UNIVERSITY OF MARYLAND GLOBAL CAMPUS
ALUMNI ASSOCIATION

Meeting Minutes

UMGC Alumni Advisory Board

February 23, 2026

This was the second Alumni Advisory Board meeting for the 2025–2027 term, Dr. S. Raschid Muller, President, led the meeting. Due to weather conditions, the meeting was held virtually. The following board members, past presidents, and staff attended:

Present: Dr. S. Raschid Muller, Najila Ahsan, Nat Alston, Philip Callahan, Dr. Kenya Dugger, Dr. Solomon Gebru, Mary Anne Hakes, Velma Hart, Samantha Howard, Dr. Manbae Kim, Dr. Tulinda Larsen, Joan Lee, Jim Payne, Bernetta Reese, Laurie, Sayles, Anil Tailor, Patricia Toregas

Guests: Cathy Francois, Tanyakristin Henderson, Dr. Ebony MacArthur, Kristophyre McCall

Staff: Ashley Charles, Doug Dalzell, Danielle Matz, Jen McDowell, Nikki Sandoval

---

Meeting starts: 6:30 p.m.

Proceedings:
The meeting of the 2025-2027 UMGC Alumni Advisory Board session was called to order at 6:30 p.m. by Alumni Advisory Board President, Dr. S. Raschid Muller

Welcome
Dr. S. Rachid Muller, President 2025-2027 *UMGC Alumni Advisory Board*

Dr. Muller: Called the meeting to order and acknowledged guests, including STAC President Tanyakristin Henderson. Calls for motion to approve the previous September 2025 meeting minutes. Moved by: Velma Hart seconded by Bernetta Reese.

Dr. Muller: Thanked members for their contributions to the Alumni Association's 35th anniversary initiatives, including participation in Alumni Awards, Homecoming, Winter Grad Walk, the USM Board of Regents Dinner, Fort Meade Spotlight on Security, Veterans Day ceremony, the virtual book club and author talk, and a November art reception. Reported $30,550 raised through the Alumni Association Program Fund to support resources and benefits for alumni and encouraged continued advocacy and volunteerism. Reaffirmed the goal discussed in September to raise $35,000 during the Board's term to support the Alumni Association Endowed Scholarship. Highlighted scholarship recipient

stories and encouraged participation in UMGC Giving Day on April 29, including employer matching opportunities. Noted that Danielle and the team will follow up with members to support Giving Day efforts.

Presentation- I. Innovation Forward – A Vision for Radical Agility
Kristophyre McCall, UMGC Chief Transformation Officer

Kristophyre McCall: Outlined the Innovation Forward strategy and UMGC's 2030 vision: AI-native, radically learner-centered, deeply embedded in industry, designed for continuous adaptation, and built to thrive beyond 2030.

- Explained that AI is an enabler within a human-centered ecosystem—people remain the decision-makers and mission remains the anchor.
- Described a persistent, context-aware digital companion that understands a learner's goals, background, constraints, and evolving interests; provides timely nudges; adapts pathways; and connects students to advisors before friction becomes failure.
- Detailed a shift to continuous, market-responsive curriculum refresh cycles. Labor-market signals and employer advisory boards inform updates; micro-credentials stack into degrees; programs are updated in weeks, not years.
- Emphasized elevating faculty and subject-matter experts: routine tasks are automated while mentorship, critical thinking, intercultural communication, and ethical reasoning are prioritized.
- Reimagined administrative functions to be automated and personalized (e.g., instant transcript analysis, real-time financial-aid simulations, predictive pacing and course recommendations) so staff can focus on proactive support.
- Discussed leadership and governance changes: living strategic frameworks, predictive dashboards, clearer authority, and agile decision-making with principled guardrails.

Shared a phased timeline and noted UMGC is actively evaluating and partnering with market vendors offering real solutions today, with continual scanning of emerging tools to support the vision.

Velma Hart: Asked who would analyze complex student-journey data and recommended integrating mental-health expertise to ensure human context informs interpretation.

Kristophyre McCall: Explained that UMGC's analytics and IT organizations are building out data-science and BI capacity, and that an AI governance committee with cross university representation will guide measured implementation, transparency, and bias mitigation. Stressed that modernization will be staged to avoid turning away current students, with personalization providing multiple pathways to support.

Dr. Kenya Dugger: Raised concerns about over-emphasis on certifications relative to degrees for long-term mobility, particularly for veterans seeking advancement to director-level roles and above.

Kristophyre McCall: Highlighted the Credit for Military Rank program, skills mapping service records, recognition of prior learning, and the goal to help students reach destinations faster and more affordably while ensuring degree pathways remain available for long-term advancement.

Bernetta Reese: Asked do we have data on alumni career progression that feeds models and in the new experience will the first touch be an AI companion or a human success coach? Also, how will privacy and governance be enforced?

Kristophyre McCall: Responded that Students can choose self-service, AI-assisted, or human-advisor paths; staged governance and transparency will guide tool and data use. Career-progression data is being coordinated with relevant offices to inform modeling.

Presentation – II. 2025 Alumni Career Outcomes Survey
Nikki Sandoval, UMGC Associate Vice President, Alumni Programs

Nikki Sandoval: Described the two-part alumni survey cadence (career outcomes and alumni experience, each under 10 questions) and cross-collaboration to route insights to inform business needs. 2025 career outcomes survey noted increases in awareness and use of career resources since 2022 survey. Noted 97% career readiness and 83% full-time employment among respondents and reinforced UMGC's strong ROI within Maryland's higher-education ecosystem.

Bernetta Reese: Suggested developing an AI-enabled schedule planner to help working learners manage time effectively.

Nikki Sandoval: Noted and will explore integration in alignment with Innovation Forward.

Velma Hart: Asked do we have hard data and employer confirmations to validate the reported employment outcomes (e.g., 83% full-time)?

Nikki Sandoval: Described partnerships with third-party data providers (e.g., Steppingblocks) and UMGC Corporate Learning Solutions to validate employer relationships and share outcomes, informing programming and communications.

Presentation – III. Enhancing Career Resources and Benefit Awareness
Cathy Francois, UMGC Director of Career Services
Jen McDowell, UMGC Assistant VP, Institutional Advancement Communications

Cathy Francois: Outlined one-to-one advising (phone, video, in-platform messaging), one-to-many programming (at least two webinars per month), and the March 20 Virtual Career Fair with prep workshops (elevator-pitch blitz and more).

Highlighted Community Connect (33,000+ mentors), the Veterans Resource Center's mentoring program, and 25+ student organizations hosted in the platform.

Explained the differentiated job-board experience: postings surface relevant alumni profiles to encourage networking; Handshake access remains available.

