Alumni Council president, Jim Miller greeted everyone and introduced new Executive Committee members Peter Byeff, Bill Jarrett, Bill Klarner. Jim also introduced special guest, Rachel Cylus, a Krieger School senior, who is the Development and Alumni Relations intern this spring. Rachel will be spending time on special projects involving the Senior Class Gift and other projects in the Alumni Relations Office.

**Committee Reports:**

**Budget and Finance** — Larry Kenney, Treasurer

Revenues:

Membership dues income is $217,900 for the fiscal year to date. At the same point last year, we had posted $134,900. Although this appears to put us well ahead in dollar amount, we cannot make a direct comparison until later in the year since last fiscal year was the transition to the new HopkinsOne system and deposit posting lagged.

With two of the four quarterly checks received for the Liberty Mutual program, it appears that we will once again exceed the projections and year-end income may be closer to $35,000.

Expenditures:

The Steering Committee has approved program initiative spending of $3,000 for the School of Nursing Senior week activities and a “reasonable amount” for travel expenses for the President of the Alumni Council to attend a limited number of specially selected regional chapter events where it is determined that his or her presence would be of benefit for the Association.

All other expenditures are on track for this time of the fiscal year.
Marketing/Communications and Networking/Career Services line items have been reserved for spring marketing campaigns for inCircle and KnowledgeNET and for licensing costs for inCircle.

**Chapter Support** — Gerry Peterson, First Vice President

The first activity of the Chapter Support Committee for this year will be the annual Chapter Presidents Teleconference, which will take place on Wednesday, April 2nd, at 6:00 p.m. (Eastern)

**Nominations** — Wes Fredericks, Chair
In early November, the Nominations Committee submitted its slate of nominees for Alumni Trustee to the Board of Trustees. The slate and write-ups for the nominees are included in your packet. Ten nominees were forwarded from an initial pool of 16. The Board of Trustees will choose two of these nominees to serve a six-year term on the Board. The two Alumni Trustees will be announced at the June meeting of the Board of Trustees. Please remember that this slate is confidential and that the nominees are not aware that they are on this list.

The next task for our committee is to prepare a slate of nominees for vacancies on the Alumni Council, and second-term nominations for those members whose first terms will end in October. The deadline for nominations is March 23, 2008. You are all encouraged to put forth names of potential new members for the Council. A nomination form is included in your materials. The committee will be discussing ways to make the process more transparent and relay a better understanding of responsibilities for Alumni Council members.

**Board of Trustees report — Jim Miller and Gerry Peterson**

Jim and Gerry reported on the December Board of Trustees meeting. Dr. Brody made remarks about decreases in federal budget on medical research. Dean Fessler (School of Education) made remarks about the new school and new dean of the business school. The Vision 2020 report, aimed at increasing diversity in faculty and administration, was presented; and the Mosaic Initiative, a five-year plan to create gender, ethnic, and age diversity among faculty, was announced. The Knowledge for the World Campaign ends in December 2008. The campaign has exceeded its original $3 million goal.

Jim Miller then introduced special guest, Michael Klag, Dean, Bloomberg School of Public Health, who updated the audience on the latest news from the Bloomberg School.

**Saturday, March 8, 2008**

**University & Alumni Relations Update — Sandra Gray, Executive Director of Alumni Relations**, extended greetings from Michael Eicher, Vice President for Development and Alumni Relations, and directed everyone to the Hopkins Highlights insert in the packets for a campaign update and the latest University news.

The Knowledge for the World Tour was a success in Southeast Florida, and scheduled for a next stop in Denver on May 4.

The division of Development and Alumni Relations has undertaken a five-year plan, that includes goals and objectives which will provide direct benefits to the Alumni Association in the form of resources, staffing, communications strategies, technical support and infrastructure. Specifically, Goal Four with its corresponding objectives will directly impact University support for Alumni Association initiatives:
GOAL #4: BROADEN AND STRENGTHEN THE BASE OF CONSTITUENT ENGAGEMENT

A. Maximize the use of volunteers in ways that benefit both the individuals and the institution.

B. Develop and implement new strategies to engage international constituents.

C. Continue to build communities of alumni and friends in key U.S. cities and to engage volunteer regional fundraising councils in a manner that promotes long-term involvement and philanthropic support.

