A regular meeting of the Board of Directors (the “Board”) of the George Washington Alumni Association (the “Association”) was held in Washington, D.C. on November 12, 2011 at 9:00 a.m. local time. Present at the meeting were the following Board members:

Fred Bailey  Mark Hughes
Karl Boettcher  David Karlgaard
Christopher Bright  Frank Kent
Wes Burnett  Charles Kuebler
Penn Chabrow (via teleconference)  Helen Li
Jay Cohen (via teleconference)  Christine Magee
Christine Coleman  Barbara Mark
Fiona Conroy (via teleconference)  Leslie Megyeri
Jim Core  Brandon Muir
Andrew Dixon  Larry Murphy
Pascale Dumit  Richard Popiel
Kyle Farmbry  James Quinlan (via teleconference)
Sara Flowers (via teleconference)  John Richardson (Student Rep.)
Steven Frenkil  Paula Segal
Allan From (via teleconference)  Michael Suder (via teleconference)
Jinder Gill  Jonathan Tarnow
Edward Gnehm (Faculty Rep.)  Jon Tollefson
Marc Goldsmith  Yao Tyus
Jeremy Gosbee  Peter Weissman
Keith Greene  Stanley Grube
Jacqueline Hackett  Omar Woodard (via teleconference)
Memphis Holland

Others present at the meeting as indicated in the minutes were:

Adrienne Rulnick  Peter Konwerski
Kevin Corbett  Robert Snyder
Michael Steelman  Stanley Grube
Kelly O’Brien  David Moore
Molly Kastendieck

Mr. Core, 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 a welcome by Mr. Core. He noted that the Board was experimenting with webinar technology that allowed remotely-participating Board members to not only view the PowerPoint presentations, but also to view the presenters and pose questions. Mr. Core also reviewed the agenda for the meeting.

The second matter to come before the Board was a presentation by Mr. Tarnow of the minutes of the Association’s annual meeting of June 16, 2011. 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 16, 2011 and July 11, 2011.

The third matter to come before the Board was a presentation by Mr. Tarnow of Ambassador Edward Gnehm, a faculty member in the Elliot School of International Affairs, for appointment as Faculty Representative to the Board for the current academic year, per the recommendation of the Office of Alumni Relations under the Association bylaws. The appointment of the Faculty Representative was unanimously approved by the Board members in attendance.

The fourth matter to come before the Board was the President’s Report by Mr. Core. He presented highlights from his attendance at the University’s Board of Trustees meeting in late October and the Trustee’s Committee on Development and Alumni Relations, noting a commitment by the trustees to alumni programs and various development initiatives. Mr. Core further discussed his interactions with parents and students during Colonials Weekend. He then updated the Board with respect to its financial support to the University during the current fiscal year. As of the most recently available data, 27% of the Board had donated during the current year, with 50% of that support at a leadership level and total gifts of $24,518. Mr. Core concluded his President’s Report with a request that Board members build upon discussions held at the summer retreat and continue to think about how they can each individually increase Board engagement and further the Association’s goals.

The fifth matter to come before the Board was the Past President’s Report. Mr. Core noted that the Association’s Immediate Past President, Ms. Laura Taddeucci Downs, was unable to attend the meeting and that the Past President’s Report would be given by Ms. Adrienne Rulnick, the University’s Associate Vice President for Alumni Relations and Development. Ms. Rulnick reported that her office was working with several alumni in connection with the athletic hall of fame, and also provided an update regarding the University’s messaging and branding working group. She further reported that both the Provost’s strategic plan and the upcoming capital campaign would be placing emphasis on alumni engagement.

The sixth matter to come before the Board was the Treasurer’s Report by Mr. Murphy, Vice President for Financial Affairs and Treasurer of the Association. He presented the Association’s balance sheet and summarized the Association’s revenues and expenses for the fiscal year. Mr. Murphy also distributed and described a summary of the Association’s checking and certificate of deposit accounts, as well as the longer term investment accounts.
The seventh matter to come before the Board was the Alumni Relations and Development Report by Ms. Rulnick. She called the Board’s attention to the materials provided regarding the upcoming GW Global Forum in Seoul, South Korea. Ms. Rulnick next described changes in the staffing of Alumni Relations, including hiring processes for associate directors of international alumni programs and GSHED school alumni programs. She also provided highlights of the summer send-off program, and noted materials provided in the Board meeting packet regarding the 2011 program. Ms. Rulnick next discussed the Alumni Volunteer Leadership Forum that occurred September 15-16, 2011, noting that the pilot program was being evaluated by the steering committee and may be an annual or biannual event going forward. Approximately 45 alumni leaders participated in the forum, with sessions including Strategies for Successful Leadership Development, Coaching and Delivering Feedback, Career Planning and Interviewing, Transformational Leadership and a panel discussion on leadership with GW athletics. She then highlighted the report on Alumni Weekend distributed in the Board meeting materials, requesting that Board members provide comments to Alumni House as it begins planning for the 2012 Alumni Weekend. Ms. Rulnick noted that over 400 people attended the New York City alumni reception with President Knapp on October 5, 2011, which included a networking reception, an update on the university and a panel discussion featuring distinguished GW faculty focused on cyber security and moderated by the dean of the School of Engineering and Applied Science. She concluded her report with an observation regarding the University’s budgeting process and that no net positions were being eliminated in the Office of Alumni Relations, and that opportunities for additional staff in key areas were being explored.