Detailed AI-supported resume/LinkedIn tool (VMock), including a federal-resume benchmark and scalable reviews (~5,000 annually), allowing advisors to focus on higher-value strategy conversations.

Described InternPlus and Forage virtual job simulations for career exploration and resumable experience. Including career intelligence tools available.

Bernetta Reese: Asked how CareerQuest engagement spikes are validated beyond click-throughs and whether U.S. or global events influence traffic.

Jen McDowell: Career engagement often aligns with promotion schedules (e.g., career newsletter months, fairs). We track beyond click-throughs to actual career event registrations and actions taken accessing resources inside CareerQuest.

Explained the web first strategy of alumni.umgc.edu destination for information to alumni on career resources, mentoring, and events.

Described the email ecosystem informing alumni on career benefits through the: New Grad Welcome journey, monthly alumni newsletter, alumni career edition newsletter, and coordinated university wide messaging.

Reviewed engagement metrics: In FY25, 45,000+ alumni are registered on CareerQuest, 16,000+ attended career events; FY26 to date, CareerQuest engagement is 53% above previous year.

Outlined continuous feedback channels helping to inform communications strategy through analytics and trend monitoring. Discussed alumni engagement opportunities through Community Connect (UMGC's Career Mentor Program), alumni attendance in webinars and in-person career events, and partnership with the Alumni Relations and Career Services departments to streamline and enhance alumni career resource offerings.

Samantha Howard: If I receive job links from external contacts seeking bilingual candidates, can I post those on CareerQuest, or must postings come from my own organization?

Cathy Francois: Noted that the appropriate process is to use the *Refer a Job* option to post an external link, so learners are redirected to the employer's site.

Velma Hart: Asked how Communications determines the direction for new initiatives and how alumni feedback is gathered continuously, rather than only through periodic surveys.

Jen McDowell: Feedback is collected continuously through analytics, Community Connect interactions, social media-, event participants, and coordinated insights with Career Services. She added that strategies are data driven and updated based on engagement patterns.

Velma Hart: I would also encourage you to think about starting even before they're alumni. As they're entering that last year, or whatever number of semesters, before they crest, oftentimes you get a different perspective that benefits the alumni journey.

Jen McDowell: Noted that many alumni benefits are already available to students and that events like Homecoming now invite students to build early connection and awareness.

Cathy Francois: Explained that Career Services continuously collects feedback by issuing surveys immediately after events, gathering input from both students and alumni who attend webinars and recruitment activities. She explained that this feedback directly informs Career Services' strategies and is often applied immediately to refine processes and improve how information is communicated, especially when messaging may be missed or misunderstood. She also noted that an end-of-program survey administered by the Center for Institutional Effectiveness includes career-related questions, allowing Career Services to engage graduating students who express interest in additional support.

Velma Hart: Asked whether Career Services credits students or alumni when their feedback leads to immediate improvements, noting that recognition can encourage engagement and strengthen the shared commitment within the community.

Bernetta Reese: Asked whether CareerQuest engagement spikes correlate with national or global events and how click-through outcomes are validated. She also asked how click-through activity is validated to ensure there is meaningful follow-through beyond initial interest. In addition, she pointed out that many alumni she meets are not aware of Homecoming and questioned what expanded outreach efforts are being used to increase awareness.

Jen McDowell: Engagement levels often track closely with Career Services' promotional cycles for events and initiatives. She explained that communications evaluates not just click through data, but also checks whether alumni take further action inside CareerQuest such as registering, mentoring, or engaging with resources to validate true engagement.

Regarding Homecoming, she explained that attendance has grown significantly over the years. She added they have been expanding the virtual components of Homecoming and promoting it earlier across the global UMGC community, which has helped increase awareness and engagement among both students and alumni.

Alumni Association International Funding Vote

Dr. Muller: Reviewed Discount Program history and outcomes: membership growth to 9,990; 51% first-time alumni engagement; 45% of members outside Maryland; annual survey feedback indicating 82% satisfaction with discounts and 83% ease of website navigation. Proposed renewing the program to continue broad, global engagement. Calls for motion to allocate $9,000 from the 2026 Alumni Association International Fund toward a three-year contract renewal (20% savings vs. annual renewals). Seconded by Dr. Jim Payne.

UMGC in Annapolis Day Update & Leadership Impact Society

Nikki Sandoval: Shared that, due to weather, UMGC transitioned to a small staff only boxed lunch activity with Maryland legislators. Thanked Velma Hart for participating. The team will coordinate follow-up meetings in the spring.

Danielle Matz: Announced the UMGC Leadership Impact Society, a recognition society for alumni giving $1,000+ annually to support learners. The initiative formalizes recognition and stewardship, provides a visible pathway for leadership engagement, and expands the donor base for scholarships and other needs.

Closing Remarks

Dr. Muller: Thanked members for their service and leadership. Reminded the Board of participation in the March Virtual Career Fair, April Global Give volunteer initiative, and Spring Grad Walk.

Meeting adjourned at 8:07 p.m.

UMGC Alumni Advisory Board Meeting

February 23, 2026

UNIVERSITY OF MARYLAND
GLOBAL CAMPUS
ALUMNI ASSOCIATION

WELCOME

Dr. S. Raschid Muller

2025-2027 President
UMGC Alumni Advisory Board

ERSITY OF MARYLAND
L CAMPUS

The UMGC Alumni Association Endowed Scholarship was established in 1992 with a clear purpose to provide scholarships of up to $2,000 for students working toward a degree at any of the school's worldwide locations.

Program has grown providing scholarships to six students each year.

Board goal to increase the fund by $35,000 during our term to expand support for students in need for years to come.

$9,831 (28%) has been raised to date.

Alumni Association Endowed Scholarship

UNIVERSITY OF MARYLAND GLOBAL CAMPUS
ALUMNI ASSOCIATION

INNOVATION FORWARD
A VISON FOR RADICAL AGILITY

Kris McCall

Chief Transformation Officer
University of Maryland Global Campus

IF INNOVATION FORWARD

UMGC Alumni Advisory Board
2/23/26

OpenAI
ChatGPT →
Interact with our flagship language models in a conversational interface
API →
Integrate OpenAI models into your application or business
ChatGPT
Strategic Plan
Political Landscape
Today
2030
2022
-----Higher Education (R)evolution---->
UNIVERSITY OF MARYLAND GLOBAL CAMPUS
SHAPING THE FUTURE
STRATEGIC PLAN 2024–2030
Higher Education (R)evolution
As higher ed embraces AI, where is learning headed?
Laura Ascione
July 22, 2025
Higher-ed leaders recognize an urgent need to build modern, future-ready institutions
The Enrollment Cliff: How Fewer Applicants Are Reshaping Higher Education
U.S. Department of Education Announces Immediate Implementation of Higher Education Provisions in the One Big Beautiful Bill Act
Forbes
90% Of Companies Make Better Hires Based On Skills Over Degrees
How to Meet Changing Student Expectations
Today's students have higher expectations when it comes to their educational experience. They no longer see themselves as passive recipients of information but as active participants in their own learning
Millions of students could lose federal aid under a proposal to slash Pell Grants
The EduTimes
NEWS - US
NEWS - EUROPE
NEWS - ASIA
NEWS - OTHERS
Universities Under Fire: The Growing Crisis of Trust in Higher Education
CURRICULUM AND INSTRUCTION | TEACHING | TECHNOLOGY
How technology is reinventing education
Stanford GSE Dean Dan Schwartz and other scholars weigh in on what's next for some of the technology trends taking center stage in the classroom.

