

HKS Alumni Board Meeting November
15-16, 2018

Attendees:

Alumni Board Attending	
Teresa Acuña, Appointed Member-at-Large	Brooke Suter
Luma Al Saleh	Jennifer Tutak
Deborah Bailey, Vice Chair	Steven Rahman
Leila El-Khatib	Meredith Segal
John Haederle, Secretary	Emilian Papadopoulos, Chair
Edson Kenji Kondo	Frank Pearl
Tami Kesselman	Ruma Samdani (NB: on November 15, arrived during Alumni Relations Office update)
Carl Manlan	Diego Osorio (NB: on November 15, arrived before discussion with Dean Chapman)
David Rosenberg, HAA Liaison	
Alumni Board Absent	
Jonathan Chang	Cathryn Cluver Ashbrook, Elected Member-at-Large
Manuel Muñiz	Balu Balasubramaniam
Rudy Brioche, HAA Liaison (NB: attended November 16 morning)	
Staff & Special Guests	
Kristen Messervy, Assistant Director of Alumni Relations	Robbin Chapman, Associate Dean of Diversity, Inclusion and Belonging
Rana Khan, Executive Director, Alumni Relations and Resource Development	Mary Beaulieu, Assistant Dean & Director of the Office of Career Advancement

DAY 1 / THURSDAY, NOVEMBER 15, 2018

Taubman, 5th Floor, 79 JFK St, Cambridge, MA

MORNING SESSION

Meeting convened at 9:00 AM

Welcome

- Board Chair Emilian Papadopoulos opened the meeting, welcomed new and returning members, provided an overview of the agenda for the next two days, and discussed ground rules and expectations (per Harvard President Larry Bacow, “be fast to understand and slow to judge”)

Introductions and Team Building

- Board members introduced themselves
- Emilian Papadopoulos provided an overview of Dean Elmendorf’s priorities and how all Board members should contribute as the “tip of the S.P.E.A.R.” for the Dean’s alumni engagement: Storytelling (promoting good success stories of our alums); Promoting HKS and HKS news; Exemplifying good alumni behavior, including donating to HKS in any amount; Advising the administration; and, Recruiting new applicants to HKS.

Alumni Relations Office (ARO) Update

- Kristen Messervy gave an overview of HKS alumni metrics, including the following:
 - 21,767 Degree program alumni
 - 54,546 Executive Education program participants
 - Largest alumni populations: Washington, DC, New York, Boston, San Francisco, Los Angeles
 - International: UK, Canada, Mexico, Japan, India
- Kristen Messervy gave an overview of Alumni Relations and Resource Development (ARRD) responsibilities, including the following:
 - Volunteer management
 - Events (reunion, engagement activities with Dean and alumni networks)
 - Alumni shadowing
 - Alumni awards
- Kristen Messervy gave an overview of FY18 highlights, including the following:
 - 200+ email campaigns
 - 850+ reunion attendees
 - 100 career shadowing matches
 - SIG engagement
 - HKS sponsored events in NYC, DC, Boston, Delhi, Mexico, San Francisco
- Kristen Messervy gave an overview of FY19 goals, including the following:
 - Fully staffed ARO
 - Plan for Alumni talent spotters for admissions
- Kristen Messervy gave an overview of Board engagement, including the following:
 - Participate

- Be visible
- Spread the word
- Strengthen networks and SIGS
- Join student/alumni efforts
- Give back to HKS

Board Discussion

Board members participated in an open discussion on a range of issues and identified “parking lot” issues for future discussion:

- Executive Education recognition and benefits
- Alumni access to K-net
- Achieving participation rate of 100% for Board members donating to HKS in any amount (recognizing that Board members fund their own travel to Cambridge, MA and accommodations for Board meetings twice per year)
- Monitoring planning for reunion 2019 to ensure successful reunion given ARO staff transitions

Dr. Robbin Chapman, Associate Dean of Diversity, Inclusion and Belonging

Dr. Chapman led a discussion about the Office of Diversity, Inclusion, and Belonging and related issues at HKS:

- Discussion on alumni board leadership for an inclusive HKS
- Discussion of FY18 training for HKS leadership and staff on diversion, inclusion, and belonging
- Discussion of FY19 priorities and goals:
 - Facilitate (access to information, resources and training opportunities)
 - Implement (school-wide communications strategy)
 - Conduct (needs assessment for departments and centers)
 - Develop (processes/tools for diverse HKS community engagement)
 - Cultivate (external networks and institutional partnerships)
- Group exercise to explore implicit association bias

Meeting recessed for lunch from 12:15 – 1:15 PM

AFTERNOON SESSION

Meeting convened at 1:15PM

Mary Beaulieu, Assistant Dean & Director of the Office of Career Advancement

Mary Beaulieu gave an overview of the Office of Career Advancement’s activities, including the following:

- Students are the exclusive focus of the Office of Career Advancement
- Career Chats: new service offering one on one meetings between alums and students
- Discussed ongoing OCA activities and initiatives to increase engagement with students
- Emphasized alumni helping alumni with career development and networking

Approval of Minutes

Motion made by John Haederle to accept minutes of May 17-18, 2018 meeting; motion seconded and approved.

