THE JOHNS HOPKINS UNIVERSITY ALUMNI ASSOCIATION

ALUMNI COUNCIL MEETING
October 12-13, 2018

Location: Homewood Campus, Baltimore, Maryland

FOR A LIST OF INVITEES AND ATTENDEES AND AGENDA, SEE END OF DOCUMENT.

FRIDAY, OCTOBER 12, 2018

NEW MEMBERS LUNCHEON AND ORIENTATION
The new members and their mentors met for lunch at the Johns Hopkins Club. Eleven of the new members attended. Ralph Hruban and Bryan McMillan led a power point presentation about the mission, structure and goals of the Alumni Council and answered questions.

Facilitator: David Yaffe
Time Meeting Start: 2:00p.m. (ET)
Meeting End Time: 4:00p.m. (ET)

MEETING MINUTES

WELCOME AND INTRODUCTION OF NEW MEMBERS

The Executive Director of Alumni Relations provided an introduction to the Alumni Council and introduced David Yaffe, Alumni Council President.

Eleven of the twelve new members listed below were present and introduced themselves.

Mrs. Mary Ann McGuire-Dickson, A&S '97 of NY
Ms. Laurie H. Legum, Bus '03 of MD
Ms. Natalie A. Draisin, MPH, A&S '10, BSPH '15, Bus '15 of VA
Ms. Rhonda L. Richetta, Ed '06 of MD
Ms. Rosanna B. Corbin, A&S '98 of MD
Ms. Karina A. Lipsman, Engr '12 of VA
Ms. Claudia DeCarlo,   Bus '15 of MD
Ms. Shelby Kemper, BSPH '16 of MD
Ms. Angelique V. Sina, A&S '14 of DC
Mrs. Daniela Z. Kaisth, SAIS-Bol '89, A&S '90 of NJ
Ms. Cheree R. Davis, Ed '15 of MD
Mr. Braphus Kaalund, Peab '02 of MD

The President next introduced the ex-officio members of the Council who represent PRIDE (Phuong Tran) and SOBA (Lalita Hamilton).

He then provided brief introductions of the Steering Committee, the Executive Committee, and the alumni Divisional Representatives. He thanked each of the Committee Chairs for their work over the last year, as well as their committees. He introduced the Office of Alumni Relations staff and the Divisional Representative colleagues.

II. TRUSTEES UPDATE

David Yaffe and Allyson Handley provided highlights of University news as follows:

Campaign Update
- University closed a $6.015 billion dollar campaign.
- 1,600 volunteers were involved in the Rising to the Challenge campaign, putting in more than 9,000 hours.
- Campaign information will be sent out by Alumni Association.

New Vice Provost for Diversity & Inclusion - Fenimore Fisher
- Oversaw updates to 2016 Version of Roadmap to Diversity & Inclusion'
- Partnered with the OAR for Diversity & Inclusion Fireside Chat, and
- Is leading an initiative to create an overarching statement on diversity, equity and inclusion, which is expected to conclude in March 2019.
- An email from Susan deMuth will be sent to the Council to collect feedback on the statement on diversity, equity and inclusion.

Agora Institute
- The Stavros Niarchos Foundation partnered with JHU to create Agora Institute.
- The Agora Institute harnesses cutting-edge research to identify, design, and test new mechanisms for strengthening civic engagement and inclusive dialogue worldwide.

U.S. News and World Report
- Johns Hopkins University tied for No. 10 in *U.S. News'* overall rankings of national colleges and universities,
- Ranks No. 1 among undergraduate programs in biomedical engineering, and
- Ranks No. 14 among universities that offer doctoral degrees in engineering disciplines.

New Vice Provost for Integrative Learning and Life Design - Farouk Dey
- He will play a role in efforts to be sure that students connect learning with their life aspirations and has conducted listening tours across the University and included Alumni Council members

Handshake
- The University's new portal for a universal application for job postings enables students and alumni from all nine divisions to see the same jobs posted and to post jobs.
- It is a Student Services Excellence Initiative.
- The GoHopOnline jobs tab will link to Handshake.

Henrietta Lacks named building was announced.

III. BUDGET REVIEW

Nikolas Matthes reviewed the budget stating that we do not have the same numbers as institutions such as the University of Maryland.

Nikolas shared that the Bank of America contract is ending and there will be no further funding from the BOA credit card. He stated that we are currently in talks with the Johns Hopkins Federal Credit Union to secure a partnership and funding from them and that the University is supportive of this.

The revenue from FY18 to FY19 has not changed much.

Q & A followed:

A question was asked in regards to the approach of donations and solicitations.

o We have proposed for a 52% increase in solicitations for gifts to the Alumni Association. Executive Director of Annual Giving Brittany Shaff shared that when she first began she reviewed the 5-year donation average. A statistical analysis was preformed to determine the demographics of the donors. Integrated marketing tools were used in our digital marketing efforts.

o This FY we are projecting to hit our goal. FY14 was the highest revenue year for the Alumni Association. We are looking at how we got there and plan to replicate similar methods.

A question was asked how we planned to reach millennials.

o Brittany shared that she is looking into each class year and behavior mechanics involved in making a gift. She shared that overall we would be using more of a digital presence rather than direct mail.

A question was asked to explain "divisional payout."

o For every dollar the AA raises, approximately 1/3 is sent back to the school that the donor represents. It represents a share of the current use funds and the endowment payout funds.

o   In April, each division receives a check with these funds.

Following a motion, the budget was approved.

IV. SECRETARY'S REPORT

Bryan McMillan shared that the minutes from Sept 13th meeting were distributed and should have been read by all members of the Council. The minutes were approved by unanimous vote.

He noted that the minutes are available online.

A ten minute break followed.

V. UNIVERSITY UPDATE

The President introduced Sunil Kumar, the 15th University Provost and chief academic advisor for the University. During his interview process in 2016, he heard about the "One University" priority. He did not understand the full scope of this terminology until he arrived at Johns Hopkins. His take-away was we have a culture of doing more and not by being "One University." For instance he asked a simple question, "When does school start?" The answer was it depends. Johns Hopkins has 24 official calendars.   His priority….next year, there will be one calendar.

Student services is also a priority and the goal is to build common ground across all schools. With a single semester University registration and calendar system, there is a common platform for admissions and career services. *Handshake*, a career and recruiting platform, will be used across the University. This will bring the schools and the alumni together with the sharing of one universal Rolodex.

Dr. Kumar also discussed the Bloomberg Professorships in regards to shared services. The Deans and President Daniels are in favor of talent sharing. There are 14 Bloomberg Chairs currently filled with 36 yet to be named. In order to receive this honor, the faculty must be cross-discipline and share two departments. This slow methodical process is the best way to build a University and its faculty by bringing in the best talent that is possible who are focused on collaborating together.

The undergraduate curriculum and the interaction between the professional schools is another area the Provost is addressing. Statistics show the needs of the student body have changed. Some of the statistics highlighted by Dr. Kumar:

- The last six classes were need blind.

