THE GEORGE WASHINGTON ALUMNI ASSOCIATION
MINUTES OF THE BOARD OF DIRECTORS MEETING

Saturday, November 8, 2008
8:30 a.m. – 3:00 p.m.
1957 E Street, Washington DC

Board of Directors in Attendance:
Jeffrey Akman, Rudy Alvarez, Jennifer Aronson, Blaine Atkisson, Zoe Beckerman, Christina Benjamin, Weston Burnett, Penn Chabrow, Montrose Cones, Jim Core, Richard Crespin, Laura Downs, Steve Frenkil, Mark Goldsmith, Jeremy Gosbee, Minnie Harmon, Mark Hughes, Stuart Kassan, Frank Kent, Joe Kiehl, Michael La Place, Jeannie Lesko, Geoffrey Louden, Laurie Lowe, Eric Mendelsohn, Jeanette Michael, Robert Miller, Larry Murphy, Lina Musayev, Richard Popeil, Pilar Rivera, George Saad, Brian Shoeneman, Freda Steinberger, Jon Tarnow, Robert Thorman, Peter Weissman, Debbie Wheeler

Members Not in Attendance:
Paul Antony, Vishal Aswani, J.P. Blackford, Sally Cacheris, Amy Chmar, Lindsay Davidson, Allan From, Alan From, Richard Heideman, Memphis Holland, Rex Holloway, Jeff Marootian, Arlinda Mezini, Douglas Mickle, Shannon Mouton, Tejbir Phool, Sreedhar Potarazu, Michael Suder, Omar Woodard

Members via Teleconference:
Celeste Bondon, Andrew Brown, Jay Cohen, Oscar David, Andrew Dixon, Richard Green, Joshua Hiscock, Jonathon Klonsky, Gerald Lazarus, Lindsay Marsh, Christopher Pitre, Audrey Plonk, Jim Quinlan, Beverly Roberts, Steven Ross, Kelly Schirmer, Matthew Tisdale

Staff in Attendance:
Kevin Corbett, Julia Coplan, Raina Lenney, Matt Lindsay, Michael Steelman, Seth Rosenzweig

Call to Order and Minutes:
• President Richard Crespin began the meeting at 9:00 a.m.
• Introduction of all board members
• Viewing of “Legacy of Leadership” video (available at http://www.youtube.com/watch?v=esvCiQkTYoA
• Presentation of the minutes from the Board of Directors Retreat on August 8, 2008 – minutes were approved pending amendments to attendance record
• Presentation of minutes from the Executive Committee Meeting on October 20, 2008

President’s Report:
• Presentation to the Parent’s Association
  ○ Parent’s Weekend – would like more alumni who are parents to volunteer next year
• Introduction of new GWAA International Programs Committee (Chair Pilar Rivera working with Director of International Alumni Programs)
  ○ 10,000-15,000 alumni across 150 countries worldwide
Request for volunteers with expertise on Asia

- Student-Alumni Initiatives (Chair, Steve Frenkil)
  - Increase visibility of GWAA with students
  - Find entry points into student life
  - Solicit input from students
  - “4-Year Plan” for categorizing student activities at different interest levels

- New Regional Programs Committee (Chair, Michael Suder)
- The Board has committed to 100% giving to the university
  - Executive committee has made commitment to 100% leadership level giving
- Proposed revision to the Memorandum of Agreement between GWAA and the university
  - GWAA is separate non-profit organization but relies on the university for staffing and some funding – university licenses logo and list for use in affinity programs
  - MOA lays out how staff support and funding will be used by the GWAA and the university
  - Affinity programs have taken a downturn along with the economy – lead to a slight deficit in the GWAA’s annual budget
  - MOA determines profit sharing arrangement with the university – proposed change is from a percentage of shared revenue to a fixed annual amount
  - Revisions will preserve principal assets, eliminate projected deficit for FY09, and allocate additional funding
    - Grant program – 50% increase
    - Support of scholarships – 100% increase
  - Revisions approved without objection

