



HKS Alumni Board Meeting – May 2019

Date: Thursday, May 16, 2019

Location: Harvard Kennedy School, 79 JFK St, Cambridge, MA
David Ellwood Democracy Lab, 4th Floor, Rubenstein Building

CALL TO ORDER AND ROLL CALL

The Chair called the meeting to order at 8:40 AM and asked the Secretary to conduct roll call. The Secretary conducted roll call, and the Chair confirmed the presence of a quorum.

Attendees:

Alumni Board PRESENT	
Chair, Emilian Papadopoulos	Luma Al Saleh
Vice Chair, Deborah Bailey	Jonathan Chang
Member-at-Large (Elected), Cathryn Cluver Ashbrook	Edson Kenji Kondo
Member-at-Large (Appointed), Teresa Acuña	Carl Manlan
Secretary, Tami Kesselman	Manuel Muniz
Chair, Alumni Connections Committee, Leila El-Khatib	Diego Osorio
Chair, Alumni Networks Committee, Jennifer Tutak	Meredith Segal
HAA Liaison, David Rosenberg	Brooke Suter
	Ruma Samdani
Alumni Board ABSENT	
Chair, Professional Devt Committee, Steven Rahman	Balu Balasubramaniam
HAA Liaison, Rudy Brioche	Frank Pearl (<i>Dialed in for Executive Committee elections</i>)
Invited Staff / Guests	
Director of Alumni Relations (ARO): Karen Bonadio Alumni Relations Coordinator (ARO): Rachel Crinklaw	<i>In attendance for full meeting</i>
Senior Associate Dean: Christy Jackowitz Associate Director, Office of Career Advancement: Beth Olson	<i>In attendance for full morning session (opening through 11:45)</i>
Director of Development Communications: Brian Adams Assoc Dean for Degree Progs & Student Affairs: Debbie Isaacson	<i>In attendance for his/her presentation to the Alumni Board</i>

CHAIR'S WELCOME

Chair acknowledged Kristen Curran Messervy, Associate Director of Alumni Relations, who is currently on maternity leave. CONGRATULATIONS TO KRISTEN AND FAMILY FROM HKS ALUMNI BOARD! Chair



acknowledged the significant work done by Messervy, who led the Alumni Relations Office while it was between directors. Chair also congratulated Teresa Acuña on her recent wedding and Steven Rahman, in absentia, for the birth of twins! Board toasted each with pastries provided by Chair!

Chair delivered brief welcome remarks and summarized agenda.

- **Motion** to grant speaking rights to HKS staff attending the board meeting as invited guests of the Alumni Board.
Proposed by: Secretary, Tami Kesselman. Second by: Chair, Emilian Papadopoulos
The motion passed by unanimous consent.

AGENDA

Chair laid out the agenda for the day:

- Approve of minutes from Nov meeting;
- Presentation & HKS Fund Update by Dean Jackowitz;
- Overview of Priorities by new Director of ARO, Karen Bonadio;
- Overview of Alumni Board working relationship with HKS Comms Team by Brian Adams;
- Board Strategy Session on Alumni Programming lead by Beth Olsen in Career Services;
- Lunch w Debbie Isaacson, update on PLC 'Bottom of the Funnel' program developments;
- Board Committee updates;
- Alumni Board's ExCom elections for 2019-2020 year (to begin term July 1, 2019);
- Wrap up at 6pm;
- Dinner w HKS Alumni Fund;
- After dinner, self-organized continuation of discussions.

- **Motion** for an amount of time at end of day for an independent, Board-only debrief, without administration or other guests, at end of each official Board meeting.
Proposed by Secretary, Tami Kesselman. Seconded by: Edson Kondo
Motion amended to include a 30-minute section for board-only dialogue at the November 2019 meeting.
Proposed by: Chair. Seconded by: Secretary, Tami Kesselman
Vote: 14 in favor. 0 against. 0 present. 0 abstention. Motion passed.

GUEST PRESENTERS: ALUMNI RELATIONS UPDATE

1. [Christy Jackowitz](#), Senior Associate Dean, Harvard Kennedy School

*Chair welcomed **Christy Jackowitz**, HKS Senior Associate Dean, and invited her to update the board on the recently completed HKS Capital Campaign.*

Dean Jackowitz gave an overview of the recently completed [HKS Campaign](#) highlights, followed by Q&A:

- HKS just completed its most successful 7-year Campaign in its history.
- *Total raised:*
 - ✓ \$721 mil. 21% endowed. 79% current use.
- *Alumni status of contributions:*
 - ✓ 90% of money raised came from non-alumni, but 70% of donors are alumni.