D. Increase alumni outreach and engagement activities through the partnership of the Alumni Office, the Alumni Association, and the volunteer leadership of the Alumni Council.

E. Identify new communication strategies and improve existing vehicles in order to educate and energize our internal and external partners.

F. Develop and invest in a comprehensive strategy to increase the base of donors who consistently make annual gifts.

G. Increase the effective and appropriate use of students in advancing the goals of DAR programs.

In addition, a Web Strategy and Implementation team has been formed to address the rebuilding of the Development and Alumni Relations Web sites. Kirsten Lavin and Sandra Gray represent Alumni Relations on this team.

A new Director of Business Services has been named. John Posenau will lead the technical support team for Development and Alumni Relations.

The Alumni Relations office is now fully staffed with the addition of Kristie Collins, our Web developer. A new position has also been approved: Associate Director of Alumni Relations, Student and Young Alumni Programs.

The Harris Directory project is complete. 153,766 data changes were updated during the course of the project and 7,100 directories were purchased.

On June 27, Admissions and Alumni Relations will once again host the Admissions Advisory Workshop for alumni parents and their children. A special letter to legacy admits and a reception at Steinwald during the Open House program will be added to the Legacy Admissions strategy.

The New York attorney general’s office has begun an investigation of affinity credit card programs as they are marketed to current students. We have provided all materials requested and have suspended any marketing efforts that would reach students directly.
The University is exploring options for moving the Alumni Relations staff to new space since the Steinwald Alumni House is in disrepair and offers insufficient space for current programming.

The Alumni Journeys travel program is in full swing for 2008, with more than twenty offerings for group travel.

**Awards** — Jay Lenrow, Chair, asked for a vote of approval of the slate of awardees. The slate was approved.

This task force group has been looking at the criteria for a new "recent alumni" award. Preliminary discussions on the criteria resulted in the following recommendations:

1. Johns Hopkins graduate, within 10 years of graduation
2. Dues paying member of Alumni Association
3. Service contribution to the University
4. Active in promoting Johns Hopkins
5. Limit the number of recipients to a total of five annually (or one per school if we feel it important to have each school represented)

This task force group has been looking at the basis for creating a new internationally focused award. They have discussed the possibility with several divisions and have the following preliminary information to report:

The award is intended to honor alumni who exemplify the Johns Hopkins tradition of excellence and have brought credit to the university and their profession in the international arena through their professional achievements or humanitarian service.

Possible Names:  
- International Service Award  
- Knowledge for the World Award  
- Global Achievement Award

This task force group has been examining the current forms to make the submittals more uniform but not to the extent that they become too "cookie-cutter." They have the following information to report:

There is a recommended submittal cover sheet as shown in the following listing:  

Another form could be developed that has more instructions regarding items to be covered and limitations on length of write-up. This might provide a more level playing field while avoiding the "cookie-cutter" aspect.

**Community Service Grant** — Anne Marie McKenzie-Brown, Chair

**Budget and Funding**
Available FY ’08 Budget: $35,000

Winter 07/Spring 08 Budget: $25,000

Total Winter ‘07/Spring ‘08 Requested: $27,758

Total Amount Funded: $18,505

Application Process

Applications received -- 21

Applications granted -- 16

Representing seven out of nine divisions of the university

Proposals by Division:

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*Figures represent joint funding requests

Liaisons were assigned to each of the student groups to ensure proper execution of the program and that reports are submitted as required.

The Community Service Grant Committee will continue its efforts to increase publicity of the program to students and members of all nine Johns Hopkins schools. Notices of the program will appear regularly in *The Gazette* and *The News-Letter*. A copy of the application appears on the alumni Web site. Notification of the grant application deadline was placed in Today’s Announcements. Information was available on bulletin boards throughout each division. A power point message could be viewed on the message screen in the Eisenhower Library during the second and third week of February. We continuously look for additional marketing avenues.
**Student Services Grant** — Anne Marie McKenzie-Brown

**Budget/Funding**

Available FY ’08 Budget: $40,000

Winter 07/Spring 08 Budget: $30,000

Total Winter ‘07/Spring ‘08 Requested: $54,666

Total Amount Funded: $29,925

**Application Process**

Applications received -- 42

Applications granted -- 37

Representing eight out of nine divisions of the university

Proposals by Division:

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<td>All Divisions</td>
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</tr>
</tbody>
</table>

*Figures represent joint funding requests

Liaisons were assigned to each of the student groups to ensure proper execution of the program and that reports are submitted as required.