- The institution wants the students to graduate successfully.
- The goal is to make one spectacular University.
- Aligning Johns Hopkins makes us look like "ONE" in the community.
- Currently the Baltimore community finds they are spoken to by different Hopkins communities. We talk at people instead of with them.

Dr. Kumar is working to build community with the student body. The student body is encouraged to build community with the alumni. The needs of the student body are changing and will continue to be addressed. Change is beginning to happen with small steps – this is a journey and not a sprint.

Q&A followed:

VI. ALUMNI COUNCIL COCKTAILS AND DINNER

Approximately 200 Alumni Council members, awardees, staff, and guests attended the second annual Alumni Recognition/Celebration dinner, which was held at B&O Railroad Museum. The dinner program featured: the recognition of Council members who were completing terms on the Council or stepping down from their role as chairs; 30 recipients from the six categories of Alumni Association Awards; musical performances by two student groups and an update on the Student Grants program.

SATURDAY, OCTOBER 13, 2018

Facilitator: David Yaffe
Time Meeting Start: 8:30a.m. (ET)
Meeting End Time: 4:00p.m. (ET)

BUSINESS AND EXECUTIVE COMMITTEE MEETING

I. WELCOME AND CALL TO ORDER

The President called the meeting to order at approximately 8:30 a.m. He thanked everyone for making last night's evening a special gathering for the guests and awardees. He stated that the Council is off to a very good start for the current year then began the business meeting.

II. STRATEGIC PLAN AND SURVEY UPDATE

The Executive Director began the presentation stating the October, 2016 Alumni Engagement Review, conducted by Grenzebach Glier and Associates (GG&A), provided much of the background information to support and recommend the implementation of an Alumni Engagement Survey and Strategic Plan.

She named several highlights that came from the Review. JHU is a flipped alumni constituency, which means 31% of our mailable alumni received undergraduate degrees while 69% received graduate degrees. Of six institutions, which are considered our peers, (Columbia, Cornell, Duke, Penn, Stanford and Yale), only Columbia (28.8%, 71.2%) is close to JHU in graduate vs undergraduate degree percentages. In addition, almost half (49.3%) of our entire alumni constituency graduated from the Homewood schools. Just over 31% of mailable alumni have graduated from JHU in the past ten years and just over 56% in the past twenty years.

She added Johns Hopkins spends less per alum ($20.45) than our peers, the median being closer to $23 per alum. Further, JHU has more alumni per staff member than our peers (6,475 compared to 4,327).

The Executive Director stated the last JHU Strategic Plan was a five-year plan ending in 2017. It was not a University-wide comprehensive plan, and did not include all nine divisions with the central program. The last JHU Survey was completed in 2011. One of the important pieces of information coming from the Survey was that many of our alumni related to their schools first, then the University.

The Executive Director added the two most immediate recommendations coming from the Review were to survey all available alumni and develop a five-year Strategic Plan. The Strategic Plan research began almost a year ago. It is overseen by a committee that includes staff from all nine schools and is spearheaded by the Central Alumni Relations Office. In addition to all nine schools, other groups providing input are University leadership, Alumni Council members, alumni volunteers, and divisional representatives.

The Executive Director stated the Strategic Plan will focus on several priorities including affinity groups, career and professional support and engagement, early engagement, on campus engagement, off campus engagement, strategies for alumni of on-line and part-time programs and digital engagement strategies. During the last six months, the committee has looked at each of these key growth areas in detail and identified metrics and timelines. The next step was to look at the Strategic Plan from a broader view and the committee has developed a vision statement based on its findings.

Strategic Plan Vision Statement (Draft): A culture that fosters a connection/commitment to an evolving JHU community.

1. Cultivate a vibrant and robust experience that engages alumni purposefully, professionally, and personally with an eye toward Philanthropy

2. Prepare students to become engaged alumni

3. Create the internal culture to support collaboration across alumni relations and with key partners to maximize efficiencies and excellence

The Executive Director stated the next steps are to blend the metrics and timelines of the key growth areas with the vision to develop a comprehensive Strategic Plan that will direct alumni engagement across the institution for the next five years.

The goal is to present a completed and fully vetted Strategic Plan by July 1, 2019.

Last summer Gallup was retained to partner on the all-alumni survey. Gallup has experience in conducting surveys and has strengths in the following areas:

- Extensive Higher Education Practice

- Longitudinal data from over 2,100 institutions

- Detailed and Custom Analysis

We are in the final stages of the development of the Survey and are seeking the support and feedback from the following groups before sending it out:

- University Leadership

- Schools

- University Communications Team

The survey is planned to be in the field January 8 to February 8, 2019.

Q & A followed:

- *Where are we now with the Strategic Plan*? We are in the process of implementing goals, tactics and measurements.

- *What have we done to include on-line students?* Sixty to eighty percent of the School of Education students are educated on-line. We have already begun to partner with the School of Education on ways to engage students and alumni of on-line programs. We are aware that this is becoming an increasing group of students attending all nine schools.

- *Where are the faculty involved in this process*? They have not been brought in to date as we are still in draft. However, some of the metrics do include faculty involvement and partnership.

- *What can student groups do to help the Alumni Association?* They can gather data about their groups. Go back as far as possible and record past members from rosters. We should encourage them to submit their roster to the Student Life Office. This process helps current student groups to contact and engage their alumni.

- *How receptive will the University be to the needed challenges?* Fritz Schroeder, Vice President for Development and Alumni Relations, is committed to supporting growth for alumni engagement throughout the central and divisional offices, as well as building a stronger Alumni Association.

- *How can students or alumni donate to JHU when they go into debt after graduating?* The Alumni Council does not provide any guidance on solving student debt. However, it is the goal of the university to reduce student debt as much as possible.

- *How well are we doing fundraising?* As a University we do very well, as is indicated by the $6.015 billion dollars raised during the Rising to the Challenge campaign that closed on October 11, 2018. We raise more money than our peers. We have a big gap between our large ($10 million) donors and our smaller donors. Other peer schools have more of a balance. Krieger and Whiting have the highest percentage of donors. Of the nine schools, Krieger alumni give the most.

Comments:

- Sixty-nine percent of our students are graduate students. We need to find ways to engage them.

- The Divisional Representative meetings are a good way to share engagement programs and other ideas.

- When the Strategic Plan is implemented in July 2019, we need to bring it out to people. Take it to the JHU Administration.

- The definition of young alumni is undergraduate alumni who have graduated in the last 10 years. Recent graduates refers to graduates who have recently graduated from our graduate schools.

- We have not done a good job of engaging undergraduates.

- When the survey roles out, look for common dominators (athletes, other activities, etc.) Ask: What groups were you involved in? Collect data on SGA presidents.

- The Strategic Plan will build on survey results.

- The 2011 Survey got diluted. The current Survey will be tighter and will take 12 minutes to complete. It will capture data we do not have. We need to increase the number of good email addresses, since we currently have 90k-95k correct emails.