- Goals and initiatives chart developed as a result of the GWAA retreat
  - Map the goals and initiatives to the different committees – use as a tool in committee meetings to track progress towards the 3 goals within each committee
    - Enabling lifetime engagement
    - Gathering a voice
    - Building a culture of philanthropy
      - Need to educate students on services available to them as a result of alumni giving (e.g. scholarships)
      - Need to continually focus on annual gifts, first gifts, developing consistent annual giving even during a capital campaign
      - Remind alumni that gifts of any size are needed
      - Need to counteract negative image of being one of the most expensive schools (can counter by explaining that donating to the university is the only way to lower tuition; also GW is ranked 3rd in amount of need based financial aid)
  - Committee’s goals for today – think of additional initiatives, specific projects with specified areas of responsibility for the committee over the next year
  - Suggestion to include students in the alumni association from day 1 – don’t wait until they have completed 15 credits (current bylaw requirement)

- Board of Trustees have increased focus on building a culture of philanthropy
  - Need additional financial aid for students because of the current economy to ensure that all students are able to return – suggestion of additional solicitations for small gifts from a large number of alumni to contribute to student aid
Need to focus on matching the Smith Center Gift (have only matched approximately 3 of 10 million required to fulfill match)

Need increased philanthropy to improve our rankings in alumni giving

- Career Services – have sent an email to all alumni in response to the economic crisis with information on all the career and networking services available to alumni (also posted information on the alumni homepage www.alumni.gwu.edu)
  - Have gotten positive feedback regarding this email and good attendance at networking events

President-Elect’s Report:

- US News & World Report – College/University Rankings
  - GW is ranked 53 overall (goal to enter the top 50 schools – GW’s highest rank was in the high 40s in the late 1990s)
  - Admission rate has dramatically reduced while graduation and retention rates have increased
  - Alumni giving ranked 154 – lower than GW’s overall rank
  - Overall Rank – weighted by various key indicators
    - 2 areas can be influenced by alumni – financial resources and alumni giving (15% of overall rank)
    - Should use this as a talking point when discussing need for donations with alumni (i.e., the ability for alumni to improve our ranking through philanthropy)
    - Perception differential – difference in perception between how high school guidance counselors rank GW versus GW’s overall rank – guidance counselors rank GW 34 which is higher than our actual rank of 53 reflecting a positive perception and reputation
    - Recently have had an increased focus on Annual Giving – previously did not have a tradition of Annual Giving
      - Each undergraduate class now has a class gift campaign – building tradition of student giving
      - Every year over the past 4 years the annual fund has increased total giving
      - Need students to learn about a culture of philanthropy from day 1
      - Emphasis on young alumni and reengaging alumni who have not been contacted by the university in the past
      - Over past few years have focused on improving data – have increased the number of addressable alumni
      - $1 spent on alumni programming results in $4 in giving

- Alumni Weekend 2008
  - This was the second annual separate Alumni Weekend
  - Participation and number of events increased two fold this year (2,300 attendees in 2008 – in 2006 only 700 attendees)
  - Incorporated Mount Vernon’s Alumni Weekend
  - Three Themes
    - 150th celebration of Greek Life
    - Theme of Politics
• 1960’s reunion for alumni from that era – these years don’t have a good class affiliation so use of an era based reunion is more effective
  o Reunions of clubs and groups was a large focus this year

• Customer Service Celebration at the University
  o Providing students good customer service will create a population of happier and more satisfied alumni

Alumni Relations/Annual Fund Report:
• PEG alumni survey conducted in 2005 for undergraduate students and 2007 for graduate students – discussion of initiatives of Alumni Relations and Annual fund over the past years in response to the survey results
• Expansion of Alumni Relations staff
• Regional Programs – close to 4,000 unique attendees at 200 events over the last year
  o Skewed towards young alumni – Young Alumni Network (YAN) launched in DC and NY
  o Need to focus on creating more integrated programming for alumni life cycles
    ▪ Conducting an audit of current programs to determine needs
    ▪ Family programming, career programming, focus on attracting a larger alumni population of all ages
  o Social Networking Sites
    ▪ Facebook groups – high use among YAN, NY, DC
      • Tool for marketing programs to alumni who are not familiar with the Alumni Relations website
      • Working with Harris to create a link between the Online Community and Facebook
  o Student-Alumni Programs
    ▪ Dinner with Alumni
    ▪ “How Do I Become A” lecture series
    ▪ Take a careful look at the 4 year progression of student-alumni programs
  o Goal for strategically attracting alumni – have interest but need to be sure that we are offering value added programs that alumni can benefit from