- *Country and geographic distribution:*
 - ✓ 80% domestic (USA). 20% international.
- HKS: Set out to raise \$100mil for Financial Aid. Raised \$130mil for Financial Aid. Highlights:
- New [Palestinian scholarship](#) program
- New [Veteran fellowship](#) across all public service schools
- New [program for students in Energy & Environment](#)
- Capital Campaign for new buildings: \$108mil was raised, 95% as philanthropy, so HKS did not take on debt to build the new buildings.
- Because of the great new space, it feels like the student population has doubled. It hasn't. It's just that students stay on campus now as a vibrant community!
- Established [eight new faculty endowed chairs](#). Created research funds for faculty.
- Transformed Research and launched new programs with \$385 mil:
- [Mayors program](#)
- [Cyber security program](#) helmed by Ash Carter
- Challenge: Aid comes highly restricted.
- Biggest challenge: Unrestricted funds raised only totaled \$30 mil (4%). This makes it difficult for Dean to have flexibility for strategic priorities. (Eg difficulty in allocating funding for the new [Social Innovation & Change Initiative \(SICI\)](#) to bring over [Prof Julie Battalana](#) from HBS)
- Highest priority: Raising unrestricted financial aid (which is a daily struggle).
- Hugely important for all to help with [Alumni Capital Campaign](#) for unrestricted funds and for endowed programs. Mission statement for campaign: Engage alumni with the campaign.
- We were successful with that, but need to do even more;
- Stats compared from FY 2011 to FY 2018 (the time of the Campaign):
 - ✓ 60% increase in annual alumni donors
 - ✓ 20% increase in annual alumni dollars
 - ✓ 121% increase in alumni Reunion attendees
 - ✓ Increase from 2 to 17 [annual alumni events](#) across globe.
 - ✓ Founded [HKS Fund Executive Council](#)
 - ✓ Creation of five (5) [SIGs](#)
 - ✓ Established six (6) new [Regional Alumni Networks](#)
 - ✓ Development of joint annual [Report of Giving & Alumni Relations](#)

2. [Karen Bonadio](#), Director of Alumni Relations, Alumni Relations Office (ARO) Update

Chair introduced Karen Bonadio, the new Director of Alumni Relations for HKS, and her team member, Rachel Crinklaw, who is also new to her role in the 2018-2019 year, highlighting their background and that it's great to have a real alumni relations professional helming the office!

Karen Bonadio gave an overview of her first three months and priorities, followed by Q&A:

- Karen spent her first 3 months on a 'listening tour' with board members and getting to know HKS staff. She will take a deep dive into our data in coming months.
 - **21,000+ living degree program alumni**
 - 70% live domestically. 30% live abroad;
 - Majority graduated in the last 20 years;
 - Largest cohort by degree programs MC/MPA, then MPP;
 - Flagship program is [Reunion](#). Approx 4% of all alumni return to campus
 - Alumni event participation in FY19 programming is around 6%;
 - [HKS Connect](#) (monthly e-newsletter):



-Approx 12% of alumni open it and similar numbers vote in board elections.

- Priorities Karen has narrowed down for ARO focus for 2019-2020:

1. *Engagement*

- Enhance support and collaboration with regional networks;
- Bring essence of HKS into major regional markets;
- Data Integrity – a deeper understanding of who we are, where we are, what we do.

2. *Communications*

- Focus on better leveraging of HKS Connect (e-newsletter).
- Expand Alumni section of the HKS Website,
 - Including a more vibrant, expanded Alumni Board section.
- [Global Alumni Calendar of Events](#)
 - So that alumni can find each other as they travel in their personal and professional lives and can find out what's going on where they're traveling to.

3. *Metrics*

- Who is engaged? What are their interests? How frequently are we in contact?
- Using *Advance* to track alumni relations, career services & admissions volunteers:
 - Q: What metrics are most important to track? ...We should track additional alumni engagement metrics beyond just # of alumni returning to campus for reunions.
 - Better leverage Alumni Board as ARO's eyes and ears within the community.

WORKING SESSION FACILITATED BY BETH OLSON, OFFICE OF CAREER ADVANCEMENT

Karen Bonadio, Alumni Relations Office (ARO) introduced Beth Olson, Office of Career Advancement, who facilitated a working session suggested by the ARO for the remainder of the morning, ending at 11:55 am.