- The administration from each school were asked what they wanted to learn from the Survey. Susan Ridge, Vice President for University Communications, was involved in the process.

- We need Survey responses from disgruntled alumni. Each alum has an anonymous code- they can respond only one time. They will be asked their age.

- The Survey data will help us define where we need to be focused.

- Perhaps alumni today think of their school first, then their college, then their department before Johns Hopkins University.

- Need to unify all campuses. SSEI (Student Services Excellence Initiative) touches on unifying experiences.

- Need to control phone calls from JHU. Alumni who are involved in volunteer programs should not get a call.

- Add the question "What is important to you that is not mentioned in the Survey?"

III. TASK FORCE ON LIFELONG LEARNING UPDATE

Allyson Handley referred to the report that was distributed prior to the meeting representing seven months of work and meetings. An environmental scan of the internal offerings and benchmarking with peer schools were provided; the Alumni Association lifelong learning webpages have been updated; and recommendations for next steps were described.

She thanked the members of the committee: Andy Arluk, Engr '94, '95, Special Adviser to the Task Force, Michael Baltzell, Engr '71, Chair Student Engagement Committee, John DeMaggio, Engr '94, Divisional Representative, Bob Garnet, A&S '72, '75, '84, Alumni Council member, Donika Hristova, SAIS '09, Divisional Representative, Paul Matlin, Peab '70, '72, Bus '81, Engr '84, Chair Communications & Outreach Committee, Judie Mopsik, BSPH '99, Chair Development & Finance Committee, David Yaffe, A&S '74, President and staff members: Marguerite Jones, A&S '74, Bus '88, Senior Director Alumni Services; Elena Thompson, Associate Director Affinity Programs; Susan deMuth, Executive Director, Alumni Relations; Tasmim Anwar, Engr '09, Bus '14, Whiting School of Engineering; Gwen Harley, Associate Director, Alumni Relations; Leah Murphy, Assistant Director, Alumni Relations; Laura Hannon, Advanced Academic Programs, Krieger School.

The charge to the committee was: to examine the existing Hopkins sponsored programs to see if the Association could use its coordinating skills and position as the nexus of alumni engagement to package and deliver divisional programs in a more unified way to our alumni community. Because the vast majority of programs are based on or near one of the University's campuses, he also asked the task force to examine how evolving online technology could be used more effectively to extend the reach of such programs to alumni around the world.

She stated that the focus is on engagement and that coordination is key.

She presented these recommendations:

- Determine Alumni Council governance of the university/ alumni lifelong learning initiatives. It was suggested that the Alumni Communities Committee assume this area.

- Pilot lifelong learning opportunities in two divisions with mature programs for later rollout across divisions.

- Develop effective universal marketing and branding program across divisions for lifelong learning.

- Expand the use of internet platforms and regional communities to diversify the reach of lifelong learning.

IV. TASK FORCE ON MENTORING/NETWORKING UPDATE

Bryan acknowledged committee members and reviewed the objective and implementation plans as outlined on the slide deck. He noted that the Task force represents all nine divisions. The focus has been on networking/mentoring, and career development, but it "bleeds" into the strategic plan.
- Bryan highlighted the stoplight chart in the binder.
- The report catalogued different mentoring/networking platforms, what divisions they impact, whether it is repeatable across divisions, what the entry barriers/costs, effort vs. impact are.
- He questioned if this something that we can do right now (i.e. next academic year).
- In reviewing the 33 current platforms, they determined 13 low hanging fruit, 15 at the evaluation stage, and five that are promising for 2019-2020.
- Bryan said these recommendations will go the Student Engagement Committee.
- Future plans are to partner with Integrative Learning and Life Design, the recent development of Farouk Dey's appointment.
- Questions included: will the career counselors refer students to our platform; will coaching be part of the platform; what surprised the task force in their research of these platforms; how alumni will be recruited into the career programs.
- The Executive Director talked about identifying alums in all the schools, what the term mentor means to different people, and how Farouk Dey might assist in this process.

V. ROADMAP FOR FURTHER DEVELOPINTG THE LLL AND MENTORING INITIATIVES

The President reviewed the work of the two task forces and offered the following recommendations, which were favorably received:
- The Alumni Communities Committee will take on the Life Long Learning initiative,
- The Student Engagement Committee will take on the networking/mentorship initiative, and
- Adding additional committees will depend on the outcomes of the strategic plan.

V. COMMITTEE INTRODUCTIONS, FOLLOWED BY COMMITTEE MEETINGS

The Executive Director introduced the chairs of the six committees. The seventh committee, the Key 3, met on Friday. Each committee was asked to meet for 90 minutes and provide a written report to be distributed with the minutes rather than to report back at the meeting.

Alumni Communities

Participants: Donika Hristova, Mike Pryzby, Sara Abiusi, John DeMaggio, Mark Rosenblum, Will Linder, Sonia Sarkar, Ajay Kaisth, Anita Holloway, David Yaffe, Jimmie Lou DeBakey Staff: Leah Murphy, Elena Thompson, Jason Heiserman

- Sonia gave a committee update and discussed that the group's focus is on how we can raise the level of engagement with alumni.

- The committee has had a couple of projects focused on outreach using the Engagement Score to select small groups of alumni that each committee member reached out to for feedback about how they were most interested in engaging with Hopkins and other alumni as well as a commitment to using GoHop online to post information as well as interact virtually with other alumni on the platform

- Currently there is a suggestion of bringing together the efforts around Life Long Learning and this committee. The question posed to the committee is whether the two groups together, makes sense and is it a good fit for the function of this existing committee.

- The question of how the committee can engage alumni who are moderately engaged, feel more connected and how do we help to bridge the gap between events and programs and function as an outreach arm to alumni using GoHop and/or function as ambassadors in general but possibly with a bank of 50 alumni

- Some observations of challenges were offered including:

- For alumni there is no cohesion in the way the offerings are presented

- We (alumni volunteers and the university) do not understand the data on our alumni we do not connect the dots

- No follow up between events which is personal--how do we follow an alum on their "path"/experiences in a strategic way

- Variety of activity matters in terms of engagement—so there is something for everyone

- The question was asked if the committee can take the alum who is interested in beginning to get engaged and work more closely with those individuals--and ask them to be involved in helping to figure out what we are doing as a university and how we can improve

- Other suggestions made /questions asked about possible focus for the committee were:

- If the statistics are that about 50% of alumni are unengaged--how much does it matter and how much energy to we expend to reconnect

- Might using digital platforms to help find alumni and better communicate

- Could this committee arm volunteers with more data and additional information for the in local areas

- This committee needs to be more strategic to assist in solving, instead of surfacing challenges by weighing in on branding, structure, and be ambassadors