• Alumni Weekend
  o Focus on all life stages – family programming, career based programming, class based programming
  o Young alumni were the largest group in attendance as well as alumni from the 1960s
  o Most attendees were local to the DC area and the mid-Atlantic region
  o The majority of attendees were not in a reunion class year

• Communications
  o Redesigned alumni website launched in October
    ▪ Page views and unique visitors to the alumni website have been increasing over the past 2 years
    ▪ Web hits spike in response to basketball team doing well, launch of GWMail service, Colonial Cable, etc.
    ▪ Visitors are also spending more time on the site
- Have added Google Analytics to track website usage more closely and specifically
- Outside the U.S., Japan reflected the largest use of the alumni website due to the President’s recent trip to Asia
- Alumni spend an average of 2 minutes 45 seconds on the website – comparable to our basket schools using Google Analytics
  
  **Online Community**
  - Tool for connecting with other alumni and students through the Career Advisor Network
  - Membership of online community grew by 20% from 20,000 in June 2007 to 24,000 in June 2008
  - Approximately 11% of alumni are members of the Online Community
  
  **Colonial Cable**
  - Has been redesigned to coordinate with new website
  - Growth in distribution and readership
    - 12,000-16,000 students and alumni read the cable each month
  - Open rate – viewing the Colonial Cable email is approximately 18% (16% is considered a good open rate)
  - Click through rate of the Colonial Cable is approximately 8% (this is considered a good rate)
  - Added monthly video interviews and monthly poll to the Colonial Cable

- Alumni Benefits
  
  **Course Audit Program**
  - 65% of participants graduated between 2000-2008
  - Frequently used for professional development and job training (not for retired alumni as expected)
  - Vast majority of alumni auditors span ages 20-39 – large portion represent master’s level alumni
  - Marketing for course audit should target towards young professionals
  
  **Alumni e-Resources**
  - ProQuest, ABI Inform, Project Muse, GW Dissertations & Theses
  - 77% of users are graduates from 2000-2008
  - GWAA is funding these resources in partnership with Gelman Library
  - Roughly 4,800 logins among 750 unique users

  **Alumni Travel Program**
  - 25 participants signed up for 2009
  - Majority of participants graduated in the 1960s and 1970s

  **Career Advisor Network (CAN)**
  - 750 Career Advisors signed up
  - Encourage alumni from all schools to participate in CAN
  - Majority of participants in the network have graduated since 1995 – need to increase use among older alumni to mentor younger alumni
  - 42% of advisors have their master’s from GW
  - 56 international alumni are participating
  - Students have access to search the network as of September 2008

  **Linked-In Group**
• 3,795 members currently
• Group has been growing exponentially

• Annual Fund
  o Full support from the university for increasing budget and staff resources for Annual Fund
  o New Leadership Annual Giving team
    ▪ Target alumni based on their participation in alumni programming to solicit for leadership gifts
  o Invest in alumni and promote engagement before soliciting donations
  o Luther Rice Advisory Council and GWAA can act as ambassadors to alumni
  o Emphasis on young alumni and students – creating a culture of philanthropy starting on day 1
  o Annual Fund encompasses direct mail, email solicitation and student callers
  o Web giving has increased dramatically over the last 5 years – will increase focus on this method because it is more effective for young alumni and more sustainable
  o Direct mail will be increasingly image-based and web-based
  o Emphasis on university wide and school based initiatives including financial aid, athletics, Smith Center project
  o Implement creative methods to recruit and retain new donors – need to increase retention
  o Increased focus on young alumni – new position within the annual fund focusing on young alumni and students