Workshop exercise questions included how alumni are connected to each other, how the Board/HKS could support alumni community engagement, and what the goals of the Alumni Board should be. The top four ideas that came from the ideation session for HKS to better support alumni community engagement were (i) offer some free executive education to alumni i.e. one course every x period of time (2) provide physical space for HKS Alumni House in Cambridge, MA and elsewhere (3) host dinners with world leaders in each city with 10+ alumni (4) focus on alumni needs instead of HKS needs (i.e. how can HKS help alumni who are running for office get help from other alumni).

Motion at 11:55 AM to recess until 12:00 PM and to pick up from this conversation during our Strategy Session in the afternoon portion of the board meeting.

Proposed by Chair. Seconded by Vice Chair. The motion passed by unanimous consent.

Chair called the meeting back to order at 12:04 PM.

Motion to formally accept the [Minutes](#) from November 2018 meeting.

Proposed by Chair. Second by Catheryn Clüver Ashbrook. Motion passed by unanimous consent.

Motion that the practice going forward would be for (summary) Minutes to be posted on HKS website once formally accepted. Prior to that, they may be provisionally posted after majority of Board signs off by email for each meeting hereafter.

Proposed by Chair. Second by: Diego. The motion passed by unanimous consent.



Note: in further clarification discussions, the longform readout from the meeting will be circulated to the board as an internal Board document only. The Minutes will summarize attendees, discussion topics, motions, next steps, follow up commitments (both from Alumni Board members and from HKS administration who attend as guests, present, and commit to specific follow ups for us or for the alumni community), and election results.

GUEST PRESENTERS (CONTINUED): WORKING LUNCH WITH DEBBIE ISAACSON, DEGREE PROGRAMS AND STUDENT AFFAIRS

Chair introduced **Debbie Isaacson**, Senior Associate Dean for Degree Programs and Student Affairs.

Dean Isaacson presented on the Public Leadership Credential “bottom of the funnel” (students who complete the online credential and then come to campus to complete an MPA degree) followed by Q&A.

Dean Isaacson was asked to serve on **PLC** Executive Advisory Committee once it gained traction.

- Brooke Suter was nominated as Board Liaison to the PLC program during our Nov Board mtg and gave 1 minute contextual overview:
 - PLC introduced to Board last Nov. Officially launched in April.
 - The earliest cohort can complete online program by the fall of 2020. If an individual from that cohort applies and is accepted to the MC/MPA program, they would start with summer class 2021, but would have already earned 12 credits toward their degree.

Dean Isaacson’s role focuses on the “Bottom of the Funnel” candidates from the new PLC Credential.

- Two types of students:
 - “Top half of Funnel” = Taking individual PLC course(s). No goal of MC/MPA degree.
 - “Bottom of the Funnel” = Individuals taking all courses + capstone + applying to MC/MPA.
- The course is very different than a MOOC. More like classes here, with engaged learning, regular group meetings & faculty oversight. Substantive & expectation of engagement.
- Some of the pedagogy that’s been created for online is now being ported into classrooms on campus.
- Max capacity per class is 150. Ideal is 100 per course. As of May, enlisted 50 per course.
- Deb Isaacson is an advocate to preserve what we have on campus in MC/MPA and to find the right balance in integrating this new potential class into the current program.
- Still working out issues: tactical details (how will records be kept by Registrar? What will summer program look like for PLC? How will PLC grades translate?); how to mitigate potential fissures between PLC and full-on-campus students (as done with Mason Fellow vs. not Mason Fellow); when will career advising start? How will Office of Career Advancement serve PLC students, graduates?
- *Dean Isaacson closing thoughts:* In referring to whether this program is primarily for funnel is for access to MC/MPA or whether the priority is online learners: on the PLC website the real objective is access to the virtual PLC, regardless of whether or not they pursue MC/MPA.

Motion for a 12 min break 1:03 – 1:15pm

Proposed by: Chair. Second by: Leila El-Khatib. The motion passed by unanimous consent.

Chair called the meeting back to order at 1:18pm

Chair overview of afternoon agenda: Communications, HAA Report, Committee Reports, Strategy Session.



GUEST PRESENTER: BRIAN ADAMS, ALUMNI RELATIONS AND RESOURCE DEVELOPMENT COMMUNICATIONS

Chair introduced [Brian Adams](#), Director of Development Communications.

Brian Adams presented on communications, followed by Q&A.