- Can the AC Committee begin to integrate the existing programs into the work of the committee:

    o Webinars

    o Travel Program

    o Student Research HRS

    o Alumni College Trips

- Sonia talks about two ideas of actively engaging alumni on GHO and each member having a family of 100 or so moderately engaged alumni
- How could we take on Life Long Learning elements?
- Questions about how we track engagement
- Questions about how the engagement score works
- Elena and Jason talk about how coding has to be consistent and thorough
- Andy talks about pulling in data centrally
- John talks about focused communication in a decentralized school
- Focus communication based on what you're interested in
- Sonia mentions strategic plan and how to fill in systematic gaps
- Sonia brings up lifelong learning and how it could be concretely integrated into the committee
- John said 1) take what we already have and work off it, alumni journeys/colleges, webinars
- John said to concentrate on these because they are already across the university

- Executive leadership has to invest funds, personnel, time, and IT resources to lifelong learning to make it successful - staff are spread thin already
- Andy mentions brand development of lifelong learning, putting all the programs in one container, umbrella - rally people around that concept
- Andy said there has to be free events to bring in new people
- Create a set of shared services that could be leveraged for programs
- Erika Juengst talks about benefit vs. time suck - for example, there is not time to post on GoHopOnline unless it can it be integrated into what is already done
- Sonia brings it back to what the committee can do - be ambassadors to lifelong learning approach
- Lalita asked Andy who is the group creating lifelong learning - the committee? The Office of Alumni Relations? The university as a whole?
- Allyson says we already have a wonderful structure, divisional reps, students, we have the underpinnings of people that will be instrumental in moving this forward conceptually. Allyson adds that we need a sense from this committee on whether this is a worthy effort for us to be a part of
- Sara agrees that the concept is good but how do we as a committee have tactical things for us to work on moving forward?
- Sonia echoes that the group agrees but how can the committee be valuable and a good use of time?
- Lalita - there has to be a sell to the communities we are engaging with
- Sonia commits to working with Lifelong Learning task force members - who is owning this? What is the concrete set of next steps? Propose how we then might engage with that process?

Awards & Nominations

Committee chair Jonathan Bradley began the discussion and committee members introduced themselves. A handout described the awards, the budget and the Committee's mission. Discussion followed with the followings questions and observations presented:

1. Can we look at the nomination forms? In particular, a brief "lay summary" may help committee members review candidates from outside their area of expertise.

2. Meetings:
   a. Scheduling calls- Can we maximize participation using Doodle polls?

   b. Allow more time between the meetings when members are reviewing and voting on nominees.

   c. On the call- strictly enforce time limits of presenters to avoid running out of time.

3. Does the recipient have to be able to come to campus to receive the award? These awards are "two way streets" and having the recipient come to campus engages them in the University.
   a. Consider a virtual award presentation when an event can't be planned (could be a good idea for international awardees especially)

4. Create a video in which awardees state what the award meant to them. Elena Stokes offered to work with Film Studies on this. The video could be used on the web to raise awareness of the alumni association and better engage the awardees.

5. Offer past recipients the opportunity to nominate someone for the award they received in subsequent years.

6. Is there value of a short movie at the awards dinner highlighting recipients who could not attend? This could make for too long a program.

7. Develop a scoring rubric, based on the one Paula Kent used. Rhonda Richetta (rrichetta@bcps.k12.md) offered to help vet the rubric.

8. Daniella Kaisth said that best practice is to have at least three people review each applicant, that we use a spread sheet with numerical values and discuss each candidate.

9. In principle this is an anonymous process so that should probably be stated on the nomination form.

10. Use screen saver type ads in the halls throughout the institution. If this is to generate more nominations, that isn't needed. But if it raises awareness, that might be useful.

11. Are winners adequately profiled on the web?

12. Invite committee members to the awards ceremonies.
13. Consult each division about their best practices for nominating individuals.

14. Be sure to present to the Key 3 Committee all of the award categories.

15. Use story telling about awardees.

16. Consider sending press releases about awardees to local media

Communications and Outreach

Attendees: Paul Matlin (current chair), Bill Kirst (incoming chair), Steve Mahinka, Phuong Tran, Anika Penn
Staff persons: Gwen Harley, Kevin Krause
New council members cycled in and out of the discussion as their schedules allowed

Paul Matlin provided an introduction of the committee to new council members and discussed the highlights of the past year, which mainly focused on communicating the work being done by the council to its members.

Paul also gave a high-level description of the committee's current structure - which includes three to four permanent members, with each council committee providing a liaison. He discussed whether the committee would continue to be needed or if it would change once the Strategic Plan was formally launched. He also voiced concerns regarding the possible redundancies between this committee and the Key 3 Committee.

The group also brainstormed about how the committee can focus its efforts over the next year:
- Using the committee to promote the Alumni Council and to recruit new members for the Council. Possible engagement strategies include:
  - A day in the life of a council member
  - Alumni Council spotlights
  - Invite interested alumni to virtually attend Leadership Weekend?
  - Podcasts
  - Coffee with Bill and Allyson
  - Books or stories of curation to engage alumni – i.e. Alumni Council Curated Corner – provides stories and content that make alumni come back for more
  - Others
  - Ways to increase the visibility of Council Members on various platforms like GHO, including a special title in their GoHopOnline profile?

Development & Finance

Attendees: Judie Mopsik (current chair), Nikolas Matthes, Brett McCone, Mark Rosenblum (incoming chair), Lisa Dunkle Scheffler. Staff: Susan deMuth, Brittany Shaff (Executive Director of Annual Giving), Tom Calder

During the meeting, new alumni council members rotated their attendance every ten minutes.

The committee chair welcomed the group and asked those in attendance to introduce themselves. She reminded the committee they are stewards for development and fundraising and the group needs to make sure those who have made a gift to Johns Hopkins are thanked. Brittany

Shaff added that, through analysis of donor attributes (graduation year, JHU Division, etc.), she has determined the best way to thank them. Mark Rosenblum, after learning that donations to the Alumni Association have decreased since 2014, suggested the committee talk about other ways to fundraise and come up with new ideas to increase donations. All members of the Alumni Council should donate to the Alumni Association. Regardless of the amount, they should donate what they can afford. Brett McCone will reach out to the AC asking all members to make a gift.

Brittany said the Office of Annual Giving has a staff of 25 with three teams. Her staff raises money for 35 departments ranging from Neurology in the School of Medicine to athletics. The annual fund has gone through a lot of changes including staff turnover. The department's database will also be replaced. Further, her research has shown that fundraising for the Alumni Association is a competitive model between the Alumni Association and each of the nine schools. Most donors do not understand when they give to Public Health, they haven't donated to the AA. A proposal would be to have the AA supported by each of the nine schools. Part of their fundraising totals could go to the AA. This will leave the AA staff open to be doing other things like raising awareness of what the organization does such as providing financial support for student grants.

Mark said it was too late to change the model for this year and it will take several years to migrate to a new approach. In the meantime, he asked Brittany how the AA can help support the annual fund. She responded that each council member should ask 3-5 people for a gift, i.e. use the grassroots approach. The AA is 30 years old and we can set a goal of raising $30K.

