



# Alumni Association

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

Washington, District of Columbia  
November 2, 2013

A regular meeting of the Board of Directors (the “Board”) of the George Washington Alumni Association (the “Association” or “GWAA”) was held on the Mount Vernon Campus of The George Washington University, in Washington, D.C., on November 2, 2013 at 10:00 a.m. local time. Present at the meeting were the following Board members:

Vikram Bakhru	Randolph Graves
Martin Baum	Keith Greene
Gloria Berberich	Jennifer Guzman (via teleconference)
Aaron Binstock	Jacqueline Hackett
Karl Boettcher	Michelle Harris (via teleconference)
David Brunori	Mark Hughes
Deborah Butterfly	David Karlgaard
Charles Calloway	Michael LaPlace
Christine Carnavos	Buddy Lesavoy
Shannon Cerminaro-Doylee	Renee Lewis
Fiona Conroy	Helen Li
James Core	Judith Lipner
Morgan Corr	Ari Masefski
Anne Cutler	Martha Morris
Scott Dantley (via teleconference)	Priscilla Monico
Aaron Deer (via teleconference)	Larry Murphy
Andrew Dixon	Nsedu Obot Witherspoon (via teleconference)
Elizabeth Dollens	Ilisse Perlmutter
Kristine Esposito	Venessa Perry
Jeffrey Fair (via teleconference)	Jim Quinlan (via teleconference)
Kyle Farmbry	Julia Susuni
Paul Fires (via teleconference)	Jonathan Tarnow
Steven Frenkil	Courtney Thorne
Israel From (via teleconference)	Jon Tollefson
Harjinder Gill	James Walker
Jeremy Gosbee	Titilola Williams-Davies (via teleconference)
Timothy Gowa	Thelisha Woods
	Marilyn Yakowitz

Mr. Frenkil, the Association’s President, acted as Chair of the meeting and Mr. Tarnow, the Association’s Secretary, kept the minutes.

All of the above-named persons being present, the Chair called the meeting to order and announced that the Board's meeting would proceed with the transaction of business.

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The first matter to come before the Board was introductory remarks by Mr. Frenkil.

The second matter to come before the Board was a presentation by Mr. Tarnow of the minutes of combined Annual Association Meeting and Board meeting of June 6, 2013. Those minutes were subsequently unanimously approved by the Board members in attendance. Mr. Tarnow further noted that the meeting packets also included, for informational purposes, copies of minutes of Executive Committee meetings of May 20, 2013.

The third matter to come before the Board was the President's Report by Mr. Frenkil. He provided the Board with an update on events and meetings attended on behalf of the Association since the Board's summer retreat, including a meeting with University President Knapp during which the discontinuation of the alumni brick program was discussed. He then commented on the success of Alumni Weekend 2013 and the number of Board members that were actively engaged in the weekend's activities, thereby creating visibility for the Association. Mr. Frenkil next reported on his appearance at the most recent University Board of Trustees meeting and participation in the Board of Trustees' Development and Alumni Relations Committee meeting. He then reviewed and commented on the GWAA's goals for the coming year that were discussed during the Board's summer retreat. Mr. Frenkil next provided the Board with an update on its philanthropy to the University, noting that as of the previous business day, 25 of the current 71 members of the Board had made an annual gift, representing a total giving rate of 35% at five months into the University's fiscal year. He further noted that a total of 9 of the 25 members who had given to date had contributed at the Luther Rice leadership level.

The fourth matter to come before the Board was the Report of the Vice President for Financial Affairs & Treasurer by Mr. Murphy. He began his report by requesting a motion to change one of authorized signatories on the Association's bank accounts to reflect Mr. Frenkil's assumption, on June 6, 2013, of the role of Association President. Upon a motion duly made and seconded, the Board voted and unanimously approved such change to the authorized signatories. Mr. Murphy next reviewed the final budget for the fiscal year ended June 30, 2013 reflecting a close-out of all figures, and answered questions from Board members regarding certain details of the prior year budget. He then provided the Board with a proposed budget for the fiscal year that began July 1, 2013, which reflected current year spending to date, and requested a motion to approve said budget. Upon motion duly made and seconded, the Board voted and unanimously approved the Association budget for the fiscal year July 1, 2013 through June 30, 2014. Mr. Murphy next presented updates to the Board regarding the Association's checking and investment accounts, and requested that Mr. Mark Forrest from the Office of Alumni Relations provide an overview of the GWAA Grants Program, which he did.

The fifth matter to come before the Board was a report on Alumni Weekend 2013 from Ms. Conroy, Vice President for Programs and chair of the programs committee. She reported that the

Office of Alumni Relations registered over 2500 alumni for the weekend's activities, which while consistent with recent years reflected a 177% increase since 2007. She informed the Board that the Twitter designation for the weekend (#GWAW13) had 2.1 million individual impressions, reflecting the level of social media connectedness particularly by younger alumni. Ms. Conroy next described how members of the programs committee had undertaken individual outreach to GWAA Board members, resulting in an increase of Board participation to 43% including several members having prominent speaking roles at Alumni Weekend events.