- Brian's office heads communications for HKS Fund & Donor Relations, manages the alumni part of HKS website, creates collateral, and does correspondence and presentations for Dean's office. Audience can be up to 80,000 people.
- Database of degrees: 21,000. 80% have email addresses in our *Advance* system. We also have 15,000 ExecEd in our system.
- Brian does most of the strategy. 3 others on his staff. Others do most of the analytics, design work, production work. Other parts of the university do conceptual design work (eg Harvard Public Affairs)
- Office sends out 2-3 segmented emails per day. At least 2 emails a week go to alumni specifically.
- [Alumni Connect](#) e-newsletter goes out monthly. Editorial calendar is planned 2 months in advance. Also re-purposed to send out to donors.
 - Minutes from this Alumni Board meeting go in July Alumni Connect and research to determine the best way for us to permanently post to the website in the future.

HKS Awards

- Metric: The [HKS Awards](#) were the most viewed story on the website.
- A Board member noted that it was painful to get Awards information out in emails, Instagram, etc. Brian Adams noted that content is built on the back-end and communicated out i.e. via Alumni Connect, multiple emails, [Facebook](#), and press release, however HKS [Twitter](#), [IG](#) and another [FB page](#) are run by the school, but not by the Development Communications office, and they must work with OCPA (public Affairs), and it is difficult to gain access to HKS Instagram i.e. had to push for Instagram takeover during Reunion weekend.
- Solution to better coordination between Comms & Board: Start collaboration timelines much earlier.

Communications from HKS to Alumni

- Board and Brian Adams discussed perception that there are more emails about alumni giving than about achievements of alumni or other important updates. For example, even Dean's message on Christchurch sent to us via ARO instead of directly from Dean's office. Karen (ARO) highlighted that for Sri Lanka & Notre Dame, they've improved the process to send more broadly and more timely.
- Board and Brian Adams discussed how HKS communicates outside of email; how to provide alumni perks and incentivize alumni to update directory; how alumni access HarvardKey; other communications tools (eg [Wiener Conference Calls](#), i.e. the one on [Women & Salary Negotiations](#)). Objective: opportunity to be the proliferators of the messaging around what benefits you get from having your contact info current. Brian Adams noted his office records the Wiener Conference Calls and send them out in the newsletters after. Goal is to go out to the networks and have them disseminate our content through whatever medium they find communicates best in their region. (Eg Asia is WhatsApp). Next step for Comms Office may be a survey for what works best.

HKS Class Notes

- Board and Brian Adams discussed HKS Class Notes section of magazine (200 per magazine, next in September) and the potential for switching from calendarized timed emails to rolling submissions.



Additional Discussion Points with HKS Communications Office for follow up by Nov meeting:

- Board suggestion of alumni-to-alumni calls:
 - ✓ Connecting alumni with alumni after world events like tragedy in Christchurch.
 - ✓ Launch a series of webinars run by best-in-field alumni for all alumni.
- Board member asked how we can aggregate to a one-stop shop to find different HKS center podcasts, webinars. Brian Adams noted the role of libraries (70+ on campus) on cutting edge of what information people are ingesting. Comms office has summer project to compile relevant links.

BOARD DISCUSSION ON WEBSITE AND BOARD COMMUNICATIONS

Summary of discussion by Board with Karen Bonadio (ARO) & Brian Adams (HKS Comms).

Next Steps to Expand Content on Alumni Board Section of HKS Website & add services for Alumni:

- Consider launching new Alumni Board Committee for Communications;
- Post [Nov 2018 minutes](#) to website ASAP;
- HKS Comms will include minutes from May 2019 Board Meeting in July Alumni Connect (in addition to posting to the website);
- Launch [Global Alumni Calendar of Events](#) Section (ARO as lead);
- Each new ExCom should prioritize 1:1 meetings with heads of HKS offices (including HKS Comms, Diversity, Career, Admissions, Alumni, etc) to find out their goals, calendar, deadlines for the year so that we synch up more seamlessly;
- Can we do something like a post of “15 Calls to Action” (eg Obama alumni have ongoing list of who is running for office)?
 - Karen stated that the Alumni Board is not a client of Brian/Communications, Mary/Career, Robbin/Diversity, and Board should go through Karen/ARO as conduit. Some Board members stated that this is different than information they received during onboarding (i.e. ARO is a critical partner and should be consulted and coordinated with). This led to an important role clarification discussion.
 - ✓ Next Step: Request for guidance. (from Dean Jackowitz? Dean Elmendorf? other?)
 - ✓ Next step: Benchmarking exercise. Examine what other Boards do, how, with what goals and best practices.
 - ✓ Next step: Board propose its view of the most effective partnership structure. Board will iterate on this first through self-selected Governance Committee, then to whole board.