Judie suggested the AA may be losing donors because alumni are continually getting asked to donate. The university is asking people who have already given that year. Instead, crowdfunding (peer to peer) should be the approach. The annual fund office can create the platform to do this.

Brett would like to see a copy of the annual fund's fundraising calendar. He suggested several ways to move forward: look at the percentage of alumni council members who have made a gift to the AA or JHU; look at the year-to-date giving totals (what is the next fundraising program on the calendar?); and finally, we need to look at the future year adjustments (where are we relative to our goal for the year?).

The Alumni Association President David Yaffe joined the meeting and said there should be a university-wide AA budget. Each division should have its own fundraising requirements. This conversation will happen over the next couple of years. Susan deMuth added we need to have documentation (i.e. data analysis) in place in order to make this change.

2014 was the best AA fundraising year. Was it a shift of where the funding went? As central donations increased, did each division's donations decrease? Mark added that the nine schools need to be involved and on board in the new plan. Certain administrators at each school need to

be brought into the conversation. The committee agreed that, until a change possibly takes place, it needs to continue to come up with fundraising models to increase total funding that comes into the AA each year. Mark asked Brittany which groups of donors we can help her with. After some discussion, the committee agreed we need to contact the 1200 people who have donated only to the AA and ask them to increase their gift. Brett added if we call donors we can ask them questions about why they only gave to the AA. It was decided that calling people who had given to the AA for three consecutive years as well as members of the AC who have not donated was the best method to use to raise money. We call this the low hanging fruit and will be the initial focus of our efforts going forward.

Mark will set up a conference call in November and in January will begin to work with Brittany on the above approach.

Key 3 (This meeting took place on Friday at lunch prior to the opening session.)

Attendees: Current chair Anika Penn, incoming co-chairs Judie Mopsik and Ajay Kaisth; JHU divisional staff representatives Tasmin Anwar, Jennifer Benson, Katie Damaroda, Harvey Green, Robin Ingram, Jordi Izzard, Erika Juengst, Debbie Kennison, Sharon Trivino, Jen Yeager; students Kelvin Fu, Anthony Garay, Joshua Henderson, Mofan Lai, Gurion Marks, Kenai McFadden, Erin Nash, Natalie Schock; alumni John DeMaggio, Paula Kent, Susan Kulik, Steve Mahinka, Brett McCone, Shelby Wilkes; OAR Staff William Archer, Tom Calder, Kayce Robinson; and guest Jay Lenrow

Notes: During the absence of Anika Penn in the first part of the meeting, Judie Mopsik served as chair and oversaw the meeting.

Welcome: Judie welcomed the committee members and said the emphasis on Key 3 was an opportunity to network for all members in attendance.

History of Key 3: Jay Lenrow, past Alumni Council President, reviewed the history of Key 3 and the reasons behind its formation several years ago. He said communication within each division should always go at least one step up and one step down to ensure there is a constant means of exchanging divisional communication. Members of each Divisional Key 3 Committee should know one another and work as a team. The Key 3 Committee can be helpful with various initiatives such as mentoring and networking as well as lifelong learning.

Introduction of Key 3 Members: Each Division's student representative introduced themselves, reported on what was new in their respective Division and had the opportunity to ask a question of another Division and any questions they might have about Key 3.

What's new in the nine JHU Divisions:

- **Johns Hopkins Carey Business School** - Student Ventures is a new initiative on the Carey campus. The Student Government Association is now called the Student Advisory Council.
- **School of Nursing (SON)** - New building construction is taking place which will increase the size of the school. Student interest groups are conducting alumni panels throughout the year. Nursing is now a master's program. Dean Davidson has doubled the number of PHD nursing graduates.
- **Krieger School of Arts and Sciences (KSAS)** - There is a new Humanities Institute. There was a large gift given to the Philosophy Department. There was a $150M gift given to the Agora Institute. In 2020 or 2021 there will be an Agora Institute on campus, it will be a hub for civil discourse. Its site location will be determined in the near future. There is a five-year review of the program for undergraduates. It will look at adapting to a changing population and redefining the undergraduate experience. The school is currently recruiting a director. In the future, KSAS would like to focus on natural sciences.
- **School of Advanced and International Studies (SAIS)** - Joshua Henderson, SAIS SGA President, reported to the committee. It is their 75th Anniversary and there will be a role out for global events in different cities around the world. The school is going through curriculum changes and a strategic review. A pilot program took place last year resulting in a new mentorship program. The SGA has implemented new focus groups to look at improving the student experience. SAIS would like to find a way to include its students who are not in Baltimore.
- **School of Medicine (SOM)** - No SOM students were able to attend the meeting. Robin Ingram and Shelby Wilkes gave the report. Robin emphasized that SOM should change its name from Key 3 to Key 4 as they have a medical student representative and a graduate student representative. This is important because they have distinct experiences at SOM. It is the 125th celebration of the opening of the school of medicine. There will be 125 experiences by the end of the calendar year. The 2018 Reunion and Alumni Weekend was the first reunion in the now annual cycle. Attendance was strong with almost 500 registrants. The reunion included the 125th Pop-Up Museum highlighting innovation and scientific discoveries over the last 125 years and a 125th Symposium with the Governor and Mayor. Later in October, the Reunion Pop-Up Museum will be brought to the Homewood Campus. There is an alumni-to-student donation drive to provide stethoscopes and white coats to medical students. There is a commitment to diversity and the school is looking at strategies to engage both student and alumni who are under-represented in medicine.
- **Peabody Conservatory (PEAB)** - Beginning August 15, the Peabody campus has become smoke free. A program is now in place which will help students quit smoking. The school is offering new programs and majors including a BFA in Dance. The cafeteria caterer is now Bon Appetite and students can now use their meal cards on the Homewood campus and Homewood students can use their meal cards to eat on the Peabody campus.

- **Whiting School of Engineering (WSE)** - The accreditation process has just been completed. It will impact the school's curriculum and classrooms. Previously the curriculum focused on abstract concepts. It will move toward real life applications such as leadership course requirements, and the incorporation of humanities into engineering. A new Fast Forward U space is available as an undergraduate entrepreneurship space. Students listen to their peers, departments, and parents but not their school as a whole. Engineering students need to become more aware of GoHopOnline. WSE needs to work with other schools to more closely connect them so they can use FFU on their projects.
- **School of Education** - Dean Chris Morphew has added two new institutions- Baltimore Education Research Consortium (BERC) and an international program for early childhood education with students from China. A series of programs titled Schoolhouse Talks have been successful. Welcome events for new students and faulty have been implemented. More event online streaming has been added. There has been a rapid increase of online students.
- **Bloomberg School of Public Health** (BSPH) - The Dean has launched the school's Five-Year Strategic Plan. It involves 500 stakeholders. An action plan has been added in 11 cities which will involve alumni and students. There is a new focus on the Bloomberg American Health Initiative which includes five pillars (Addiction and Overdose, Violence, Obesity, Environmental health and Adolescent health) and provides fifty scholarships annually. The school is looking to add more non-traditional students. BSPH has added panel discussion programs in order to increase collaboration. The school has held a Public Health Hackathon.