The Student Services Grant Committee will continue its efforts to increase publicity of the program to students and members of all nine Johns Hopkins schools. Notices of the program will appear regularly in *The Gazette* and *The News-Letter*. A copy of the application appears on the alumni Web site. Notification of the grant application deadline was placed in Today’s Announcements. Information was available on bulletin boards.
throughout each division. A power point message could be viewed on the message screen in the Eisenhower Library during the second and third week of February.

We continuously look for additional marketing avenues.

**Student Programs** — Ingrid Bortner, Chair, reported that the Student Programs Committee met via teleconference on January 14, 2008. The agenda for this meeting included:

- Discussion of the budget for fiscal year 2008
- Discussion of mini-grants available
- Discussion of gift ideas for graduation gift
- Discussion of increasing student involvement with the Alumni Association and how we might develop a closer relationship and increase interaction with students.

The budget for the committee was increased to $45,000 for the fiscal year 2008, which allowed for an additional $5,000 funds for mini-grants. We have $29,870.00 remaining in our budget to fund additional mini-grants and the graduation gift.

**Mini-Grants:**

We had enough money this year to award three mini-grants per school @ $300 each for $900 for each school. The student representatives and the office liaisons were to contact the schools to inform them of this opportunity. We have funded three gifts at this time, which can be found in the packet of materials.

**Graduation Gift:**

The Committee debated giving license plate holders as a graduation gift again this year, and we also received input from students on graduation gifts. A final decision on the gift has not yet been made.

**Developing closer ties with students and alumni:**

There was much discussion on this subject. Activities we have held this year are:

Sandra Gray held a focus dinner in the Alumni Board Room in Mason Hall for 20 students representing 7 schools. The purpose of this was to build better relations between students and the Alumni Association. The students had the opportunity to express what they would like to see the Alumni Association do for them during their student years and after graduation. There was a Commemoration Day activity held in late February to celebrate the founding of the Johns Hopkins University. The Student Affairs Office provided cake and the Alumni Association provided drinks and passed out small mementos from the past.
Networking/Career Services — Terri McBride, Vice President, reported that the Committee has been involved with the launch of inCircle. Committee members have served as one of the seed user groups. The Committee will seek ways to encourage and increase its use in general as a career networking tool, in coordination with the Marketing Committee efforts.

Student Representative Reports

Ian Burns, Peabody student representative, reported that the students there are working with the Baltimore Symphony Orchestra and Marin Alsop to put on concerts to learn conducting. More than 1,000 concerts are performed each year. There are many new faculty members and a new director (Jeff Sharkey). Three deans are retiring or leaving and there is a search for new leadership. Grant money was received from the Alumni Association to organize a dance and purchase outdoor equipment.

Gabrielle Perskie, School of Education student representative, reported how alumni funds are being used: Back-to-School Nights, Student and Alumni Workshops (counseling panel, perspective on gangs in MD schools, digital portfolio workshop). There is a new mental health services student assistance program.

Blair Johnson, School of Engineering student representative, reported on the Engineer’s Week – SEA sponsored Tower Workshop, Engineering Career Workshop, sustainability lectures, and an alumni presentation at Northrup Grunman.

Rachel Cylus, the Development and Alumni Relations intern for the semester, reported on the Gilman Hall renovation, Senior Class Gift Program and her work as an intern, focusing on how people give and think about the Hopkins experience.

Membership Development/Alumni Services — Jim Schaefer, Chair, reported the following:

Committee Goals for 2008

- Four Major Initiative Areas this year
- Ongoing Initiative to Increase Membership (As of 3/5/08 there are 7,848 dues payers vs. 8,456 in 3/5/2007 – Mailings went out later in 2008.)