HAA REPORT BY HKS LIAISON TO THE HAA, DAVID ROSENBERG:

David Rosenberg described the HAA and its role. All degree holders from the University (including all HKS alumni) are members of the HAA. We work collaboratively with HAA, but there is no direct hierarchy. HAA Board of Directors has 300 representatives, some elected by all alumni, some appointed by the graduate schools, some nominated by the Clubs, SIGs, and college class leaders then appointed by the HAA Executive Committee.



David Rosenberg identified opportunities for engagement.

- HAA is developing a new orientation process and “Code of Volunteer Engagement” and also has resources on Title IX training as well as OnBOARDing and SpringBOARDing (roll-off process); does HKS want to emulate? Governance Committee to make recommendations at November Board meeting.
- HAA has a Taskforce on Belonging & Inclusion, on which HKS has had an active role; does HKS want to access resources, and how do HAA liaison take these initiatives to each school?
- David Rosenberg has asked HAA Staff Director for insights on how other school’s Alumni Boards are structured and will have input before the November Board meeting.
- HKS has one of the most robust Awards & Recognition programs of all of the schools.
- HAA Elections are online for the first time; David encouraged Board members to vote and spread the word to show HKS alumni participate at University level in line with One Harvard mindset.
- HKS alumni are encouraged to nominate people for Harvard Medals honors.
- HAA Board invited the current officers of the Student Council. Suggestion to have a non-voting board position for HKS student council rep. To be reviewed by Governance Committee with a recommendation in November or prior.
- TERM. David Rosenberg identified terms of HKS’ two HAA Liaisons. Rudy Brioche has 1 more year on his term on the HAA Board. David Rosenberg has 2 more years on his term. Role is appointed by HKS Board, with approval of HAA Executive Committee, so there is typically prior consultation through ARO with HAA staff

Chair thanked David Rosenberg for his HAA briefing.

COMMITTEE REPORTS

The Board received reports from the Committee Chairs and members:

ALUMNI CONNECTIONS (NEWLY RENAMING “AWARDS & RECOGNITION COMMITTEE”)

Chair: Leila El-Khatib. Members: Ruma Samdani, Carl Manlan, Luma Al Saleh.

- **Motion** to rename committee to “Awards & Recognition Committee”
 - Motioned by: Leila. Seconded by: Luma.
 - 13 yes. 0 against. APPROVED.
- **Alumni Awards**
 - Delivered on 5 awards, including new [Digital Innovation Award](#)
 - We want to make this less of an annual event and more of an annual process, with more of these amazing people being highlighted throughout the year.
 - Tried to launch ‘Honorable Mention’ but started late. Potential option for next year.
 - Selected via subcommittees of alumni across geographic areas & class years.
 - Q: How do we bring more of the board, or regional networks, into the process?
 - ✓ Committee work is to make recommendations. Part of the reason we have committees is to delegate the work, so that we are not all, in our volunteer capacities, tasked with participating in even more. With that, agree that full Board should weigh in on final selection.
 - ✓ Karen (ARO): Because it’s tied into reunion, does it make sense to tie into reunion year? Board discussed and agreed with potential for ONE award to tie to the reunion year annually. Beyond that, such constraint leaves 80% of the alumni distanced from the process every year and disqualifies the candidacy of the vast majority of alumni annually.



- Committee Recommendations for next year's process:
 - To increase alumni participation, Awards timeline shift to not be over holidays.
 - More transparency (eg post scorecards to Slack)
- Awards Communication
 - RE: HKS Comms Office: The Committee was surprised when the School sent out an awards email without heads up to or inclusion of committee that did the selection. The committee had to rework all of the HKS Comms office work to format it to be shareable across social media (FB, IG, Twitter, etc).
 - NEXT STEPS
 - ✓ Simplify process
 - ✓ School needs to write announcement with better content shareable across platforms

PUBLIC SERVICE COMMITTEE

Chair: Deborah Bailey. Members: Diego Osorio. Absent: Frank Pearl.