WHAT IF

We build a university model that is:

Natively digital and AI-augmented

Radically learner-centric

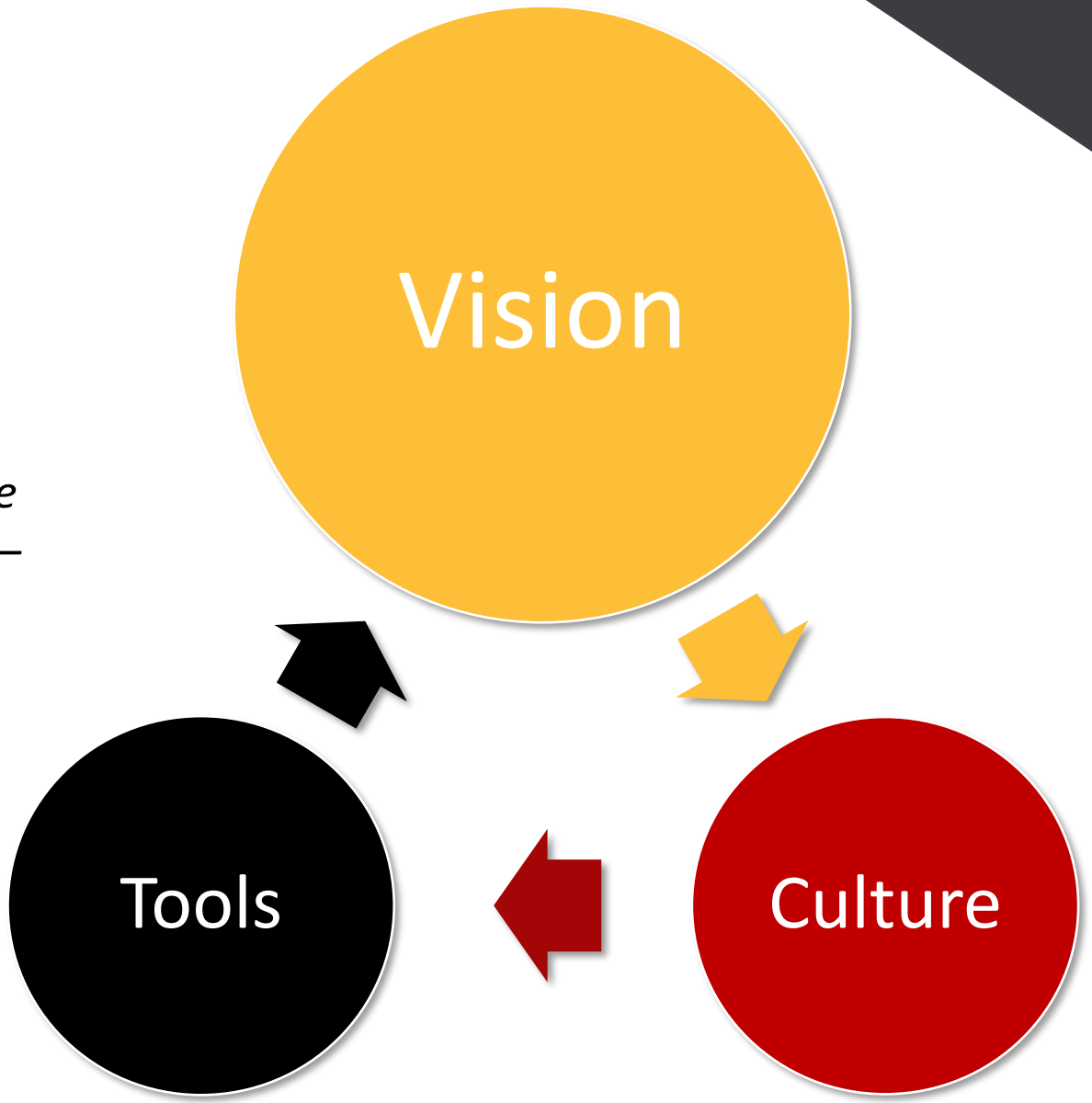
Deeply embedded in industry and community

Built for speed, scale, and sustainability

Thriving – not just surviving

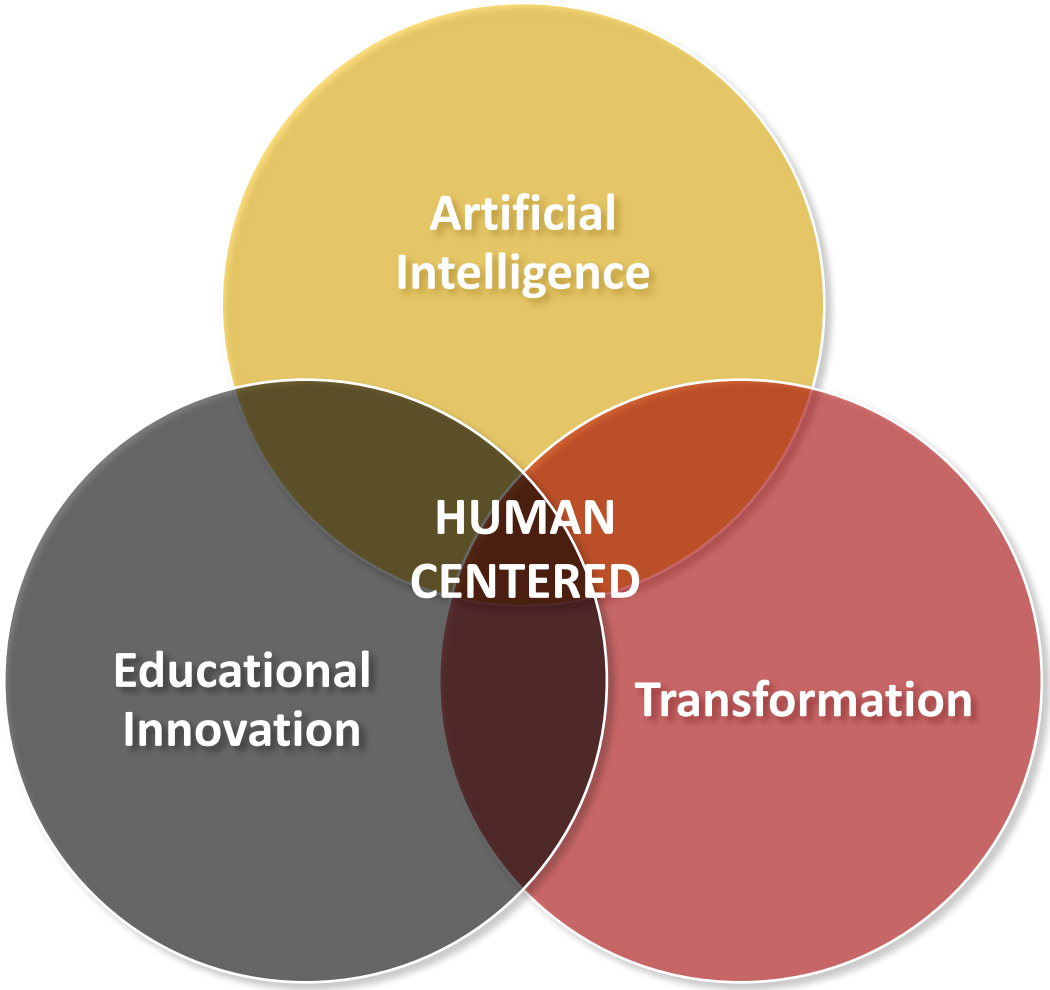
“The structures of traditional education were not built for the speed of today’s labor market—and students know it.”