The sixth matter to come before the Board was the Alumni Relations and Development Report by Dr. Adrienne Rulnick, the University's Associate Vice President for Alumni Relations and Development. Dr. Rulnick began her report with an overview of how online and digital communications were enhancing and better enabling lifetime engagement of alumni with fellow graduates, current students and the University. Specifically, she reported between July 1, 2013 and September 30, 2013, there had been an 81% increase in unique visitors to the revamped alumni news website, gwalumni.org, with a 4.5 % increase in new visits. Additionally, since converting the Colonial Cable to the new Convio Luminate CRM system, there had been a 3% increase in email "open" rates. Dr. Rulnick also reviewed the launch, just prior to Alumni Weekend, of a new GW Alumni mobile app for iOS/Apple products, which had over 200 downloads over the four days of Alumni Weekend. She then described how similar technology initiatives were helping to gather a voice for alumni by institutionalizing a dialogue between graduates and the University, noting that over 52,000 alumni to date had engaged and interacted with GW through alumni social media properties. Moreover, the social media presence of the GWAA and Office of Alumni Relations had increased 15% since the prior fiscal quarter, with 26,000 members of the GWAA LinkedIn page, over 21,000 "likes" of the GW Alumni page on Facebook, and approximately 4,500 followers of the flagship Twitter account (@GWAlumni). Dr. Rulnick next remarked how the third pillar of her office's and the GWAA's mutual mission – building a culture of philanthropy to support current and future generations of GW students and alumni – was also positively impacted by online and digital communications initiatives. She reported that the alumni websites referred 8% of donors to the Development Office (resulting in 53 gifts), and that there had been a 10% increase in the just the first quarter of the current fiscal year in visitors to alumni volunteer recruitment pages (resulting in at least 56 new volunteer leaders). She concluded her report to the Board with a description of an opportunity presented to partner with TedX-Foggy Bottom for an event during Homecoming Weekend in February 2014, for which the Office of Alumni Relations would provide sponsorship dollars so that the GWAA can be included as an event sponsor and obtain significant visibility in front of a predominantly GW student audience.

The seventh matter to come before the Board was a presentation and Q&A session with Dr. Steven Lerman, the University's Provost and Executive Vice President for Academic Affairs, introduced by Ms. Hackett. Dr. Lerman reported to the Board on the new Strategic Plan for the University as approved by the Board of Trustees at its May 2013 meeting, including priorities in academic program changes and the admission of new undergraduate students to the University as a whole rather than to a specific college or school. The Strategic Plan also requires the University to review and address all barriers to students that exist between schools, such that students may more easily change schools and programs than in the past. He further described how the the Strategic Plan included modifications to the path for attaining degrees, academic advisor cross-training, and citizenship and leadership program requirements that are intended to be reflective of learning

experiences outside of the traditional classroom setting. Dr. Lerman then referred to the possibility, as under consideration by the Division of Student Affairs, for multi-year residence halls so that students could potentially live with the same community of fellow students for their entire undergraduate experience. He also discussed a second set of priorities under the Strategic Plan that focused on the creation of interdisciplinary centers with dedicated academic leadership and funding, such as a potential Center for Computational Biology that may be located at the Virginia campus. The third area of the Strategic Plan discussed was its desire to reform how schools and departments of the University are budgeted, which in current practice works against cross-school collaboration. During a subsequent Q&A session, Dr. Lerman addressed questions and comments from members of the Board on a range of topics, including whether the University was exploring, as other institutions were, direct assessment and competency based learning as an alternative to the standard credit hour; the affordability of the University and perceptions about the return on investment for a GW student's tuition; entrepreneurial leadership and technology transfer activities within the University; the status of the current dean search processes and faculty recruiting; and whether any lessons in public relations and communications might be learned from the recent "need-blind" versus "need-aware" controversy. At the conclusion of this portion of the meeting, Mr. Frenkil thanked Dr. Lerman for joining the Board for its meeting and presented him with a gift of appreciation from the Association.

The eighth matter to come before the Board was a luncheon with members of the Colonial Ambassadors program.

The ninth matter to come before the Board was a period for open discussion of "hot topics" facilitated by Mr. Frenkil. The predominant focus of discussion was the University's discontinuation of the alumni brick program.

The tenth matter to come before the Board was reports from the Vice Presidents and committee chairs:

- Mr. Gosbee, Vice President and chair of the Nominations and Governance Committee, updated the Board on the process for selection of a new Alumni Trustee and Recent Alumni Trustee, and how the committee would be turning in early 2014 to the process for choosing a GWAA president-elect and new members-at-large for the Board.
- Mr. Quinlan, Vice President and chair of the Awards Committee, was not physically present at the meeting and delegated to Mr. LaPlace the report of the committee, which included recommended awardees of the Alumni Outstanding Achievement Award and the Jane Lingo Alumni Service Award. Upon motion that was duly seconded, the recommendations of the Awards Committee were approved by the Board.
- Ms. Conroy, Vice President and chair of the Programs Committee, reported that her committee was evaluating its activities in support of Alumni Weekend and assessing "takeaways" that would be incorporated into Homecoming Weekend planning. She also noted that the Programs Committee was continuing to work to ensure participation by Board members in events funded in part through the GWAA Grants Program.