- Frank is working on an opportunity for Columbian professional development.
- In response to question on Diversity & Inclusion: Deb talks with Dean Robbin Chapman monthly.
- DC Alumni Council request for endorsement: Request for Alumni Board to endorse the DC Alumni Council's inaugural 'Call to Service' event to inspire alumni into public service. Longer term objective: to inspire other HKS alumni regional clubs to do similar.
 - Next step: Karen (ARO) is dotting the I's on it before bringing the event it to the Dean.
 - London does public service events annually.
- Motion *"For the Board to endorse the DC Council's initiative for a signature event for a "Global Call to Service."*
 - Proposed by Chair. Discussion about wording.
 - Amended: "For the HKS Board to support the DC Council in issuing a 'Global Call to Service' signature event" with Excom creating language around endorsement of the DC event.
 - **Motion** for all to approve of the essence of the endorsement and pre-approve ExCom final language around it in coordination with DC Council.
 - Proposed by: Chair. Seconded by: Brooke Suter. 12 in favor. 0 against.
 - (abstain by absence from room: Ruma Samdani, Diego Osorio), motion passed.*

NETWORKS COMMITTEE

Chair: Jen Tutak. Members: Edson Kondo. Emilian Papadopoulos participating.

Focus on two things: 1) lengthening time of May Board working session; 2) Ambassadors Program.

- Board Meeting Time Allocation:
 - Proposing that for next year we limit our engagement with the Leadership Summit to ½ day for an additional ½ day of board mtg (1.5 days total).
 - ✓ *Table vote to next week board call after people attend Summit and see what it is.*
- Goal: every alum feels they are a member of a network, whether regional or local.



- Balance that with fact that each still needs ARO lead or ARO partnership because the data resides with the School (e.g., by formalizing in Middle East and smaller regions, it's easier to get support from the School and coordinate)
 - ✓ Suggestion by ARO: potentially have Class Marshal head their alumni class network... allows ARO to share info that they can only share with official volunteers.
- **Ambassadors Program & Regional Alumni Support Networks** (Jonathan Chang)
 - There is a lot of hidden potential for Ambassadors Program.
 - Board selected Jonathan Chang to lead Ambassadors Program, coordinating with Board and ARO.
 - Karen (ARO) will send Jonathan tools including names and contact info for all current Ambassadors so he can formalize tools, tracking metrics, etc with them.
 - *Highlights of the Ambassadors program status-to-date:*
 - ✓ Need HU support for a data repository & for representing interests of the University within smaller alumni communities.
 - ✓ Ambassador can proactively work with ARO to move toward Club status where appropriate.
 - ✓ Ambassadors can work with HKS Fund + ARO for fundraisers and work with HKS Fund/ARO/ HKS Legal for help setting up local country fundraising entities.
 - ✓ Next steps: Solicit best practices from each region/Ambassador. Build tool kits for each other (e.g., Theo at [New England Network](#) has some great tools).

Discussion & Questions

- Q: What is threshold for Ambassador vs Club/network?
 - ✓ Karen (ARO): Alumni come to ARO to ask to start a network. Alumni Ambassadors is great option for geographies without volunteer bandwidth to build a broader Club.
- Board members requested additional historical background on prior attempts to launch Ambassadors program,
 - ✓ Ambassador program has been brought to life and died on at least 3 other occasions.
 - ✓ It is important to clarify the history of past successes & failures of this initiative.
- Suggestion for every alum around the world to be linked as a member of a network that is regional, then when large enough, split out to country, then when large enough to split out to city.
 - ✓ Karen (ARO) clarification – Not all networks are 501c3 because that's cumbersome and we're trying to simplify and meet people where they are. **Goal is to build community. Not specific target numbers of formalized clubs.** Shouldn't all be on ARO's shoulders. Alumni in the regions know their own regional needs best.
 - ✓ Board members highlighted that each alumnae/alumnus wishing to coordinate connections in their region (Club, Ambassador, etc) would still need to have either ARO lead or ARO partner because the data resides with HKS and individual alumni do not have access.

Additional Next Steps Networks Committee:

- ✓ Jonathan Chang follow up with ARO on setting up "Friends of Harvard" initiative in Singapore (*similar to existing entities in Hong Kong, India & UK that Christy J works with for those alumni to recognize local tax advantage outside U.S.*)



PROFESSIONAL DEVELOPMENT COMMITTEE

Chair: Steven Rahman (absent). Members: Brooke Suter (acting chair), Teresa Acuña, Tami Kesselman, Meredith Segal.

Brooke Suter led overview as acting chair:

- SIG & PLC updates
 - Tami will share info about @HarvardIMPACT SIG tomorrow during Leadership Summit.
 - PLC – Send Brooke any other info/questions/etc you would like her to send to HKS leaders.
 - ✓ Chair requests that Brooke host one call for follow up on PLC rollout.
- Career Pivot initiative (Teresa Acuña)
 - Completed first two interviews, with Josh Harder (D) and Dan Crenshaw (R), for Alumni Interviews Career Series being launched by the Alumni Board.
 - Splicing that content together now, then looking for dissemination channels.
 - Also putting together toolkit on admissions to better equip alumni to find candidates with the objective to increase diversity.