Four Major Initiative Areas

- Younger Alums Dan —Touchette
  - Survey of younger alumni suggested certain benefits that would appeal to this demographic
    - Temporary health insurance for new graduates
    - Young Alumni travel packages (beaches, ski resorts, cities)
    - Increase number of young alumni social events
    - Develop a format for young alumni career and social networking
  - We are reviewing the use of a focus group to assist in idea creation
• Benefits – Current Credit Card — Andy Solberg
  o Current credit card arrangement with BofA ends June 2009
    ▪ Card usage is low – this represents a national trend. Don’t know how it will affect the contract when the administration begins renegotiations.
    ▪ Need to consider program enhancements to increase usage
      • Consider alternate marketing strategy to increase participation in the program.
      • We have determined that the JHU card is not available in branches outside the U.S.
      • Consider BofA “Keep the Change” program. It may better position the administration in renegotiating the contract.
  o Work with Administration to assess current program as well as alternatives to BofA

• Benefits – Other Benefit Programs — Kate Knott
  ▪ Review other schools websites to develop new benefit ideas
  ▪ Discuss suggestions with JHU administration

• Lifetime Membership — Jim Schaefer (48 new members in 2008 vs. 42 in 2007)
  o Increase advertising
    ▪ Offer multiple year payment plan
    ▪ Create lifetime member book in Alumni Board Room
    ▪ Develop a special brochure for lifetime member benefits
    ▪ Update Alumni web site for lifetime members
  o Enhance lifetime member benefits
    ▪ Limited free tickets to home lacrosse games
    ▪ Free use of JHU shuttle
    ▪ Waive JHU Club initiation fee
    ▪ Develop a special lapel pin
    ▪ Limited access to the JHU recreation center

Marketing/Communications — Cecilia Lenk, Chair, reported that the committee met once via teleconference at the end of January and will meet again in mid-March. The committee will focus its overall efforts on building a comprehensive communication strategy for the Alumni Association.

inCircle:

The inCircle launch was announced through an email to 558 “seed users” in mid-January. Of these emails messages, 514 were sent successfully and 104 recipients followed the link to join inCircle. As of March 5, there were over 1200 registered members of the community. Only 19 members of the Executive Committee have logged into the system.
Through this beta testing period, we have learned a lot of what works well and what didn’t work so well. The Office of Alumni Relations is working to address final data issues with Affinity Circles. We expect an upgrade of the search functionality to be implemented in the next few weeks that will address many of the technical concerns brought to our attention during this beta phase.

The Marketing Committee will also encourage use of inCircle by doing the work of the committee in the system. Announcements about upcoming meetings, distribution of minutes, and reminders about project tasks will be included in the marketing committee group.

The committee will also examine ways to influence the use of inCircle through other networking sites such as Facebook and Linked In.

The next round of JHU inCircle mass-marketing includes the e-invitation sent to all alumni to join and fill out their profile on inCircle, a postcard mailing and a highlight piece in the April issue of Johns Hopkins Magazine.

Membership Campaign:

The first phase of the 2008 membership campaign rolled out in mid-January to mid-February. The direct mail pieces were produced with variable data printing, so that every recipient in the campaign received an individualized packet of information. The campaign focused on four constituent groups with corresponding messages — recent grads, loyal dues payers, recent but not loyal dues payers, and donors but not dues payers.

The active membership to date is slightly behind last year’s number at this time, however, we believe this is due to the campaign being mailed over longer a period of time and it may be too early to see real results on some of these targeted groups.

A reminder mailing will be sent in early April.

Web Initiative:

The Office of Alumni Relations is leading the development of a new Alumni Association web presence. They will be working in conjunction with a newly revived web strategy initiative for Development and Alumni Relations and tapping into new resources identified in the Johns Hopkins University and Johns Hopkins Medicine marketing offices. The Marketing Committee will be asked to serve as a beta testing group for this new online initiative.