FutureSkillPro, The Remix of Education and Work



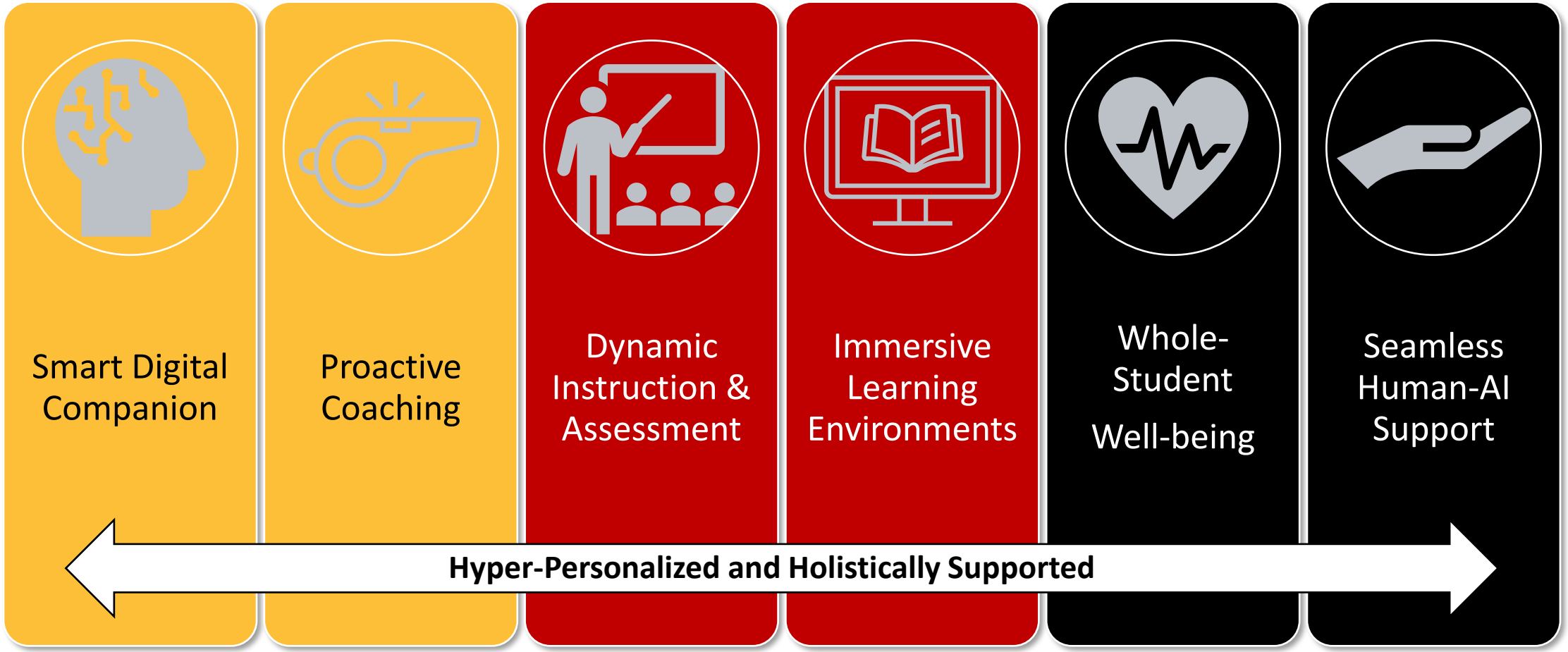
Target State

The 2030 vision for UMGC outlines a holistic and transformative integration of AI across all university functions.



UNIVERSITY OF MARYLAND GLOBAL CAMPUS

WHAT IF the Learner Experience was at the Center



UNIVERSITY OF MARYLAND GLOBAL CAMPUS

WHAT IF Alumni were Lifelong Innovation Partners

From Degree to Dynamic Skills

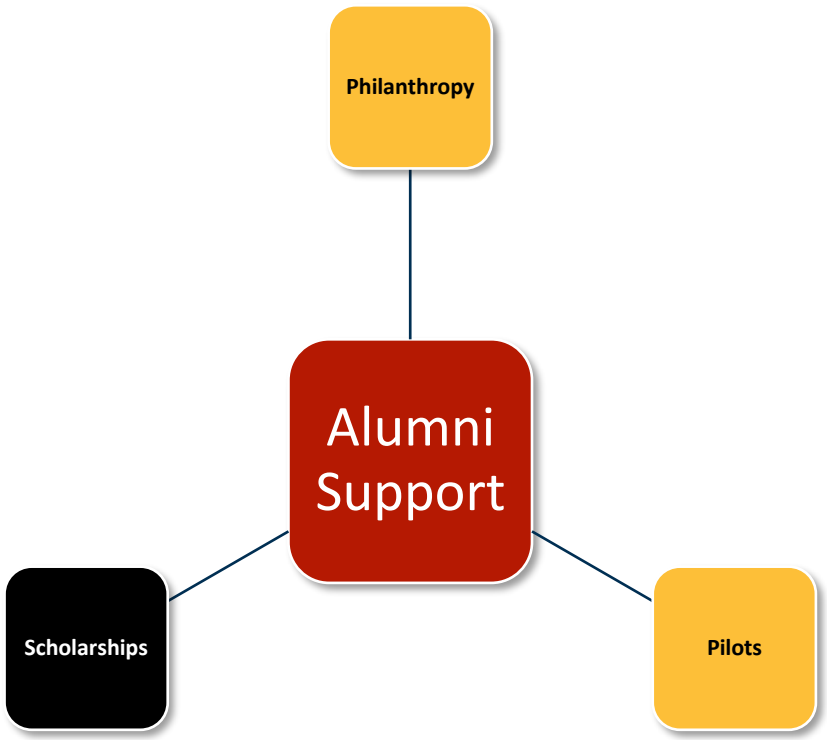
- Continuous access to short-form, stackable learning
- AI-informed reskilling aligned to workforce demand
- Skills-first pathways that evolve with careers