• Leadership Annual Giving
  o FY08 – 1,043 meetings domestically
  o 15 regions with highest alumni populations domestically
  o $1,465,245 raised
  o Alumni want to be involved and engaged based on student activities, and also based on their current professional industry
  o Luther Rice Society
    ▪ Previously there was no culture of philanthropy at GW, no identification with Luther Rice, no brand, lack of benefits, no consistent programming
    ▪ Advisory Council created (some members also serve on the GWAA)
    ▪ New Luther Rice Brochure and video
    ▪ Over 70 events around the country in FY08
    ▪ 85%-90% of alumni who participate in Luther Rice events give at the Luther Rice level
    ▪ New stewardship program – sending out welcome packets, consistent communication
    ▪ Have created a plan to begin with a small donation as a student ($75) and work up to 1,000 by the time of their 10th reunion
    ▪ Industry specific groups
      ▪ Real Estate Alliance, Alumni in Politics, Entertainment and Media Alliance, GW Alumni in Politics
      ▪ Goal to engage through networking and share their expertise including recent launch of real estate group in DC
Viewing of the Luther Rice Society video – posted on the Luther Rice website and distribute for use on the road

Committee Reports:

Communications Committee:
- Gather a voice for alumni
  - Initiative for first half of year is to launch a GWAA blog allowing alumni to provide feedback, start conversations, pick up the current issues on campus
- Building a culture of philanthropy
  - Not a role of the GWAA to directly raise money, but there are things that can be done to support this mission
  - Messaging for fundraising
    - Use positive messaging instead of pressuring alumni to give out of guilt
    - Clear compelling messaging on why philanthropy is necessary
    - Talk about the size of the donations – small recurring gifts are essential
    - Engaging students in communications – give a personal face to the solicitation more compelling than just using statistics
    - Leverage Facebook and Linkedin, use of widgets to share information virally

Finance Committee:
- Transitioning from Smith Barney to UBS
- Use of CDs and money market accounts to be conservative (interest income a little lower this year)
- Have not spent much money yet in the current fiscal year
- Owe $100,000 to the university annually according to the revised MOA
- Have distributed $20,000 in grants
  - The grant money for the entire year has already been allocated
  - Suggestion to hold aside some of the grant money for the second half of the year – make this decision by the next executive committee meeting
  - Suggestion to post online when the grants have run out for the year

Programs Committee:
- Will be holding a holiday open house at Alumni House on 12/4
- Will open alumni house during Inauguration Day for alumni use
- Valentine’s Day event at Founding Farmers (manager is an alumnus) – perhaps a cooking demonstration
- Possible program with the Gold Cup horse race – link with Luther Rice
- Possible tour of President Knapp’s house
- “Gain Wisdom” series – possible event with World Wildlife Federation
- Think about how these events can be associated with Luther Rice and providing alumni special access
- These events help with the two goals of enabling lifetime engagement and building a culture of philanthropy
Be mindful of identifying alumni among those newly appointed in the President’s administration/cabinet to provide special access

International Programs Committee:
- The committee is in the formation stage – goal to create a team with members who have expertise in different regions with first focus on Asia
- Enabling lifetime engagement
  - Create a GW Alumni Forum in Japan in Fall 2009 – networking opportunity
  - Create a leadership program in DC to train alumni to be more leadership oriented
  - Create a travel kit – equip professors, students, and alumni who will be traveling, with information about GW, and names of alumni where they are traveling to
- Gathering a Voice
  - Leverage the website and the GWAA blog
  - GW Forum in Japan
  - Gather comments from alumni from the Presidential tour in Asia
  - Develop an International Dinner with Alumni Program
- Creating a culture of philanthropy
  - Educate alumni about philanthropy through existing international chapters
  - Create an international awards recognition program through the awards committee
- Identify ex-patriot Americans living abroad – this committee should include all alumni living abroad