End of Committee Reports.

Board Chair thanked Committee Chairs for their Committee Reports & thanked Karen (ARO) for her help with the Board Book.

STRATEGY DISCUSSION WITH THE BOARD, FACILITATED BY CHAIR

(note this session was led in two parts, morning & afternoon, at the Board meeting. It has been consolidated down to one continuous section in this document to make it easier to follow the discussion and related commitments stemming from it.)

- Before moving forward, we must distinguish between Strategy vs Goals, and decide on our goals (vision) as a group before locking in a strategy (& be realistic about what we can accomplish and timelines).

NEXT STEPS

- ✓ Understand the Ecosystem
 - Map of what exists: Who informs the Dean (Advisory Council, Women’s Council)?
- ✓ Understand our role. Board members discussion included the following:
 - Elected by the HKS Alumni as advisors with authority to speak and empowered to make decisions on their behalf (not just a board of advisors of HKS or ARO)
 - But, no fiduciary responsibility, D&O insurance, etc.so not Directors legally speaking, either
 - The Bylaws & Constitution both refer to us as Alumni Board for HKS Alumni Association. Under the article 1 name “The HKS Alumni Association” all alumni shall be members. Later on it says that we are the elected Alumni Board of that association. “Harvard Kennedy School Alumni Association” is not a legally formed entity, so no larger organization that Board is on top of. However, it is empowered to set policy decisions for networks, and they must be approved by Board vote. Board has been delegated that responsibility by the School.

INPUT FOR NOVEMBER BOARD-LED STRATEGY SESSION:

- ✓ Lock in Goals over next few weeks. Turn that over to incoming team to turn into strategy.
 - What are the actions that need to happen? Structure can follow.



- As we get clearer on our mandate in a given year, how do we keep our strategy dynamic?
- Align projects with Board election cycles to ensure handoffs work with onboarding timing.
- For strategy, we need to identify a Problem Statement in order to solve it.
- We need to continue the dialogue to get everyone on the same page in how we differentiate roles of the Board, ARO, HKS Senior Leadership.
 - ✓ Board structure needs to be organized around the work we want to accomplish.
 - ✓ Purpose, metrics, accountability are important.
- Alumni Board visibility should be greater within the alumni community.
- We need to capture the needs of the alumni in a smart way.
- HKS Reunion: We are not properly capitalizing as an Alumni Board.

Discussion timed out at 4:15pm for elections.

INTRODUCTION TO EXECUTIVE COMMITTEE ELECTIONS

- Board member asked if we are required to have executive committee elections today or can keep Executive Committee and defer elections six months since there is already so much transition.

Motion for a 5 minute recess.

Proposed by: Chair. Seconded by: Luma Al Saleh. The motion passed by unanimous consent.

Chair called us back to order, 4:26 PM.

Board member Frank Pearl called in for Elections.

Board discussed tradeoffs between annual elections (turnover every 12 months) vs continuity, merits of deferring elections, good governance of not deferring elections at the last minute, and time commitment required by Executive Committee members. Chair referenced Bylaws Article 3: "Elections [for Alumni Board Executive Committee] shall occur at the first meeting of the year."

Motion to begin Executive Committee elections.

Proposed by: Edson Kondo. Seconded by: Cathryn Clüver Ashbrook
14 for. 2 against. 0 present. 0 abstain. MOTION PASSES

EXECUTIVE COMMITTEE ELECTIONS FOR 2019-2010 TERMS BEGINNING JULY 1, 2019

Chair presided (except as noted below). Each nominee was able to make a speech and had the option of projecting their statement as a slideshow.

Nominations for Chair

- **Deb Bailey (nominated before meeting)**

Chair collected the paper ballots:

17 confirmed collected votes: 15 Deb Bailey. 1 Emilian Papadopoulos. 1 abstain.

DEB BAILEY IS ELECTED BOARD CHAIR

Nominations for Vice Chair



- Luma Al Saleh (nominated before meeting)
- Jen Tutak (nominated before meeting)

Chair collected the paper ballots:

17 confirmed collected votes: 17 confirmed collected votes: 11 Luma Al Saleh. 6 Jen Tutak.

LUMA AL SALEH IS ELECTED VICE CHAIR

Nominations for Secretary

- Carl Manlan (nominated before meeting). Carl Manlan withdrew his nomination, was renominated by Board member Luma Al Saleh, but declined the nomination.
- Jen Tutak (nomination in room, motion by Brooke Suter and seconded by Edson Kenji Kondo).