Alumni as Co-Creators

- Embedded industry insight into program design
- Mentorship + employer network expansion
- Voice-of-alumni analytics shaping improvement

AI-Enabled Lifelong Connection

- Personalized career nudges and learning recommendations
- Digital portfolio / evolving skills wallet
- Intelligent engagement across a global alumni community

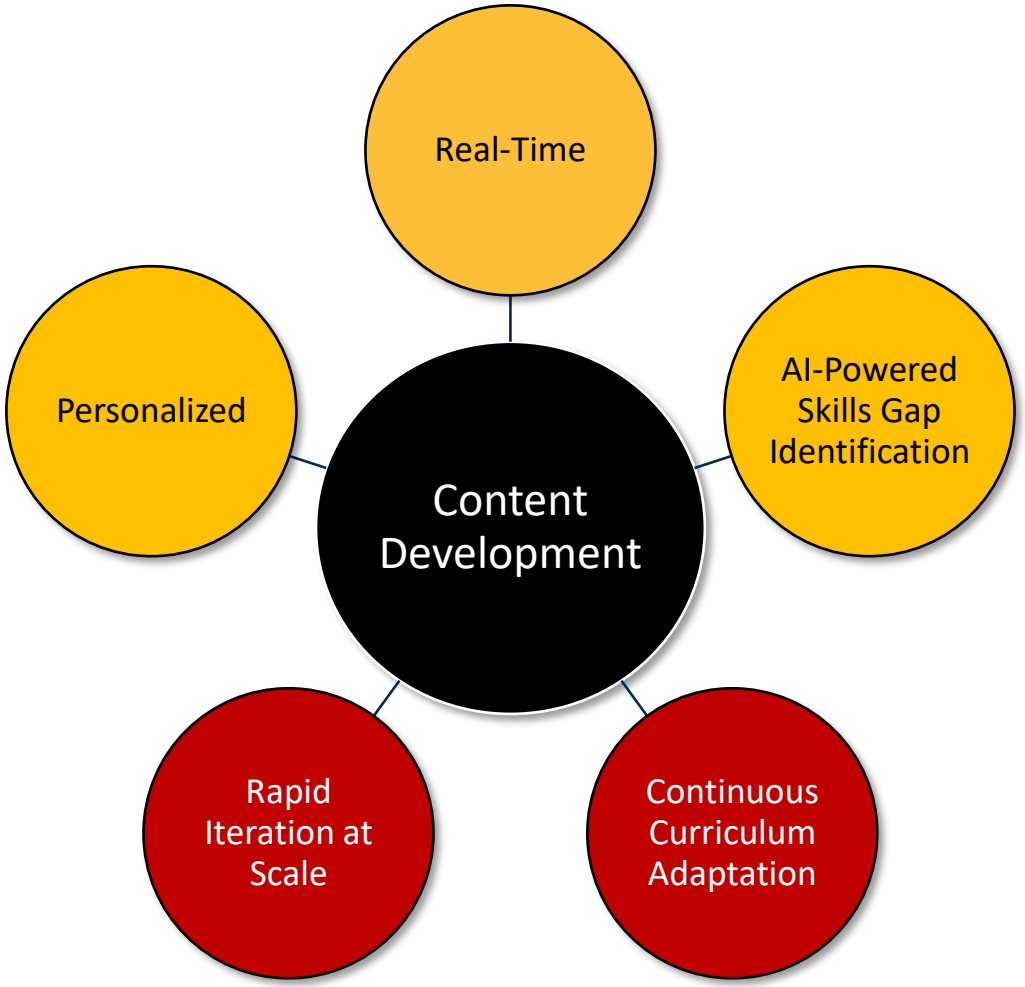


Innovation Forward transforms UMGC from a graduation milestone into a lifelong partnership.

UNIVERSITY OF MARYLAND GLOBAL CAMPUS

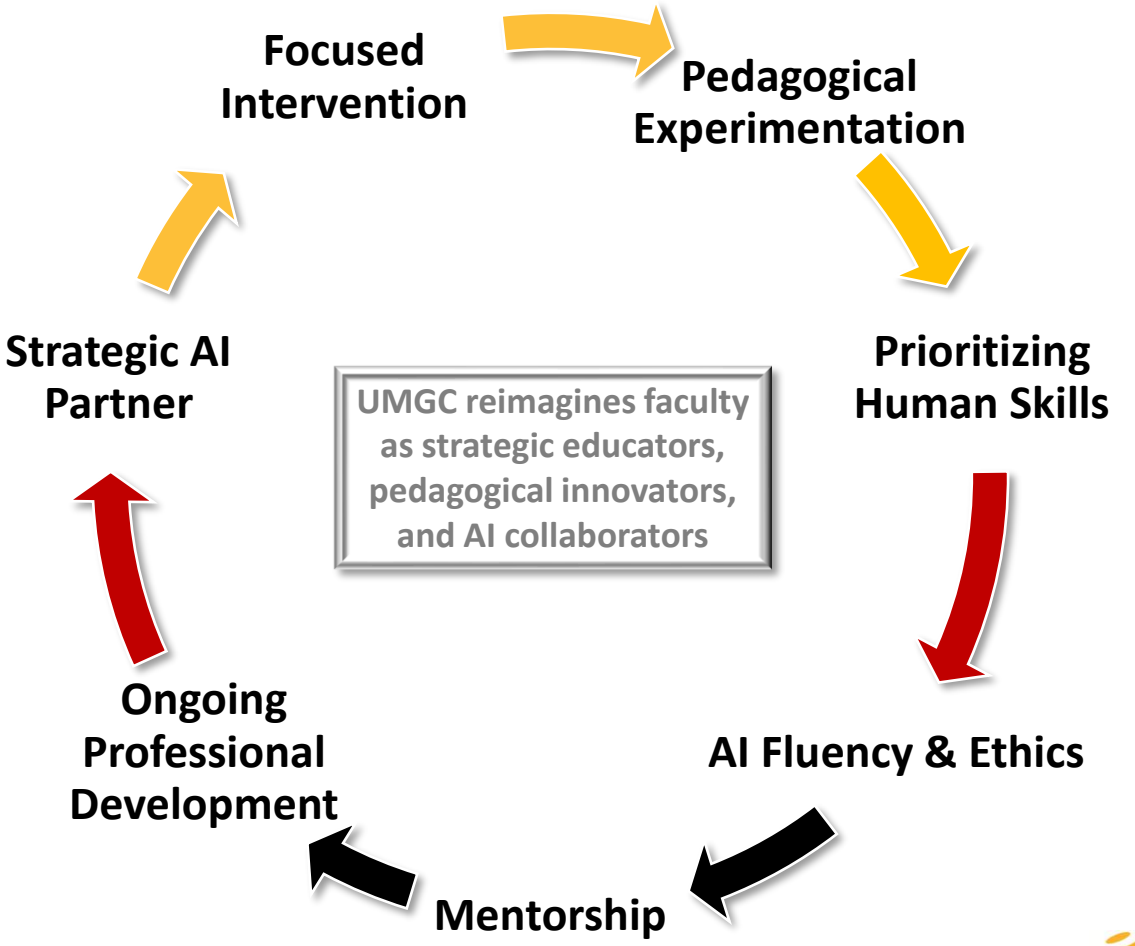
WHAT IF Content Development was AI-Driven and Market-Responsive