- Mr. Greene, Vice President and chair of the Career Services Committee, reported that the committee had created and adopted a goal document for its members that mirrored the GWAA mission statement, and that each committee member had agreed to individually focus on how to further those objectives. He also noted that the committee was focused on how to enhance career networking services to veteran-alumni and those who only attended the University through online programs.
- Mr. Farmbry, Vice President and chair of the Communications Committee, reported that the committee had adopted subcommittees to examine communications initiatives in specified areas, including affinity group engagement and leveraging social media around “Giving Tuesday” and “George’s Birthday” events.
- Mr. Murphy, Vice President and Treasurer and chair of the Finance Committee, reported on the committee’s continued exploration of potential new revenue sources for the GWAA, as well as the recent signing of a renewed five-year affinity agreement with Bank of America.
- Ms. Hackett, Vice President and chair of the Student-Alumni Initiatives Committee, reported that the committee had formed subcommittees on legacy students, athletics and service, and described recent and planned events in each of those areas.

The eleventh matter to come before the Board was an overview of the University’s Comprehensive Campaign by Dr. Rulnick. She described to the Board the hallmarks of a successful capital campaign being leadership, momentum and rationale, and how a campaign is intended to be more transformative than general annual fundraising. She remarked how the campaign would build upon the University’s new branding, with storytelling assets and value propositions as part of the campaign strategy. Dr. Rulnick then noted how the GWAA Board can be ambassadors for the campaign and lead by example. She reported that the campaign had been in a traditional “silent” mode since July 2011 and was expected to publicly launch in the spring of 2014, to be timed with the opening of the new School of Public Health building, and with a goal of raising \$1 billion by December 2018. Following the completion of Dr. Rulnick’s presentation, the Board engaged in a brief Q&A regarding the campaign.

The twelfth matter to come before the Board was Mr. Frenkil calling the Board’s attention to upcoming events as noted in the meeting materials, including the annual Thanksgiving event for international students held at Alumni House.

The final matter to come before the Board was a special recognition of the service and contribution of Dr. Rulnick to the Association, on the occasion of her impending retirement. Joining Mr. Frenkil at the podium for remarks about Dr. Rulnick were former GWAA presidents Jim Core and Laura Taddeucci Downs. Following those remarks, Mr. Gosbee, Vice President and chair of the Nominations and Governance Committee, read aloud and requested a motion to approve the following Resolution:

A RESOLUTION

*In honor of Dr. Adrienne A. Rulnick*

WHEREAS Adrienne A. Rulnick, Ed.D. has served with tremendous dedication as Associate Vice President of Alumni Relations and Development for the George Washington University since 2007; and

WHEREAS Dr. Rulnick has led the university's Office of Alumni Relations with distinction and has nurtured the development of dozens of alumni relations professionals at GW; and

WHEREAS Dr. Rulnick has championed the cause of alumni engagement with university leaders, the result of which was a tripling of the university's investment in alumni relations; and

WHEREAS Dr. Rulnick has served as a model of professional success and ambassador for the university's achievements to the wider alumni relations community through her service to the Council for the Advancement and Support of Education; and

WHEREAS Dr. Rulnick has provided sage counsel and inspiration as chief staff advisor to the George Washington Alumni Association Board of Directors;

THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE GEORGE WASHINGTON ALUMNI ASSOCIATION that the Association recognizes the accomplishments of Dr. Adrienne Rulnick upon her retirement and thanks her for her contributions to the betterment of alumni relations at the George Washington University; and

BE IT FURTHER RESOLVED that the Board of Directors does hereby confer upon Dr. Rulnick honorary lifetime membership in the George Washington Alumni Association, with all the rights, duties, and privileges pertaining thereto.

Adopted this Second day of November in the year Two-thousand-and-thirteen, in the City of Washington, District of Columbia, by the Board of Directors of the George Washington Alumni Association.

SIGNED,  
Steven Frenkil  
President

ATTEST,  
Jonathan Tarnow  
Secretary

Upon a motion duly made and seconded, the foregoing Resolution was unanimously approved by the Board, and a framed and signed copy of the resolution was presented to Dr. Rulnick, who then offered brief personal remarks.

Following concluding remarks by Mr. Frenkil, upon a motion duly made and seconded, a vote to adjourn the meeting occurred at approximately 3:45 p.m.

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The foregoing is a true record of the proceedings described herein and has been reviewed and approved by the Board, which gave authority to the undersigned to so authenticate.

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Steven Frenkil  
President

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Date