Committee Breakout Sessions and Reports

The Board entered Committee Breakout Sessions, then received reports from the Committee Chairs and members:

Networks Committee (Jen Tutak, Chair; John Haederle and Edson Kondo, members; Emilian Papadopoulos and Kristen Messervy, participating).

- Discussed planning for Network Summit 2019
- Agreement on need to reach out early to network leads, SIGs, and Ambassadors with “hold the date” for 2019 Network Summit, personalized invitation to participate in panel discussion; include short survey as well
- John Haederle to put together first draft of Network Summit agenda
- John Haederle to reach out to Elizabeth Ames (HKS NE President) to ask if New England board members would be willing to host network/SIG/Ambassadors in May 2019 to facilitate accommodations
- Focus on three things: 1) Ambassadors program; 2) reinvigorate regular network/SIG/ambassador calls; 3) Network Summit planning

Connections Committee (Leila El-Khatib, Chair; Ruma Samdani, Carl Manlan, Luma Al Saleh, members)

- Discussion of Classnotes and alternative methods of alumni-to-alumni updates and recognition
- Luma Al Saleh’s background in communications will be leveraged to promote the Awards and the Connections committee’s activities
- Discussion that winners of previous years should not be eligible for the same category but could receive honorable mentions
- Discussion that currently serving Alumni Board members should not be eligible to win awards
- Discussion of importance of transparency to the awards process and what information should be published online
- Discussion of renaming committee to Alumni Awards Committee or Awards and Recognition Committee

Public Service Committee (Deborah Bailey, Chair; Frank Pearl, Diego Osorio, members)

- Discussion of several initiatives:
- (1) Partnering with Morgan State University on pipeline for HKS applicants
- (2) Training to transform leadership and community initiatives in Baltimore and Colombia that can serve as models for other locations

Professional Development Committee (Steven Rahman, Chair; Teresa Acuna, Tami, Meredith, Brooke)

- HKS as a pivot point for our careers: how to enable/assist alums in changing careers
- How to support students through lens of sustainability
- Prototype a hackathon event: develop concept/platform for students to address
- Current tools may not be reaching alums as intended; idea is to develop real-time alumni list for location you are traveling to (e.g., get off a plane in Tokyo, log into app to see who the alums are in Tokyo)

Meeting recessed at 4:00 PM until Friday, November 16 Morning

DAY 2 / FRIDAY, NOVEMBER 16, 2018

One Brattle Square, 4th Floor, Cambridge, MA

MORNING SESSION JOINT WITH HKS FUND EXECUTIVE COUNCIL

Meeting convened at 9:10AM

Welcome and Introductions

Geraldine Acuña of the HKS Fund and Emilian Papadopoulos welcomed the Board and Fund Council members. All attendees gave a brief background about themselves and their favorite memory of HKS.

Debbie Isaacson, Senior Associate Dean for Degree Programs and Student Affairs

Debbie Isaacson discussed how her role has evolved over the years at HKS and identified its four key streams: 1) Enrollment Services (admissions, financial aid, database integration); 2) Student Services & Programs (new dean is Amy Davies); 3) Administration, Planning and Finance (HR, IT, budgets); 4) Career Advancement.

Debbie Isaacson discussed her overarching goals:

1. Diversity (increasing number of under-represented students in admissions pipeline, how to support students while at HKS)
2. Student mental health & wellbeing (survey students about emotional and mental health; leverage data to reduce sources of stress at HKS)
3. Customer service (identify what constitutes highest form of customer service)
4. Communication (more coordinated and clearer messaging to students; better communication within and across the various departments in DPSA)

Board and Fund members discussed opportunities for engagement with Debbie Isaacson's office. Debbie Isaacson provided detail on her office's key activities:

Admissions

- Recruiting outreach & local events
- Applicant mentoring
- Admissions Committee participation

- Fundraising for unrestricted fund/financial aid

Professional Development

- Internships
- Mentoring/job shadowing
- Job postings
- Career chats
- Fundraising for unrestricted fund/summer internship

Academic Support

- PE client/topic leads
- Fundraising for unrestricted fund/student conferences and journals

The presentation was followed by questions and answers.

Update on New Online Learning Program with Kristen Lofblad Sullivan, Director of Educational Technology, and Dan Levy, Senior Lecturer in Public Policy

Kristin Lofblad Sullivan discussed HKS's new Online Credential Path (OCP) pilot project, including the following: the genesis of the idea, beginning with an early meeting with Dean Elmendorf who encouraged "bold thinking" about online offerings; research on the online programs and experiences of other graduate schools; and, the development of HKS's pilot project.