In response to a question from Mr. Popiel, Ms. Rulnick discussed ongoing efforts to better analyze data on alumni engagement, particularly at the individual level, but noted that by every currently available measure GW alumni engagement is on the increase. In response to a question from Mr. Frenkil regarding unsolicited media inquiries to Board members, she informed the Board that Matt Lindsay should be the initial point of contact for all such communications.

The eighth matter to come before the Board was a presentation from Peter Konwerski, Associate Vice President and Dean of Students, regarding various initiatives to enhance the GW student experience. Specifically, he spoke to organizational priorities and programs that focus on student academic success, educational wellness and prevention, student academic engagement (including career development services) and administrative services impacting students’ community experience (e.g., housing and dining services). A brief discussion of the presentation topics followed, with several Board members expressing appreciation to Dean Konwerski for his continued commitment to students and the related goals of Association.

The ninth matter to come before the Board was a presentation from Robert Snyder, Executive Director of University Initiatives, regarding the ongoing initiative to build a University-wide career culture. Mr. Snyder described to the Board the background of the initiative, including the prior work of the Career Services Task Force and areas that are being targeted for gap analysis, stakeholder conversations and benchmarking activities. He further described the engagement of University leadership across multiple constituencies in these efforts, as well as emerging discussions about how career services might be integrated into the reconstruction of the Marvin
Center fifth floor space. A brief discussion of the presentation followed. Mr Kent commented positively on the University’s substantially increased focus on career services, and lauded the work completed to date as greatly building upon the Association’s efforts of the last few years.

The tenth matter to come before the Board was a presentation of GWAA Talking Points by Christine Coleman, Vice President and chair of the Communications Committee. Ms. Coleman described the work of the committee to develop talking points for alumni that could work in conjunction with the University’s messaging and branding initiative. She also provided a handout to Board members with such talking points and a guide for personalizing an “elevator pitch” to engage fellow alumni.

(The meeting recessed at approximately 12:00 noon for lunch and afternoon meetings of the Board’s committees. The meeting of the full Board resumed at approximately 2:50 p.m.)

The eleventh matter to come before the Board was committee reports from the respective vice presidents and committee chairs.

- Mr. Gosbee provided a report of the Nominations Committee, which met to consider nominations for recent alumni trustee. The committee reached consensus on candidates to be interviewed in the next stage of the process; a final slate of three nominees being required to be provided to the University Board of Trustees by early December.

- Mr. Grube provided a report of the President’s Advisory Committee, which is comprised of former GWAA presidents, former Alumni Trustees and former Student Association presidents. Mr. Grube described the group’s conversations and goals with respect to providing the current president with ideas and perspectives.

- Mr. Kent provided a report of the Career Services Committee, which focused on marketing and communications issues as critical elements of career services. Among other things, the committee specifically discussed committee engagement and the potential for regional meetings, and the concept of an ongoing “wiki” tool to better connect membership.

- Ms. Coleman provided a report of the Communications Committee. In addition to following up on the talking points discussion from earlier in the meeting, the committee discussed the idea of having a pocket sized card to provide fellow alumni as an engagement tool. The committee also discussed social media and how the GWAA might develop a more fulsome social media strategy, and interfacing with the University’s branding and messaging initiative.

- Mr. Murphy provided a report of Finance Committee, which discussed the current long term investment allocations as described in the Treasurer’s report. The committee also discussed exploring means by which the Association could generate additional income from local affinity partners.
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- Mr. Frenkil provided a report of Student-Alumni Initiatives Committee, which focused on developing an outreach plan to legacy students and alumni through both new and existing programs. The plan includes a calendar of personal communications, visit days, special events during Colonial Inauguration, Alumni Weekend and Colonials Weekend, and special activities and recognition during Commencement.

- Mr. Burnett provided a report of the Awards Committee. Among other things, the committee discussed exploring ways to raise the profile of the GWAA through additional or revised awards programs, and ongoing efforts to build award recognition into various University and school databases. The committee also reached consensus on selectees for the Alumni Outstanding Service Awards, and Mr. Burnett distributed summaries of the proposed recipients for Board approval. The roster of proposed award recipients was unanimously approved by the Board members in attendance.

- Mr. Weissman provided a report of the Programs Committee Focus Group, which in its meeting focused on ways to expand engagement through increased affinity programming and outreach through alumni with strong affinity connections.

- Ms. Magee provided a report of the Graduate Alumni Engagement Task Force. She noted the significance of the fact that GW has more graduate level alumni than undergraduate alumni. She described data collected by the Office of Alumni Relations and reviewed by the task force in the areas of program and events, volunteerism, awareness communication, and philanthropy. Although the data is encouraging, the task force will benchmarking against other institutions and continuing to focus on means of better engaging graduate alumni.

The twelfth matter to come before the Board was a report from John Richardson, President of the Student Association and student representative to the Board. He described the Student Association’s cooperative efforts with the GWAA in respect to career services. He also discussed initiatives to address the number of different fees imposed on students for various University services.

The thirteenth matter to come before the Board was the call for new business by Mr. Core. Under new business, Mr. Goldsmith asked if any Board members used the online library services paid for by the GWAA, to which several persons responded affirmatively and suggested that greater marketing of the service may be warranted. Additionally, Mr. Tollefson asked that the Board consider means of improving engagement with younger alumni through community and civic activities.

There being no further matters to come before the Board, on motion duly made and seconded, a vote to adjourn the meeting occurred at approximately 3:55 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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Name: Jim Core
Date: