that the Alumni Association was tying the JHU Press to its travel program. The JHU alumni travel program is considered one of the best, and Mr. Flinchbaugh thanked Marguerite Jones for her continued good work with the program. Together they are currently looking at the boomer population and evaluating how the travel program might be tailored with this group in mind. Lastly, Mr. Flinchbaugh relayed Bob Lindgren's thanks for the Alumni Council's continued dedication and efforts.

Strategic Planning Follow Up

Rick Carr, President, Johns Hopkins University Alumni Association

Jim Miller, First Vice President, Johns Hopkins University Alumni Association

Rick Carr reported that the Steering Committee met with David Flinchbaugh and Sandra Gray in New York to follow up on the strategic planning sessions that occurred at Leadership Weekend. He also reported three funding requests:

1. The senior class requested \$10,000 for Senior Week programming.
2. The Office of Commencement requested \$5,000.
3. The Johns Hopkins Club requested funding for new furniture, which was declined.

Mr. Carr reported that the suggestions that resulted from the brainstorming sessions at Leadership Weekend were being referred to the appropriate Alumni Council committees. Given the number of areas that seemed to need improvement, Mr. Carr reinstated the Policy and Long Range Planning Committee, to be chaired by Jim Miller. Mr. Carr then reviewed the individual action items from the brainstorming session:

- *Improving JHU branding and alumni communications* was referred to the Marketing/Communications Committee. Bob Carter clarified that the Alumni Council should focus specifically on Alumni Association branding as opposed to branding the university, which is beyond the purview of the Alumni Association.
- *Improving networking and career services* was referred to the Networking/Career Services, Student Programs, and Marketing committees. It was reported that there were independent networking efforts afoot, such as the Society of Engineering Alumni's new online networking forum. There was discussion about HopkinsNET, which was considered a great tool by some council members and an aging resource by others. Certain council members felt that given the focus on technology, the Alumni Association was losing personal contact with students and that it was more important to focus on creating relationships with them. Others felt it was important to use technology to facilitate more personal experiences for alumni, such as serving as mentors. The student representatives in attendance remarked that the alumni presence on campus could be improved.
- *Better use of information technology, establishing and tracking metrics, and improving links with divisional programs* were referred to the Policy and Long Range Planning Committee. Jim Miller stated that the committee would define its charge, and then put together a course of action. He expected the committee to be up and running quickly and invited council members to join.

Committee Reports

Marketing/Communications

Bob Carter, Chair

Chair Bob Carter reported that the committee was once again forced into a holding pattern regarding the marketing of Hopkins KnowledgeNET. The librarians asked that the Alumni Association avoid marketing the Gale Publishing resources while they confirmed that the vendor would not object to proposed marketing language. Mr. Carter said the committee would resume its strategy of targeted direct mail marketing as soon as it was allowed to continue. The first print pieces produced will target Medicine, Public Health and Nursing alumni, and other divisions will follow. Mr. Carter explained that resuming this marketing is crucial; in the absence of a maintained targeted marketing effort, subscribers have fallen below 300. Some attrition is expected month to month, but there is a need to grow new subscribers. The goal is still to reach 550 subscribers in the next 15 months.

Mr. Carter also reported that Cecilia Lenk has done a terrific job leading a subcommittee in an effort to examine the Alumni Web site and recommend changes to be made as part of a scheduled upgrade later this year. The committee has focused on three goals: streamlining the organization and navigation of the Alumni web page; adding a message to the Web page reflecting the mission of the site; and clarifying that it is an online home for all Johns Hopkins alumni. The committee is continuing to work on this effort. Mr. Carter also said that the committee is examining ways to market the MBNA credit card more effectively.

Community Services Grant

David Yaffe, Chair

Chair David Yaffe reported that during the winter/spring 2006 funding period, the committee received 21 applications from student groups representing six divisions and totaling \$29,336.67. All but four of the applications were approved for a total of \$16,970.80. Mr. Yaffe also reported change to the committee's funding guidelines this year. The committee will now consider requests to fund transportation for events and programs; however, it will still not allocate funds to pay for food. New initiatives fully funded include the Somali Bantu ESL Women's Health Circle, which provides health care to the Somali population in East Baltimore. Mr. Yaffe also reported that a committee member will serve as a liaison to each funded project. A new cycle of applications has just closed, and the next charge of the committee is to include international programs. The Community Service Grant and Student Services Grant committees are continuing to pursue a common application.

Q: How do students learn about the grant application deadlines?

A: Through e-mails, posted notices, and advertisements in the JHU News-Letter and the Gazette.