UMGC redefines content development to meet the pace of change in today's workforce.



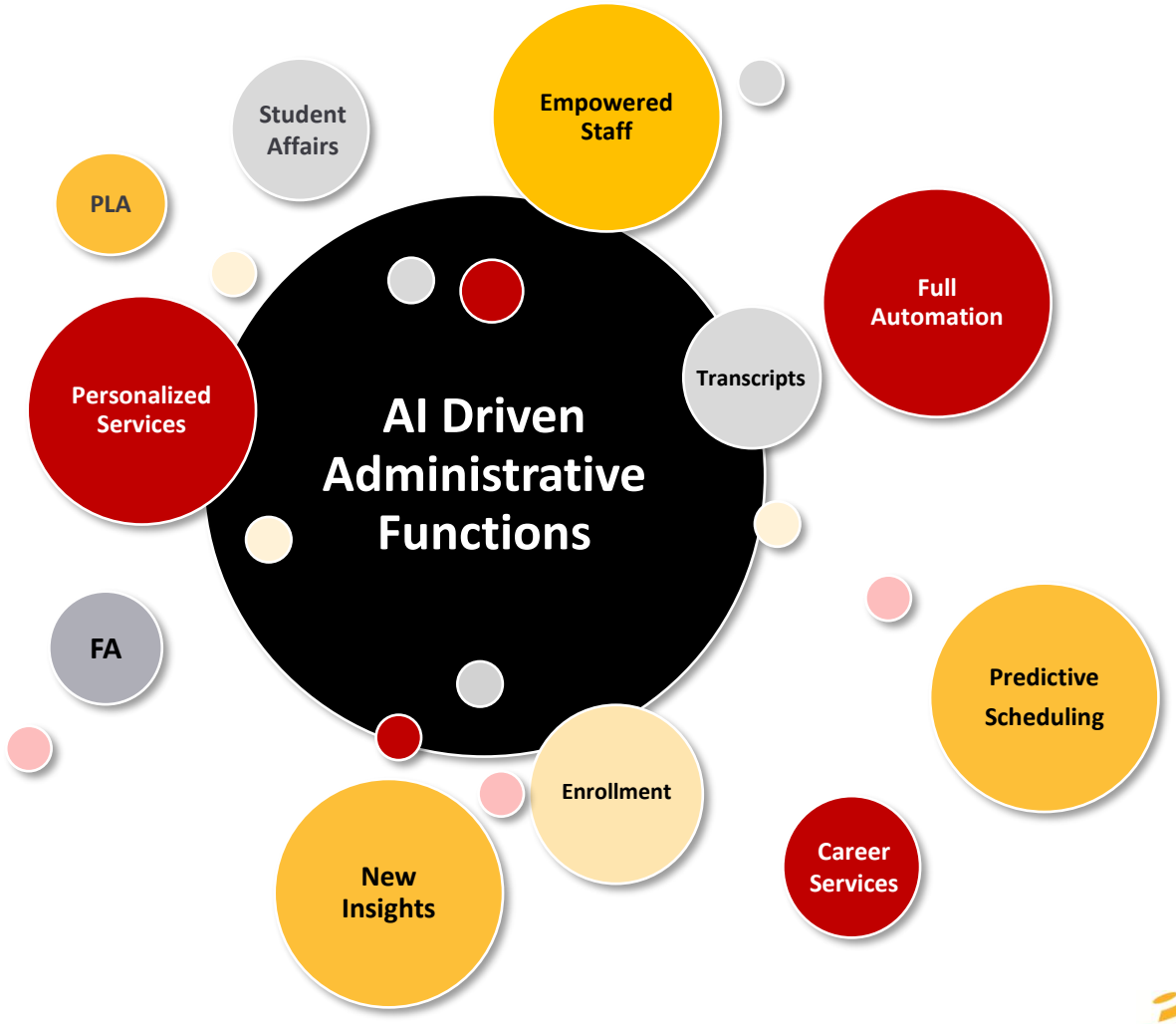
UNIVERSITY OF MARYLAND GLOBAL CAMPUS

WHAT IF the Role of Faculty Evolved



UNIVERSITY OF MARYLAND GLOBAL CAMPUS

WHAT IF Administrative Functions Transformed



UNIVERSITY OF MARYLAND GLOBAL CAMPUS

WHAT IF Leadership & Governance was Agile

AI-Driven Strategic Insight

- True Proactive Leadership
- Dynamic Strategic Planning
- Shared & Foresight-Infused Governance
- Feedback Loops
- Hyper-Contextual Decision Support

Market Validation

axio
nectir
OneReach.ai
WriteSea
UiPath AGENTIC AUTOMATION
LearnWise
NiCE
cloudforce
DRUID
Humanist
EDVISORLY
EDMO
salesforce
D2L
Microsoft
doowii
Intellicampus
EDSIGHTS
HeyGen

UNIVERSITY OF MARYLAND GLOBAL CAMPUS

WHAT IF

*We question **EVERYTHING***

*Ask questions that **CHANGE** the conversation*

*We think **BIG** and move intentionally*

*Move from features to **OUTCOMES** and mission-driven design*

UNIVERSITY OF MARYLAND GLOBAL CAMPUS

Timeline Overview

Vision / Culture focused work in the short term

- 0–6 months: Spark momentum
- 6–12 months: Build capacity, align thinking

2030

Winter 2026

YOU ARE HERE

Summer 2025

Establish and socialize a shared institutional vision and strategic transformation priorities.