Lifelong Learning/ Engaging JHU Alumni Communities/ Networking between Alumni and Students: The Committee split up into three working groups to discuss three sets of questions:

1. How does your division address lifelong learning? What are some areas (if any) in which you'd like to see expanded programming? Who do you think does an excellent job, i.e. what kinds of programming would you like to replicate?
2. How do you aid networking between alumni and between alumni and students? What would you like to see happen in this regard? What other divisions do you work with/ would you like to work with to achieve this? Who is doing a great job of this?
3. How do you engage JHU Alumni Communities? With which Alumni Communities do you work? Where would you like to see improvement?

Summary:

I. Lifelong Learning
    - Schools have in-person and live stream concerts, on-line and in person lectures, offer a skills course through a workshop and provide professional training.

- School of Medicine (SOM) has introduced a new Emeriti Faulty Program. A "best practices" program was SOM's Continuing Medicine Education Program.
- School of Education (SOE) has online professional education programs and an alumni mentoring program.
- Krieger School of Arts and Sciences (KSAS) has online graduate level courses and programs for community members (ODYSSEY/OSHER). KSAS has lectures in the community, showcases department initiatives and programs, and uses increased levels of technology to widely connect with the community.
- SOE has an Executive Education Program and awards a certificate. The Armstrong Institute has an assessment (HRO) program.
- The Alumni Association (AA) has a Travel with Learning program. It also has alumni-faculty connections.
- SAIS has alumni events and communities across the world. It has journals, reviews, skills courses, mentoring programs, career fairs, fundraising courses, affinity groups, a woman specific network (SWAN) and discounted course rates for alumni.
- BSPH provides lectures, panels showcasing public health, connects with student assemblies, and works with other BSPH departments.
- Everyone would like to see expanded programming between alumni and students, use technology to traverse geographical separation, use webinars, establish a Facebook chapter per city, schedule social meetings and speakers of interest and organize similar events between divisions. To improve networking they would like to see more online apps, cross collaboration, and marketing, and showcase research initiatives and affinity programs. Also, improve focused and personalized communication. Use the ODYSSEY program to engage alumni communities at all schools. Would like to replicate Stanford's program of lifelong learning.
- Development programs.

II. Networking between alumni and students
- The schools network through industry dinners, global alumni points of contact, alumni/student networking panels, professor panels with alumni, mentorship programs with alumni and students, underrepresented minorities and international student affinity groups, admission ambassadors, alumni calls/events for newly admitted students, welcome receptions with professors, alumni, and students, and special "Dean Receptions" around the world.
- SOM has a dinner series/second look weekend with their alumni. SOM schedules alumni panels during their reunion. They also have a program titled Help Our Students Travel (HOST).
- KSAS has an event in which the alumni student ambassadors invite alumni to speak to students.

- SOE has regional events and a welcome reception at the beginning of the year for student alumni.
- The group said their schools offer alumni courses and have a digital learning program.
- What they would like to see: The schools need to open school-sponsored sessions more broadly. Identify student needs. Utilize Career Development Office. Establish a dial-in option for virtual networking. Invite alumni to help solve real world problems in business or health care or present their research/ doctorate work. They would like to see more cross-divisional collaboration. Would like to see mentorship programs expand, especially engineering.

III.   How are you engaging the JHU Communities?
- Reunions between KSAS and SOM.
- Regional Events.
- Partner with affinity groups and share invites with alumni.
- Our schools engage Alumni Communities through Global Alumni Points of Contact, affinity groups, cross divisional collaboration, cross with University larger groups, outline student populations, GoHopOnline, Handshake and SSEI.

Improvements:

- Need to clean up data integrity.
- Improve/increase funding for programs.
- Establish a pipeline/lay groundwork for current students to be active alumni.
- School focus-shared with affinity partners.
- There are always better ways to collaborate and communicate about things that are happening.
- Clarity and Hopkins branding can be improved.
- Key 3 can become Key 4 by adding a faculty member to each Divisional Committee.

Student Engagement

Chair Michael Baltzell introduced the incoming chairs Judy Keen and student Natalie Shock and then asked members to introduce themselves. The following topics were addressed:

1. Review of Subcommittee Efforts by Co-Chairs
   1. caRing Program
      - New alumni chair needed
   2. Basic Program
      - Task for the upcoming year will be to re-name the program.

- Continue recruitment of students for the luncheon via GoHop and Divisional Reps
        3. Career Services
        4. Go-Hop Online
- Continue to assess effectiveness
        5. Ring Program
- Continue format of last year to hold ring program the Thursday before Alumni Weekend
        6. Welcome/Graduation Gifts
- Select gift for graduating students by February
- Avoid business card holders for future gifts
    2. Discussion of Ad Hoc Task Force on Mentoring/Networking
        1. Impact on SE Committee
- SEC Committee will stay put, but will be tasked with reviewing 13 engagement and mentoring programs that occurs across the institution
        2. Direction for the future
- When ready, SEC will evaluate and make recommendations about the 13 mentorship/engagement programs to the Alumni Council
    3. Discussion of current programs and suggestions for change, elimination, and additions.
    4. Administration
        1. Future meeting/call timing and structure
        2. Subcommittee Leadership
        3. Upcoming News/Events- A. Nuri

Student Grants

Chair Amy Nagler led introductions and the group welcomed new members who stopped in on a rotating basis. Updates were provided as follows:

1. **Applications**
    a. Current Application Count (as of 10/11/18)
        i. 16 ready
        ii. 48 incomplete
    b. *Application count (As of 10/13/18)*
        i. *23 complete 10/13/18*
        ii. *54 incomplete 10/13/18*
    c. Last year at this meeting
        i. 10 ready
        ii. 33 incomplete
    d. We are on track but this week will be key to continue reaching out
    e. *Application count (As of 10/18/18)*
        i. *33 ready*
        ii. *83 incomplete*
2. **Evaluations Schedule**

a. Grant Assignment, Evaluation, & Decision Timeline
   i. Grants Assigned & Evaluation Begins – 10/24
   ii. Evaluations Due – 11/9
   iii. Decision Call Held & All Funding Decisions Made – 11/13
   iv. Decisions Distributed to Student Groups – 11/19
b. Potential to extend deadline depending on number of incomplete
   i. 10/26 should be latest to extend
   ii. This would push evaluation period to start 10/29, evaluations due 11/12, with the rest of the dates staying the same

3. **Next Steps**
   a. Teleconferences
      i. Tuesday November 13th from 3-4pm EST
      ii. Tuesday December 11th from 5-6pm EST
   b. Application Assignment and Evaluation

4. **SGC Priorities through Next Year**
   a. Goals and Open Discussion
      i. Discussion about using metrics and data to showcase our successes
         1. John Abodeely has expertise in this and could assist
      ii. Creating an events calendar
         1. Creating an events calendar of events we've funded for all alumni to see so that they can attend events throughout the year
         2. Hiring photographers to photograph some of these events to get higher quality pictures
      iii. Following up with groups who don't receive a grant
         1. Offering them the opportunity to talk with a committee member about their experience and get feedback on their grant application
      iv. Reminder about $50 giving minimum to Alumni Council
      v. Discussions about confusing messaging with fundraising for Student Grants
      vi. We want to have a better understanding of student grants giving days and how much money is raised

VI. BASIC NETWORKING LUNCHEON (Building Alumni Student Inspired Connections)

The Council convened for lunch in the Glass Pavilion. The student Co-Chair and BASIC chair of the Student Engagement Committee explained the flow of the networking lunch and directed Council members and students to sit at the industry themed tables. Council members had previously indicated their industry area and students were assigned to a table and switched to another table half way through. Approximately 45 students from seven divisions attended the lunch.