Ron Abrams pointed out the disproportionate number of applications from divisions, specifically the absence of any applications from SAIS. Council and staff members pointed out that the student body at each school is different. For example, the majority of students at SPSBE are part-time students with jobs. The unique situation at each division can affect the number of grant applications.

Networking/Career Services Committee

Terri McBride, Chair

Chair Terri McBride presented an executive summary that highlighted the evaluations conducted by the committee from 2003 to 2005, the findings of these evaluations, and the resulting four recommendations. The first recommendation, to initiate stand-alone e-mails advertising HopkinsNET, was instated in February. Ms. McBride reported that within the first 24 hours of the message being sent, there were 779 HopkinsNET logins, as compared to a daily average of 67 during the previous three weeks. There were 169 new accounts created compared to a daily average of fewer than six in the prior three weeks. In the 48 hours after the e-mail was delivered, the Alumni Office received hundreds of e-mails requesting alumni IDs, which are required for HopkinsNET account creation. Many of the alumni requesting their IDs already had accounts but had forgotten. Specifically, many recent grads were unaware that the HopkinsNET accounts they created as students automatically became alumni accounts.

The second recommendation from the committee, to initiate interdivisional efforts to coordinate, share and/or distribute appropriate services, is also underway. Ms. McBride presented a snapshot of career services at JHU, which showed existing as well as redundant programs. She reported that the committee is moving forward with the third recommendation, to add the ability for users to self-identify as mentors in HopkinsNET, which was presented as a short-term goal. The final recommendation, to create an online alumni job posting and resume posting site, was presented as a long-term goal.

Awards Committee

Ray Snow, Chair

Chair Ray Snow reported that following Leadership Weekend, President William R. Brody recommended that Bob Lindgren be awarded a Heritage Award. Mr. Lindgren, who until recently was vice president of development and alumni relations, left Johns Hopkins earlier this year to become president of Randolph-Macon College. The Awards Committee approved this nomination, and Mr. Lindgren was presented the Heritage Award at a farewell reception in January. Mr. Snow also presented the winter 2006 slate of Alumni Association award nominees, which was unanimously approved. The committee will meet next to review its procedures and the scope of the awards program.

Student Representatives

Sadiya Muqueeth, Krieger School of Arts and Sciences

Ms. Muqueeth highlighted how effective the Krieger School's interdepartmental programs have been in attracting and maintaining students, specifically in international relations and public health, the two most popular majors on the Homewood campus. She also mentioned that the Center for Africana Studies program is growing rapidly. The Bunting•Meyerhoff Interfaith Center recently held a student-run national intercollegiate conference, *Coming Together 2*, to discuss the place of interfaith work in a variety of college settings and discuss the Hopkins model of interfaith work. Other schools that attended included Harvard, Princeton, Vassar, and Columbia. The IFC is also sponsoring an alternative spring break to help with Hurricane Katrina relief work in Moss Point, Mississippi. Ms. Muqueeth shared that the Center for Social Concern, the volunteer services center on campus, recently held Volunteer Awareness Week, during which students, faculty, and staff were encouraged to contribute to the community. Other events have included a book drive for Kelson Elementary school; making almost 900 sandwiches for Our Daily Bread; a panel discussion on homelessness called Street Talk, which included School of Public Health professor Lee Bone and political science professor Matthew Crenson; a

Habitat for Humanity build in Sandtown; and two trips to areas affected by Katrina. She also announced an annual fundraiser for service organizations on April 7 called the Chocolate Factory.

Daniel Touchette, Whiting School of Engineering

Mr. Touchette reported that Hopkins mechanical engineering students had developed an initiative to help inspire middle school girls in the fields of math and science. During the fall semester, a program called Ready, Set, Design brought 100 Baltimore middle school girls to the Homewood campus for two design projects involving more than 35 student volunteers. Engineering undergrads have been working closely with the Society of Engineering Alumni on the Mini Baja Project, an intercollegiate design competition in which undergraduates design, build, and race a dune buggy-style vehicle. Mr. Touchette said that many engineering seniors were realizing how much work they have left on their capstone senior design projects. Most departments have a senior design project, which allows their seniors to gain practice and experience in the art of engineering design. His team is re-designing a solar sensor for the U.S. Army to be used in ballistics research. He also shared that last fall Senior Leadership Consultants trained 12 members and began consulting with student programs to raise the level of effectiveness within their organizations. SLC is planning a leadership conference to bring together students, faculty, staff, and alumni leaders on the Homewood campus to help develop the students within three categories: emerging, advanced, and graduating leaders. He referred council members to their Web site: www.jhu.edu/slc.