Branding Initiative:

The Office of Alumni Relations and the Office of Development Communications are working with the new University Marketing Office to develop a comprehensive branding campaign and strategic marketing plan that will be implemented at the University-wide
level. Again, the Marketing Committee will tap into the efforts of this group in
development of the Alumni Association strategic marketing plan. It was suggested that
the affinity credit card more closely match the Alumni Association and University brand.

**Ad Hoc Lifelong Learning** — Anna Zampino, Co-Chair, reported that the ad hoc
committee has met twice and expects to meet monthly. They adopted the following:

**Committee Name (if it becomes permanent)**
Lifelong Learning Committee

**Mission Statement**
Foster Lifelong Intellectual and Personal Growth through Hopkins Sponsored Programs.

**Responsibilities**
Quantify, review and enhance existing programs that enhance lifelong learning opportunities.
Explore new programs to enhance lifelong learning opportunities.

**Charge & Specific Tasks**
Review and evaluate current programs.
Survey alumni to solicit ideas for new approaches to lifelong learning offerings.
In conjunction with Alumni Relations staff liaison work with University information
technology staff to provide new and enhanced programs.
In conjunction with other standing committees, provide promotion of programs offered.
In conjunction with other standing committees, develop plans to evaluate success of
programs offered.
After one year, determine need for, size and status of the committee going forward.
*Implicit in this is evaluation of success to date.*

The committee then divided up into five working groups to create or explore the
following:
An inventory of current offerings across the University, noting credit vs. non-credit,
career related vs. general interest, pricing, and school’s philosophy about free online
classes.
A survey of alumni council, chapter committees, and others to determine awareness of
JHU and other schools’ offerings and interest in proposed offerings.
On line book clubs
Podcasting and other forms of technology
Mini alumni colleges or one day seminars

The committee recognizes the need to create a financial model to address program costs,
charges, whether it will be revenue neutral, subsidized, profitable or tied to dues or an
increase in dues.
The committee would like the alumni website to have a page dedicated to all the lifelong learning offerings.

**Policy & Long Range Planning** — Ray Snow, Vice President and Chair, submitted the recommendations for response to Goal Four of the Alumni Association Strategic Plan:

**Johns Hopkins University Alumni Association**

**Recommendations from the Policy & Long Range Planning Committee**

**Addressing Goal #4 of the Strategic Plan**

**Goal # 4: Enhance the visibility of and expand the effectiveness of the Alumni Council**

The Steering Committee met in Baltimore on January 10, 2008 to develop recommendations to address goal #4 of the Strategic Plan with specific emphasis on the first objective: Evaluate and modify Alumni Council structure and membership. Recommendations from Leadership Weekend discussions were incorporated in these recommendations. Those recommendations were submitted for discussion to the Policy and Long Range Planning committee for analysis and amendment.

The following recommendations are respectfully submitted to the Executive Committee for further deliberation:

**Committee Structure**

The following committees should be disbanded:

* Chapter Support Committee

It is recommended that a [Chapter Presidents Forum](#) be created which will function outside the formal committee structure. A member of the Executive Committee will be appointed to chair this forum and serve as the liaison to the Alumni Council. This forum should also explore ways to include the international chapter leaders.

* Student Programs Committee

Several of the functions of the committee will be taken over by the staff (such as the selection of the orientation and graduation gifts, the Student Discount Card Program, etc). The mini-grants will be administered by the grants committee described below.

The following committees should be combined or remain in their current form:

* [Social and Career Networking](#) (new name for the Networking and Career Services Committee, better describes the actual mission and scope of the committee)

* [Student Grants and Programs](#) (combines the activities of the Student Services Grants Committee, Community Service Grant Committee and the Student Programs Committee)

* [Awards and Nominations](#) (since the cycles for the two current committees do not overlap, it was recommended that these two committees be combined)

* [Alumni Benefits and Services](#) (this committee will address issues of benefits and services for all members of the Alumni Association, both dues payers and non-dues payers)

* [Marketing and Communications](#) (this committee will be responsible for developing a comprehensive communications strategy, including the marketing aspects of the dues appeal)

* [Lifelong Learning Committee](#)

* [Policy and Long Range Planning](ad hoc)

**Size and composition of the Alumni Council**
In order to provide a meaningful role and a rewarding experience for each Alumni Council member, it is recommended that the size of the Council be reduced to 75 members. It is further recommended that council members be encouraged to participate fully on one committee, and that most committees maintain a membership of 10 – 12.