SHORT TERM
1 – 12 months

Launch visible pilot efforts that signal cultural shift and model adaptive, future-oriented practices

Facilitate culture assessments and leadership workshops focused on navigating complexity and ambiguity

MID TERM
1 – 3 years

Build cross-functional structures and agile practices that support collaboration and responsiveness

Develop adaptive leadership skills at all levels, emphasizing emotional intelligence, experimentation, and accountability

Integrate emerging technologies—including AI—into decision-making, planning, and communication systems

LONG TERM
3 - 5 years

Normalize continuous learning and reflective practice across teams and units

Embed transformation principles into governance, planning, and evaluation processes

Position UMGC as a national model for adaptive leadership, intelligent infrastructure, and bold cultural change

UNIVERSITY OF MARYLAND GLOBAL CAMPUS

University Engagement

- Launch Innovation Forward book
- Alignment & Ideation workshops
- Innovation Series Events
  - Intended to showcase what’s possible
- Storytelling and Innovation spotlights
- Professional Development
  - Training, forums

2025 Alumni Career Outcomes Survey

UNIVERSITY OF MARYLAND GLOBAL CAMPUS
ALUMNI ASSOCIATION

UMGC delivers measurable, guaranteed workforce outcomes. Our graduates aren't just completing degrees—they are entering the workforce skilled, confident, and ready to contribute.

With **97% career readiness** and **83% full-time employment**, UMGC provides one of the strongest returns on investment in Maryland's higher education ecosystem.

UNIVERSITY OF MARYLAND GLOBAL CAMPUS
ALUMNI ASSOCIATION

ENHANCING CAREER RESOURCES AND BENEFIT AWARENESS

Cathy Francois
Director of Career Services
University of Maryland Global Campus

Jen McDowell
Assistant Vice President,
Institutional Advancement Communications
University of Maryland Global Campus

CAREERQUEST RESOURCES

Career Management

Career Development Webinars – Attend live webinars covering a variety of career topics or explore the webinar library to watch on-demand

Career Advising – Schedule an appointment via phone and video conferencing or send a message to a career advising specialist for assistance with refining your professional goals and identifying career strategies

Community & Mentorship

Community Connect – Explore UMGC's network of 32K+ professionals for career guidance

Veterans Resource Center - Explore the Vessey Virtual Student Union, designed for UMGC's military and veteran community

Student Organizations – Access 25+, honor societies, professional associations, interest-based and academic-focused groups

Jobs & Internships

CareerQuest Job Board - Browse through thousands of positions that also highlight connections within the UMGC community who have previous work experience related to the specific company. The job board includes employer postings, community referrals, and feeds from Handshake, WayUp.com & LinkedIn

Handshake

Virtual Career Fairs - Attend a virtual recruitment event to chat live with employers

Resume, LinkedIn & Interview Prep

VMock – A.I.-powered tool offering instant feedback. VMOCK includes modules for resume writing including options to rebuild your resume into a professional template or tailor your resume for a given job description, modules for interview preparation, and LinkedIn profile optimization

vmock

Experiential Learning

INTERN PLUS | Career experience. The way you need it.

InternPLUS Resource Center- Explore resources to get workforce-relevant experience to be competitive in the job market including project-based and virtual internships, volunteer opportunities, full-time and part-time internships, and more.

Forage – offers virtual job simulations with world-leading companies in a variety of career areas

Forage

Career Intelligence Tools

Steppingblocks

Steppingblocks – Take a personality assessment and explore 60M+ career journeys to unlock skills needed to get hired

vault

Vault - Access 230+ downloadable career guides featuring career-specific advice, rankings, and employer profiles

Candid Career+

Candid Career+ – Access a video library of thousands of informational interview videos that feature industry professionals

ACCESS TO CAREER

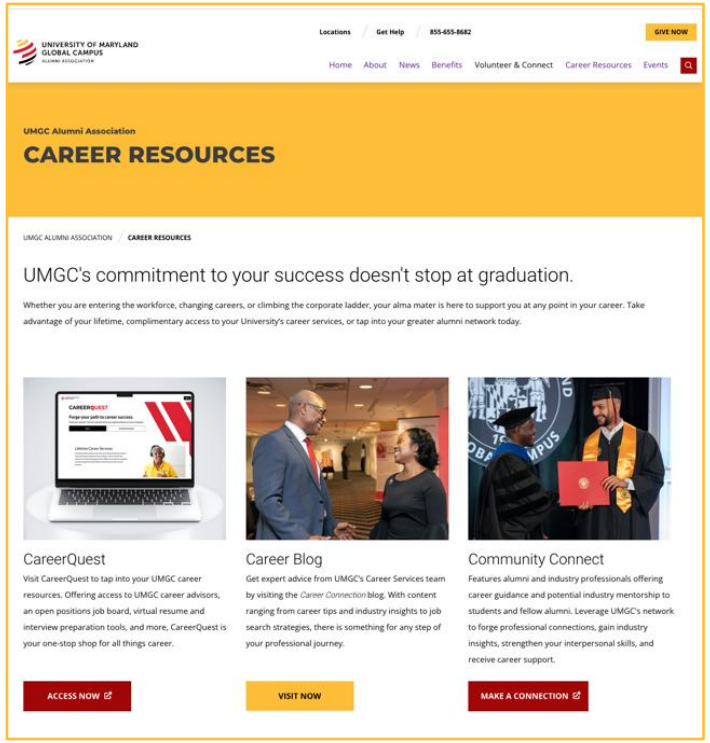
In FY25, 45,555 alumni registered on CareerQuest, 16,300 alumni attended career events, and 14,465 alumni applied to jobs directly through the career portal.