Student-Alumni Initiatives Committee:
- Enabling lifetime engagement
  - Build upon the Dinner with Alumni program
    - Develop a connection between students and hosts after the dinner
    - Reinforce that connection with alumni in the student’s minds
    - Lunch with Alumni? Lunch with the GWAA board?
  - Build upon the How Do I Become A? lecture series
  - Partner with Student Affairs – provide resources to seniors as they graduate to help them when they are moving
  - 4-year plan communication messaging
    - Students will interact with alumni in different ways over the course of the 4 years and the connection with the association will change
  - Legacy Program – capitalize on legacy families
  - Focus on visibility of alumni on campus – show students that alumni are involved
  - Articulating to students what alumni and the association do for them
    - Scholarships, Dinner with Alumni, How Do I Become A?
  - Possibility of inviting the Hatchet to the morning session of the GWAA meeting to write an article (the Board of Trustees sometimes has the Hatchet come to see presentations at their meetings)
  - Possibly make a display about prominent alumni who have been on Time Magazine in visible places on campus
Career Services Committee:
- Goal to create a culture of networking which builds connection to the university and ultimately promotes a culture of philanthropy
- Successes
  - Created an infrastructure
    - GWork – centralized point of contact which currently has 2,000 job postings, 35,000 students and alumni registered and 15,000 employers registered
    - Career Advisor Network – 761 advisors with 322 searches in August and 748 searches in September
    - GW Career Fair – over 145 employers 50 of which were alumni
    - 3 career advisors at the university career center that provide coaching on mid-career changes at a special alumni discounted rate
    - Linkedin – over 4000 members (assignment to all GWAA Board members to join Linkedin)
- Marketing
  - Marketing to specific groups – use of targeted palmcards
    - Students, Alumni, Midcareer, Retirees
  - Possible Webinars – eg How to use Linkedin
- Career Center is in need of donations – can designate donations to the career center
  - Career Center is critical to students getting jobs
  - Possibility of naming opportunities for the career center to promote donations

Awards Committee:
- Distribute a chart with the selected candidates for Distinguished Alumni Service Awards and the Jane Lingo Distinguished Alumni Service Award which will be presented in April 2009
- Motion to approve the awardees was approved without objection
- Recommendation to change the awards processes
  - Will change the name of the Service Awards to the Alumni Outstanding Service Awards to highlight the service component of the award and distinguish it from the Achievement Awards
  - Set a target for selecting 5 recipients for the Service Award and the Achievement Award each year
  - Will preserve the name “Recent Alumni Achievement Awards” and will select one undergraduate recipient and one graduate recipient each year

Nominations Committee:
- Advancing the 3 goals of the association within the scope of nominations
- Enabling Lifetime engagement
  - Calls for nominations for board positions and solicitation for committee participation may be sent out through Linkedin, Facebook, and the alumni website
  - Allow alumni to volunteer through Linkedin, Facebook, online community
- Gathering a Voice
  - Have reviewed applications from previous year regarding applicant’s goals for the association
Change application form to ask about how they would work towards the associations goals
  - Ask about their vision for working towards the GWAA’s goals
  - In application ask alumni to identify what challenges the association faces in achieving its goals
- Raise awareness to the general alumni population that they can join the committees even if they are not on the board

- Culture of Philanthropy
  - GWAA Board has made a commitment to lead by example
  - Include information in the GWAA application about the association’s philanthropic mission
  - Will be staring the nominations process for next year’s positions earlier to allow more time to review applications
  - Possibility of creating an exit interview to gather information when board members roll off the board to document their perspectives

**Old Business:**
- NONE

**New Business:**
- Overview of some new affinity programs – Stephen’s Van Lines, Hudson Union Society
- Question of removing the “give to GW” link on the main GW homepage
- Possibility of sending an invitation to President-Elect Obama, perhaps inviting him to a basketball game and making him an honorary colonial

**Adjournment:**
- The meeting was adjourned by President Richard Crespin at 2:32 p.m.

Submitted by,

L. Davidson
Secretary