VII. INTEGRATIVE LEARNING AND LIFE DESIGN

David Yaffe introduced Farouk Dey, Vice Provost for Integrative Learning and Life Design.

Farouk shared that he has been a member of the Hopkins community for five weeks, believes his work is purposeful, and is thankful for the opportunity to address a group of dedicated alumni.

He explained that times have changed in higher education and students are not communicating and are building their lives in different ways. The current students' experiences are different than what we have previously seen. He shared that technology is giving us an opportunity to better connect students with their future selves.

He discussed the transition between college and career noting that many universities are still using placement model, which is outdated and was used in the 60s and 70s. There are many universities that are still relying on counseling services, which is also an outdated model – the world is currently using a networking model.

Farouk shared that JHU systems models need to catch up. In determining the new model, we need to consider new ways of thinking -- design thinking should be used as the main approach – how students design their lives and careers.

Farouk shared the different ways of thinking – engineering thinking (how to solve a problem that is already presented itself), business thinking (optimizing outcomes), research thinking (coming up with hypothesis), and design thinking (creating project or service – starting with a process of inspiration and use that to come up with the final outcome).

Artists and startups typically use the design way of thinking. Design thinking allows for pivoting at the right moment, adjusting to the environment and allowing interest to evolve into something else. This kind of thinking is perfect for life design.

Higher Ed has been working with students to predict what they will be, to have a set vision, to go through a linear process to get there – this is also outdated.

Design thinking requires starting from a place of empathy and engaging the process of testing and prototyping.

Farouk expressed that we have to invest in their (students') experiences, to give them exposure to experiences, (study abroad, networking, internships, etc.). Let them start with something and not worry about what they will be in 20 years. Investing in the student experiences gives a level of comfort to the student.

College learning experience – Farouk asked how many of us would do things differently or engage in things differently than we did in college. Almost the entire group raised their hand. He mentioned that this is often because we did not know about these experiences, or our paths did not end up that way. Many of us ended up in our career paths by accident.

He has concern about the state of higher education – students are having fragmented experiences. Students currently have a very clear path about their curricular experiences but not the optional experiences that give them opportunities. A majority of the experiences that happen outside the classroom is what sets them up for their career and life post-graduation.

Without this, many students ask what if? How would life have changed had the student participated in that specific internship, or volunteer experience, etc.?

Integrative learning – Farouk shared that by incorporating this method, we will make the path for learning and experience more obvious.

However, he noted that the system is complex and students share that they need guidance on how to navigate it. This new system is what will give them more guidance and set them up for success.

Farouk shared that there needs to be a change in university culture so that we define the mission aligning it and in view with declaring a major. It should not be something students can escape. It should not lack guidance or be inaccessible to students no matter the socioeconomic status. JHU has the opportunity to change this for higher education.

Farouk believes that our leadership sees this vision as well.

His question to us is are we ready? Do we want to do this with him? The group clapped and he said "Let's do it"

Farouk shared that before he got here – the university was decentralized with different career centers for each school. This is kind of a "hot mess" and not organized or together. It costs too much for corporations to invest in a system like this. He has seen the paradigm shift when all nine schools have shifted to using the platform handshake for career services.

Q &A followed:

A question was asked about low income students having these opportunities.

– Farouk shared that we can think of very specific experiences such as raising income for paid internships. Systematically we can change this so "not what or who you know" get you opportunities. This group misses out on these opportunities because they are typically overwhelmed through the curriculum – they are spending a lot of time just trying to keep up. They also lack the confidence to go after these experiences. The students who are told "you really should participate in this experience" are the ones who are going to do it. – We need to make the path more obvious to everyone. It becomes part of the experience – aligned with the curriculum.

Farouk invited Council members to continue the conversation by contacting him at fday@jhu.edu.

VIII. JOHNS HOPKINS ECOSYSTEM WORK: BUIILDING AN INNOVATION COMMUNITY AND LEVERING ALUMNI TALENT

Madeleine Stokes, Director of Innovation Initiatives and Corporate Relations, provided an overview of the Johns Hopkins Technology Ventures (JHTV) with this presentation. *(See attachment at end of document.)*

JHTV focuses on the commercialization of technology whether with startup companies (entrepreneurship) OR established companies (licensing). FastForward supports faculty, students, social innovators in Baltimore with a suite of entrepreneurship services and space.

Two challenges of JHTV are building an ecosystem and retention here in Baltimore. In order to rival Bay Area, Hopkins needs to support entrepreneurship on campus and broadly. In last two years, more than 50% of venture funding has stayed in all Baltimore.

A process is being developed internally for alumni to be brought into JHTV

Working on developing internal processes to streamline interest and make correct matches (in regards to JHTV).

Q&A followed:

- Is there a mix between commercial and social enterprises?

    o Social innovation lab is there to support community enterprises; 50% not Hopkins-associated and 50% Hopkins-associated entrepreneurs; 20% student ventures

- In regards to Tech Ventures transforming Baltimore; how is JHTV reaching DC and the students there?

    o JHTV is making sure that SAIS (DC students) are involved in what they're doing. Impact of Baltimore and the world is what they're looking at.

- Has JHTV looked at what UCSD is doing?

    o The team before launching JHTV visited Universities across the country. JHTV is working with peers and learning from them. UCSD has support outside of University in the city.

- For people in places like Seattle/San Fran (big tech cities), what is the advice in terms of connecting through people on the ground in those cities?

    o First person to talk to is Maddy Stokes, who can pass people along to the particular person who can help more extensively.
    o There's a wide variety of ways to engage people virtually, but the in-person is the most effective.

IX. SUMMARY SESSION

Summary Session and Transition of Leadership

David Yaffe recognized the council members that cycled off the Council, including Jonathan Bradley (Chair, Awards and Nominations), Michael Brenner, Raime Eck, Bill Enright, Mindy Farber, Anita Holloway, Paula Kent, Nikolas Matthes (Steering Committee), Yasmene Mumby, and Matt Rupcich.

David also recognized the three chairs going off the Executive Committee, including Paul Matlin (Communications & Outreach), Amy Nagler (Student Grants Committee), and Mike Baltzell (Student Engagement).