William Barrett, Peabody Conservatory

Mr. Barrett said it was an exciting time at Peabody under the leadership of Interim Director Peter Landgren. A search is ongoing for a permanent director of the Peabody Institute. He talked about The Creative Access, a Peabody student outreach initiative in which undergraduate and graduate instrumentalists and vocalists collaborate to produce high quality, diverse and entertaining musical programs that facilitate a positive change in the lives of people in the local community. Mr. Barrett also mentioned OASIS, a volunteer student group officially recognized by the Peabody administration as an alternative to a traditional student government. The group actively promotes an awareness of student needs and student views to faculty, staff and administration. It hosts a number of student activities during the school year, in the pursuit of leisure and a stronger sense of community on campus. Mr. Barrett also mentioned that the Peabody Symphony Orchestra will be traveling to New York to perform at Alice Tully Hall at Lincoln Center.

Sara Hogan, Bloomberg School of Public Health

Ms. Hogan reported that in May, the school will graduate the largest MPH class in its history. The class also includes the greatest number of African-American students ever.

Sam Huleatt, School of Professional Studies in Business and Education

Mr. Huleatt had just begun his involvement with the Alumni Council, and he said was looking forward to working with everyone.

Membership Development/Alumni Services Committee

Arno Drucker, Chair

Chair Arno Drucker provided an update on the recent dues mailing. The main mailing went out January 3 to approximately 115,000 alumni, followed by an e-mail solicitation. A reminder mailing was scheduled to go out to 50,000 alumni following the meeting. As of March 2, 10,384 dues payments have been received, but not all have been entered into the JHU system. Mr. Drucker believed this number of payments is greater than it was the same time last year.

Mr. Drucker reported that the committee heard from Jud Carihfield, director of annual giving, who provided an interesting update on the university's national rankings as described in *U.S. News and World Report*. Each year the university is ranked based on a number of criteria, including undergraduate alumni participation or number of donors. Beginning last year, the university started to include the number of dues payers who are not also donors in that number. This is considered appropriate since one-third of dues directly support the divisions. Other universities use this formula, too. The score is based on a two-year average. Johns Hopkins' ranking in terms of alumni participation climbed from 26 percent to 33 percent, and JHU is now in the top 15 schools in the nation, as compared to the top 25 previously. As a part of this new relationship, the Annual Fund will support the Alumni Association in its efforts to attract more dues payers. The Annual Fund will train students to call alumni over the summer as part of the phone-a-thon process, encouraging alumni to pay Alumni Association dues. The students will be trained and prepared to answer questions about the Alumni Association.

This applies only to undergraduate alumni, which includes Arts and Sciences, Engineering, Nursing, Peabody and SPSBE. There may be other ways the Annual Fund can support the dues program and be part of future strategies.

Affinity Programs. Mr. Drucker also reported that MBNA is allowing us to print a message on the back of the JHU credit cards. The committee agreed that the text should read “Visit alumni.jhu.edu for the latest news and events.” In addition, Liberty Mutual has offered a special “web rally” to offer \$3,000 off a JHU alumni trip. The promotion will run via e-mail, and alumni will be asked to pay their dues and fill out a form online. Mr. Drucker also reported that The New York Metro chapter has completed a thorough study of clubs with which Johns Hopkins might affiliate in New York City. Their first choice is the Penn Club, followed by the Princeton Club.

Q: Why did the Alumni Association decide to affiliate with the Penn Club?

A: Members of the New York Metro Chapter Executive Committee, which lead the effort to research multiple clubs for possible affiliation, evaluated clubs based on several criteria including food, fitness facilities, libraries, meeting facilities, and overnight accommodations. David Flinchbaugh added that in choosing the Penn Club, the size and intimacy of the club were strong factors. In addition, affiliate membership at the Penn Club offers access to squash courts at the Yale Club. Furthermore, the Penn Club was willing to affiliate with the Johns Hopkins Club. Hopkins Clubs members will have reciprocal dining privileges at the Penn Club.

Mr. Drucker introduced a motion to approve an affiliation with the Penn Club, which was unanimously approved. Next, the university’s general counsel will review the contracts with the prospective clubs.

Lastly, Mr. Drucker reported on a new JHU-wide podcasting endeavor. Several offices across the Johns Hopkins Institutions, including the Office of Alumni Relations, are meeting and preparing an application to use the Apple iTunes U platform to serve as a central podcasting site for all of JHU. Stanford University was one of a handful of schools that piloted this platform with considerable success (see <http://itunes.stanford.edu>). The membership committee will continue to follow developments and consider how to leverage this opportunity and how to offer it to alumni.