Kristin Lofblad Sullivan outlined key goals as they relate to HKS institution and education: expand reach, improve learning, gain efficiencies, strengthen lead, and improve affordability.

Kristen Lofblad Sullivan outlined the pilot project's strategy: online course structure will center on three major thematic areas:

1. Public Leadership Skills (faculty lead responsible for planning, design and delivery)
2. Evidence and Choice
3. Policy Design and Delivery

Board and Fund members asked questions of Kristin Lofblad Sullivan and Dan Levy.

The meeting recessed for lunch from 12:15-1:30PM, during which time Board and Fund members met with HKS Student Government leaders.

AFTERNOON SESSION

The meeting convened at 1:30 PM.

Committee Breakout Sessions

The Board entered Committee Breakout Sessions.

Governance Committee Presentation by John Haederle

John Haederle provided an overview of governance issues identified by a Governance Subcommittee from November 2017 through May 2018 and presented to the Board for discussion in May 2018.

Steven Rahman made a motion to create a Governance Subcommittee that will expire in May; Edson Kenji Kondo seconded. The motion passed with unanimous consent.

The following members expressed interest in serving on the Governance Subcommittee: Edson Kenji Kondo, Meredith Segal, Tami Kesselman, Emilian Papadopoulos, Jen Tutak, and John Haederle. Emilian Papadopoulos made a motion to include the six aforementioned members as members of the Governance Subcommittee; Brooke Suter seconded, and the motion passed with 15 Yes votes, zero No votes, one Present vote, and zero Abstentions.

The Board further agreed that the Governance Subcommittee should develop a charter, that the Governance Subcommittee must submit any recommended changes to the Board Constitution and/or Bylaws in written form to the Board no later than May 1, 2019, with feedback of the Board sought in advance, iteratively; and, that any votes by the six-member Governance Subcommittee that result in a tie can be resolved by a vote of the five-member Executive Committee.

The Board discussed absenteeism by Board members not participating in semi-annual meetings in person. The issues of absenteeism and removal of Board members are each addressed in the Constitution and/or Bylaws. Emilian Papadopoulos noted that the Executive Committee, which has the authority to remove members subject to ratification by the Board, would follow up on absenteeism issues.

Parking Lot Discussion

The Board held an open “parking lot” discussion. The following issues were identified for the parking lot:

- May Board meeting
- Networks and HAA
- Online Learning Program
- Increasing geographic representation on Board
- Process for post-meeting follow up
- Contact info for board
- Alumni network
- Ambassador program
- Location for Alumni Board meetings
- Connecting with those who ran for Board but did not make it
- What are key priorities for alumni engagement for the next year
- Connecting with external stakeholders
- Executive Education participants recognition
- Access to K-net sites
- Student engagement for future meetings
- Visibility of Alumni Board
- Campus space for visiting alumni
- Alumni Directory

The Board discussed the following parking lot issues:

- Online Learning Program
 - After discussion, David Rosenberg made a motion for the Board to designate Brooke Suter as ad hoc liaison to HKS Administration to encourage more alumni participation in the design of the Online Learning Program and its role in HKS. Brooke Suter will solicit Board member questions and input and report back to Board initially by January 31, 2019. The motion was seconded and passed with unanimous consent.
- Location for Alumni Board meetings.
 - After discussion, Emilian Papadopoulos made a motion for the following members to explore, solicit Board members' feedback on, and report with analysis and recommendations on, (1) the possibility of moving every second November Board meeting to another location (2) other opportunities to increase global presence, for example Alumni Board travel in tandem with international travel by Dean Elmendorf: Carl Manlan, Luma Al Saleh, Tami Kesselman, Teresa Acuna, Edson Kenji Kondo, Diego Osorio. The motion was second and passed with unanimous consent.
- Communications and connecting with external stakeholders.
 - After discussion, Emilian Papadopoulos made a motion for the Chair to explore a Communications role for the Executive Committee, and alternatives, and to report to the Board by February 28, 2019; the motion was seconded and passed with 14 Yes votes, zero No votes, zero Present votes, and two Abstentions.
- Process for post-meeting follow up.
 - Emilian Papadopoulos outlined the process for meeting follow-up, including (1) distribution of the Minutes, to be reviewed by Members and voted on at the Board Meeting in May, 2019 (2) scheduling of all-Board calls (3) follow-up on initiatives and committee work, including committee chairs outlining key goals and milestones for accomplishing key goals by May, 2019.

Closing Remarks

Emilian Papadopoulos made brief closing remarks and thanked the Board members for their participation and their investment of time and financial resources to participate in the Board meeting.

The meeting adjourned at 4:00 PM.

Respectfully submitted by John Haederle, Secretary