After passing the gavel, David Yaffe expressed his appreciation for the opportunity to serve on the Alumni Council for seven years. He acknowledged his partnerships with past presidents Jay Lenrow, Ray Snow and Terry McBride.

David referred to great speeches that resonated with departing (a leadership role) and cited General Douglas MacArthur, 'Old soldiers never die they just fade away', and Lou Gherig, 'Yet today I consider myself the luckiest man on the face of this earth'.

Two objectives of his presidency were:

1) To create a greater connection between the university and the alumni – raise the visibility of the JHAA as part of the university community
2) To increase communication between the university and alumni – and among alumni

Having made progress on both fronts, he noted that every division of the university now requests a representative of the AC to speak at its graduation. The University Board of Trustees (BOT) is now used to hearing the alumni perspective during discussion on major issues. The number of alumni participating in the events and experiences sponsored by the JHAA (including regional, affinity and travel events) has increased. And the major topics discussed over the past few days -- getting more alumni involved in mentoring students and each other, stepping up the university's sponsored lifelong learning offerings, and the last presentation by JHTech Ventures – demonstrate how we can become involved in helping promote these two objectives.

These objectives reflect the active participation and actions of everyone here (and others who are not). All of this progress has not just come from the volunteer leadership – the alumni relations staff (as relatively few as there are) are terrific. They are driven with a mission to improve the alumni experience and outreach. Alison and Anika bring experience, diplomacy and a fresh perspective to the Alumni Council and I plan to give them as much support as they can stand.

He thanked Susan deMuth for her partnership, leadership, and friendship.

She described him as a constant compass, who brought balance to every situation. She noted that the Board of Trustees celebrated him remarkably well in June and that during his tenure he raised the visibility of the JHAA with University leadership. Because of that raised visibility, the JHAA is now included in conversations in which we were previously ignored. She read a letter to David from Vice President Fritz Schroeder thanking him for his service and dedication to JHU. She presented David and his wife Deborah with JHU gifts including a special blazer.

Next Steps

Allyson began by thanking David Yaffe for his outstanding leadership over the past two years.

She read a poem that was meaningful to her and applied to her new role.

> The future lies before us
> Like a sheet of driven snow
> Be careful how you step on it
> For every step will show
>
> She recommended this metaphor as a guiding principle for the Alumni Council extending the footsteps that David has created as "Footsteps in the Snow."

She cited a Forbes Magazine article from June 2012 that defined employee engagement as:

"…the emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees actually care about their work and their company."

She asked that each member established two personal engagement priorities:

Priority #1 – How can I personally increase/enhance my engagement with Johns Hopkins.

Priority # 2 – How can I increase/enhance the engagement of other alumni and of current students with Johns Hopkins?

With regards to #1, she encouraged everyone to enhance their fiscal contributions to Hopkins.

With regards to # 2, she encouraged everyone to re-examine and enhance their efforts to engage other Hopkins alumni and students in the ongoing events, programs and activities of the Alumni Association.

She then thanked her volunteers on the Awards and Nominations Committee, notably Chair Jonathan Bradley, the Alumni Relations staff across the divisions, and the members of the Alumni Council.

The President adjourned the meeting at 4 p.m.

Invitees:
Executive Committee:

David Yaffe, President	Attended
Allyson Handley, First Vice President	Attended
Anika Penn, Second Vice President	Attended
Nikolas Matthes, Treasurer	Attended
Bryan McMillan, Secretary	Attended
Jay Lenrow, Past President, Ex-officio	Attended
Auburn Bell, Div Rep Business	Attended
Jonathan Bradley, Awards & Nominations Chair	Attended
B. Michael Baltzell, Student Engagement Chair	Attended
Elizabeth Berman, Div Rep Peabody	Attended
John DeMaggio, Div Rep Eng	Attended
Lalita Hamilton, Org Rep SOBA	Attended
Donika Hristova, Div Rep SAIS	Attended
Judie Mopsick, Development & Finance, Chair	Attended
Natalie Schock, Student Engagement, Chair	Attended
Paul Matlin, Communications/Outreach, Chair	Attended
Amy Nagler, Student Grants, Chair	Attended
Paula Kent, Div Rep Nursing	Attended
Steve Mahinka, Div Rep A&S	Attended
Brett McCone, Div Rep Public Health	Attended
Phuong Tran Org Rep PRIDE	Attended
Shelby Wilkes, Div Rep Medicine	Attended

Alumni Council:

Sarah Abiusi	Attended
John Abodeely	Attended
Reginald Bannerman	Attended
Leo Bell	Attended
Kevin Capinpin	Attended
Yara Cheikh	Absent
Buddy Cleveland	Absent
Rosanna Corbin	Attended
Michael Cornelison	Attended
Cheree Davis	Attended
Claudia DeCarlo	Attended
Mary Ann Dickson	Attended
Natalie Draisin	Attended
Lisa Dunkle Scheffler	Attended

Robert Garnet	Attended
William Greenberg	Attended
Allyson Handley	Attended
Mary Jo Holuba	Attended
Vernon Huang	Attended
Braphus Kaalund	Attended
Ajay Kaisth	Attended
Daniela Kaisth	Attended
Shelby Kemper	Absent
Bill Kirst	Attended
Susan Kulik	Attended
Laurie Legum	Attended
Jill Leukhardt	Absent
Karina Lipsman	Attended
Seth McDonnell	Attended
Judie Mopsik	Attended
Wayne Nickols	Absent
Ryan O'Grady	Absent
Rhonda Richetta	Attended
Mark Rosenblum	Attended
Angelique Sina	Attended
Tony Spann	Attended
Ronald Versic	Attended
Natasha Yamaoka	Attended
William Zitzmann	Attended

Staff Members:

Susan deMuth, Executive Director, OAR	Attended
Marguerite Jones, Sr. Director, OAR	Attended
Patricia Conklin, OAR	Attended
Elena Thompson, OAR	Attended
William Archer OAR	Attended
Jen Kafka, OAR	Attended
Gwen Harley, OAR	Attended
Krystle Ongaco, OAR	Attended
Jason Heiserman, OAR	Attended
Stephanie Muller, OAR	Attended
Vanessa Logan, OAR	Attended
Diane Heavel, OAR	Attended
Krystle Ongaco, OAR	Attended
Leah Murphy, OAR	Attended
Jen Yeager, School of Education	Attended
Jordi Izzard, SAIS	Attended

Debbie Kennison, Peabody	Attended
Leslie Procter, Peabody	Attended
Katie Damaroda, School of Nursing	Attended
Robin Ingram, Medicine	Attended
Jimmie Lou Debakey, BSPH	Attended
Erika Juengst, BSPH	Attended
Jessica Schmidt-Bonifant, School of Engineering	Attended
Serena Schreiber, Krieger School of A&S	Attended
Harvey Green, Krieger School of A&S	Attended
Philip Bakerman, Krieger School of A&S	Attended
Jennifer Benson, Carey Business School	Attended