The Alumni Council should be proportionately representative of the nine academic divisions. If there is a divisional alumni group (i.e., Society of Engineering Alumni, Nurses Alumni Association), the chair or leader of the group should have a standing spot on the Alumni Council, subject to the term limits of the divisional leadership role. There should continue to be a student representative from each school (these nine members are in addition to the recommended 75 member council members).

The current term limits should remain as they are (3 year term renewable once).

Size and composition of the Executive Committee

The Executive Committee should be made up of the following:

9 divisional representatives (ideally the chair of the divisional alumni group or the divisional designee, or if neither of these is feasible, a representative member of the Alumni Council selected and approved by the Executive Committee at the recommendation of the Steering Committee and the Executive Director of Alumni Relations)

6 committee chairs

5 officers (Steering Committee)
   President
   First Vice President
   Second Vice President
   Secretary
   Treasurer

It is recommended that the immediate past president serve as a member of the Executive Committee for two years. Currently the bylaws state that the immediate past president serves for one year.

Other Points

This restructuring of the Council is intended to elevate the status of the Council and provide a higher level volunteer opportunity for those alumni volunteers who have demonstrated extraordinary dedication to the Alumni Association. Since reducing the size of this organization limits volunteer opportunities, it is recommended that the academic divisions expand divisional alumni volunteer opportunities. In addition, the Alumni Council will continue to explore other vehicles for alumni to volunteer as mentors, admissions representatives and online volunteer opportunities.

An informal group will be formed by the Vice President for Development and Alumni Relations to maintain a relevant connection with the past presidents of the Alumni Association. This Past Presidents Forum will be called together once or twice a year to serve as a sounding board for ideas regarding issues pertaining to Development and Alumni Relations.

Alumni Trustees – it was agreed that some relationship should be fostered between the trustees who are alumni and the Alumni Association. The Executive Committee will host a lunch or brunch with the alumni trustees once annually in conjunction with an Executive Committee meeting.

The appointment of the officers (Steering Committee) will continue to be through a consensus of the current president of the Alumni Council, the Vice President of Development and Alumni Relations and the Executive Director of Alumni Relations.
Transition Plan

It is recommended the Nominations Committee be assigned the task of drafting a transition plan once the restructuring plan has been formalized and approved by the Executive Committee. The premise would be that no current member’s term or eligibility for a second term would be jeopardized and that a five to six-year transition would be necessary. The Nominations Committee would also be charged with developing recommendations for a more transparent nominations process.

Action Steps

These recommendations will be submitted for review and deliberation to the Executive Committee meeting by email prior to the March meeting. Following the March meeting, the Secretary of the Alumni Council will work with a small group to draft appropriate revisions to the Bylaws. In the meantime, the Nominations Committee will draft a transition plan. The revised Bylaws will be submitted to the Executive Committee for review and approval at the June Executive Committee meeting. Any additional revisions will be made after the June meeting and the Bylaws revisions will be mailed to the entire Alumni Council for approval over the summer. In October, an action plan for the transition to the new structure will be presented at the Annual Meeting.

Discussion followed with clarification about the concentration of responsibility on fewer members of the Council and that members would be expected to fulfill their obligations. The role of the Alumni Council members will be elevated to a true “governing board” status with higher expectations for engagement.

New Business

June meeting format will include Sunday Brunch with trustees who are alumni – you will all receive an invitation.

Leadership Weekend and 20th Anniversary Celebration – the format for the October Annual Meeting and Leadership Weekend will be changed slightly so we can celebrate the 20th anniversary of the Alumni Council. The traditional crab feast will be on Thursday evening as the opening event at the Museum of Industry; Friday luncheon will be more casual with no formal program but will still include students and administrators; Friday evening dinner will be a major celebration of the 20th anniversary of the Alumni Council and will be held at the Baltimore Country Club.

Next Executive Committee Meeting: May 30 – 31, 2008
Leadership Weekend and Annual Meeting: October 2 – 4, 2008