Chair collected the paper ballots:

17 confirmed collected votes: . 11 Jen Tutak. 5 Carl Manlan. 1 Emilian Papadopoulos (write in).

JEN TUTAK IS ELECTED BOARD SECRETARY

Nominations for Member-at-Large

To avoid conflict of interest, Emilian stepped out from presiding for the vote. Deb Bailey, Vice Chair, presided.

- Emilian Papadopoulos
- Ruma Samdani

Vice Chair collected the paper ballots:

17 confirmed collected votes: 10 Emilian Papadopoulos. 6 Ruma Samdani. 1 Carl Manlan (write in).

EMILIAN PAPADOPOULOS IS ELECTED MEMBER-AT-LARGE

Motion to close elections.

Proposed by: Diego Osorio. Seconded by: Luma Al Saleh
15 in favor. 1 against (in jest). Elections are completed.

Chair continues the meeting at 5:30pm.

DISCUSSION ON GOVERNANCE SUBCOMMITTEE

Motion to extend the Governance Subcommittee – minus John Haederle who resigned in May 2019 – through June 30, 2019.

Proposed by: Chair.

Discussion of whether it should continue, as we are nearing the last six weeks of term. Deb Bailey, as incoming Chair, requested that it continue, with a dual focus on:

- ✓ Identifying issues on constitutions, bylaws and other governance issues as a consolidated report and making recommendations for the incoming team;
 - ✓ Give suggestions for what belongs in the Board Handbook.
- Motion amended for committee membership to add David Rosenberg as non-voting member.



- Motion amended to include Edson Kondo & Jen Tutak to be co-chairs.
- **Motion amended:** Finalized formal Governance Committee through June 30, 2019:
Edson Kondo (co-chair), Jen Tutak (co-chair), Tami, Meredith, Emilian, David (nonvoting member)
Proposed by: Jen Tutak (incoming Secretary) Seconded by: Tami Kesselman (current Secretary)
Chair called for a vote: 15 in favor. 0 other. Motion passes.

Chair commits ExCom to follow up prior to transition:

- ✓ 2019-2020 Goals: ExCom commits to draft and circulate goals.

UPDATE REGARDING PETER BIAR AJAK

Chair updated on alum Peter Biar Ajak, imprisoned in in South Sudan, whose reunion year it is. Chair has been in contact with family and legal team and will share information as appropriate. With help of ARO and classmates, Peter's absence will be noted by an empty seat at every event during Reunion Weekend and information about Peter at the engagement table, plus brief remarks by Chair (personally, not on behalf of Board) during his remarks to Reunion attendees.

WRAP UP AND ACTION ITEMS

Brooke Suter: We have worked with ARO and are happy to announce that, even with limited facility space, there will be an alumni engagement table at Reunion.

Karen (ARO) thanked the Board for the very robust discussion and committed to creating a slide for the next day's Alumni Leadership Summit on how alumni are connected:

- Content / Communications / Professional development / Regional SIGs & Networks

CHAIR'S CLOSING REMARKS

- ✓ Transition: Executive Committee term ends June 30th, and those elected today begin July 1st. Of the Board, 50% finish their term next year, and two of those term out (end of 2nd term).
- ✓ A strong transition is critical. GOAL: Every committee to have Handoff Memo & Current ExCom to have Handoff Memo for strong transitions of each.

Chair made brief closing remarks and thanked everyone and especially those who were most crucial personally to his year as Chair: Karen Bonadio and Rachel Crinklaw, after a year of transition, about to deliver a successful reunion that wouldn't be possible without their tireless work; Deb Bailey, for being a great partner as Vice Chair; Cathryn Clüver Ashbrook, for being highly engaged on all ExCom calls and matters, even while having a baby; Teresa Acuña, for onboarding as a new board member to be Member-at-Large, and for organizing a U.S. Naturalization event last Monday at HKS with 43 new U.S. citizens; Jen Tutak, for stepping in as Networks Committee Chair as a new member; and, Tami Kesselman for killing it as Secretary.

Motion to acknowledge and thank Emilian Papadopoulos for his success as Chair.

Proposed by: Deb Bailey. Seconded by Brooke Suter. The motion passed by unanimous consent.

Motion to adjourn.

Proposed by: Teresa Acuña. Seconded by Secretary. The motion passed by unanimous consent.

Adjourned at 6pm sharp!

Minutes respectfully submitted by Tami Kesselman, Secretary