Board of Trustees Report

Rick Carr, President, Johns Hopkins University Alumni Association

Jim Miller, First Vice President, Johns Hopkins University Alumni Association

Rick Carr reported that President Brody’s contract is being renewed and the contract is currently being finalized. Mr. Carr also shared that the board’s Nominating Committee is looking for trustee candidates, and that diversity was needed. Jim Miller, upon having recently completed his first year on the Board of Trustees, reported that while he appreciated the breadth of Johns Hopkins as an Alumni Council member, serving on the board elevated that perspective to new heights. He serves on the Academic Affairs committee, and he reported that the Academic Affairs and Finance committees had appointed a subcommittee to examine issues concerning the Homewood student body, *i.e.*, the size and diversity of the student body and the size of the campus.

Nominations Committee

Brendan O’Brien, Chair

Chair Brendan O’Brien reported that the slate of 2006 Alumni Trustee nominations provided in the Executive Committee packets was presented to the Board of Trustees. The committee’s next task is to prepare a slate of Alumni Council nominations.

Student Programs Committee

Evelyn Jerome, Chair

Chair Evelyn Jerome reported that the Student Programs Committee’s responsibilities fall into two categories. The first category consists of ongoing programs, such as producing orientation and graduation gifts, the student discount card, and organizing study breaks. The second category involves providing discretionary funding. The committee divided into teams

which fanned out among JHU divisions to identify student activities administrators at each school. Ms. Jerome shared the committee's belief that students who have more fun will become more active alumni.

Ms. Jerome provided a handout that listed some recently funded events and activities: refreshments and flowers for a student holiday party at Peabody; a guest speaker at the School of Public Health; a "Business Etiquette" program at SPSBE; materials for Student Leadership Consultant conference at Homewood (Arts and Sciences and Engineering); and a Diversity Week celebration at the School of Nursing. Volunteers are also working with Medicine and SAIS to determine where the committee's involvement can make a difference.

Chapter Support Committee

Paul Neitzel, Chair

Chair Paul Neitzel reported that the committee recently convened to review current efforts to support regional chapters and ways to engage recent graduates. The committee was also asked by David Flinchbaugh to assist with a redesign of the regional chapter program by forming a focus group to examine staff, travel, budget, and use of faculty and volunteers. The focus group will benchmark best practices using information the committee gathered through its recent survey of peer institutions, as well as using information that Mr. Flinchbaugh has accumulated through his experience in alumni relations. Mr. Neitzel said the goal was to ensure that the chapters are furthering the needs of the university. It was agreed that assisting with the redesign of chapter programs should be a critical role for the committee this year.

Budget

Ellen Oppenheimer, Treasurer

Treasurer Ellen Oppenheimer reported that all income and expenses are on track for this point in the fiscal year. The dues mailing was received in January and the first wave of payments is being posted and deposited by both the Alumni Office and the gifts processing office. Divisional allocations will be disbursed in early May after the bulk of the dues income has been received and recorded. The majority of the costs for awards are incurred in the last half of the fiscal year with 50-year medallion and Excellence in Teaching awards. The Steering Committee has approved the following expenditures from the Program Initiative line:

- \$5,000 to support university-wide Commencement activities; a full-page ad will appear in the Commencement program.
- \$10,000 to support Senior Week activities

Q: What is the process for requesting a permanent line item to increase a division's funding allocation? Can we consider a minimum allocation for schools?

A: Currently, the only way to increase a school's allocation is to increase dues payers. Sandra Gray added that a proposal for establishing a minimum allocation could be submitted to the Steering Committee and explained that the surplus program initiative funds could be used as discretionary income.

Student Services Grant Committee

Jan-Webber Norris, Chair

Chair Jan Webber-Norris reported that during the winter/spring 2006 funding period the committee reviewed 24 applications (plus the MSE Symposium line item) from student groups representing seven divisions and totaling \$34,665. All but four of the applications were approved for a total of \$19,775. The committee assigned liaisons for each project funded, which was a great way for alumni to connect with students and follow up on funded projects. Projects that did not include follow up with the committee were declined further funding. A new initiative to fund a course for first responders in wilderness emergencies was well received, but the proposal was declined since the committee does not fund courses. Ms. Webber-Norris reported that some students were confused about which grant committee was appropriate for their funding request.

Old Business

The minutes from the September 20, 2005 Executive Committee teleconference were approved.

New Business

None.

With no additional questions or comments, Rick Carr adjourned the Executive Committee meeting at 1:08 p.m.