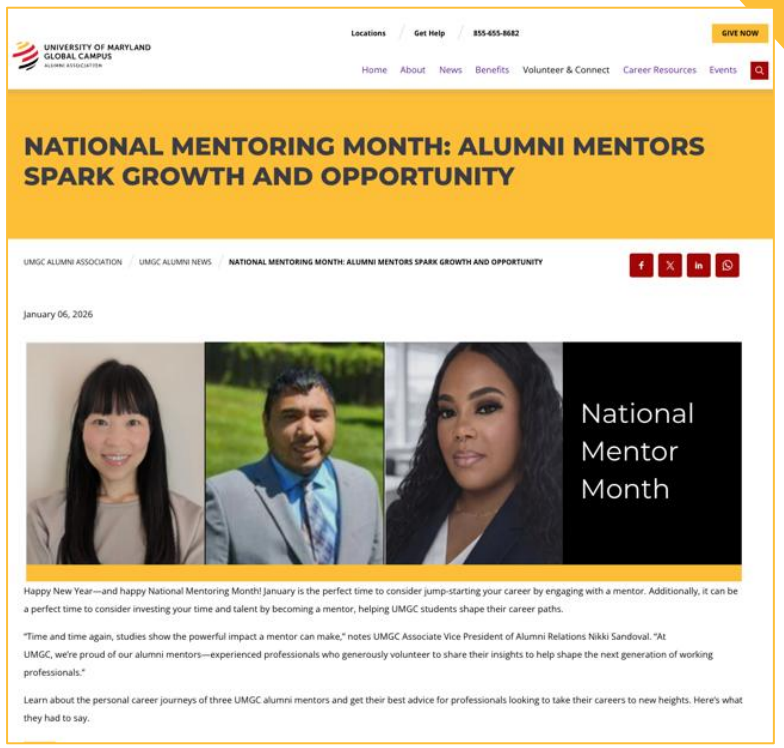
CAREER RESOURCES - WEB

alumni.umgc.edu

Monthly communications – email and social media - driving alumni to the following pages:

- Career Resources
  alumni.umgc.edu/career
- Community Connect
  alumni.umgc.edu/career
- Events
  alumni.umgc.edu/events
- Career Blog
  umgc.edu/career-connection

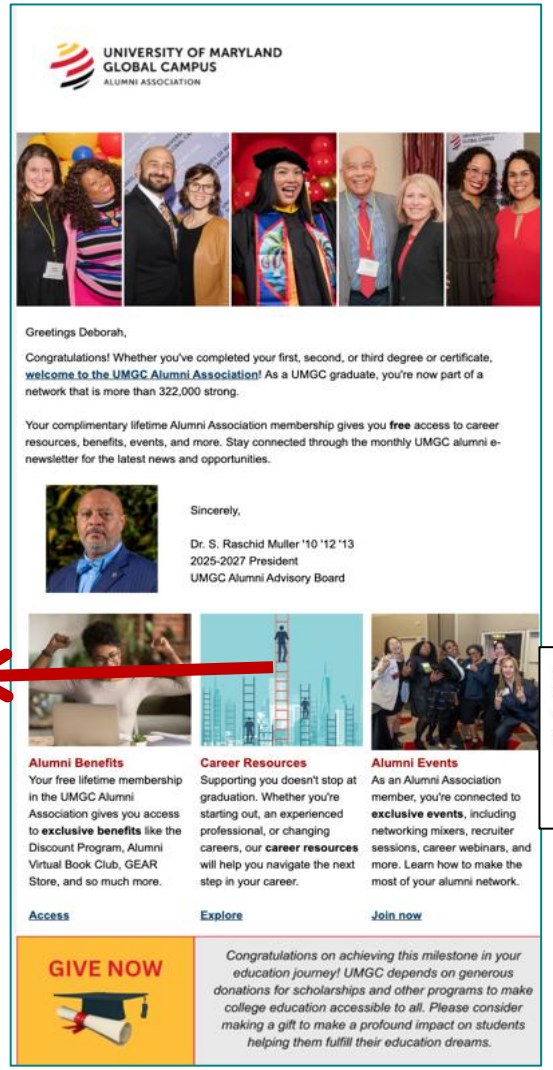


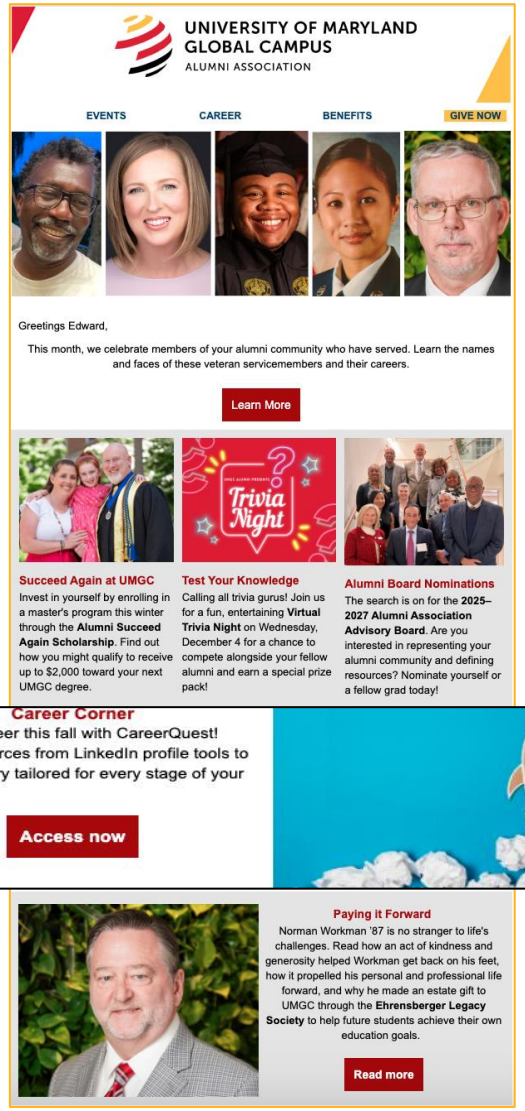


In FY26, 7,131 alumni have logged into CareerQuest to date; this is 153% over prior year at the same time.

CAREER RESOURCES - EMAIL

- New Grad Welcome Journey
  - Introducing career resources upon degree conferral
- Alumni Newsletter Career Corner – 180k monthly
  - CareerQuest enrollment
  - Community Connect
  - Career Webinars
  - VCF and VRS
  - Career Blogs
- Alumni Career Newsletter - 2x year
- Community Connect Mentor :
  - Jan Mentor Feature Story
  - MyVolunteerProgram





CAREER RESOURCES – SOCIAL MEDIA

ALUMNI CHANNELS – Facebook, X, Alumni LinkedIn Group; collaborate with Office of Comm to broaden reach of message across all UMGC social media channels when appropriate

Social media is used to promote:

- Career resources
- Events
  Virtual Recruiter Sessions, Virtual Career Fair, InternPlus fair alumni registration
- Webinars
  Open to alumni' also identify alumni speakers and panelists

facebook.com/UMGCAlumni/ • linkedin.com/groups/72422/ • x.com/umgcalumni

CAREER RESOURCES – EVENTS

EVENTS
Partner with Career Services at Grad Walk, Homecoming, and other events to connect alumni to career resources.

Discussion Questions

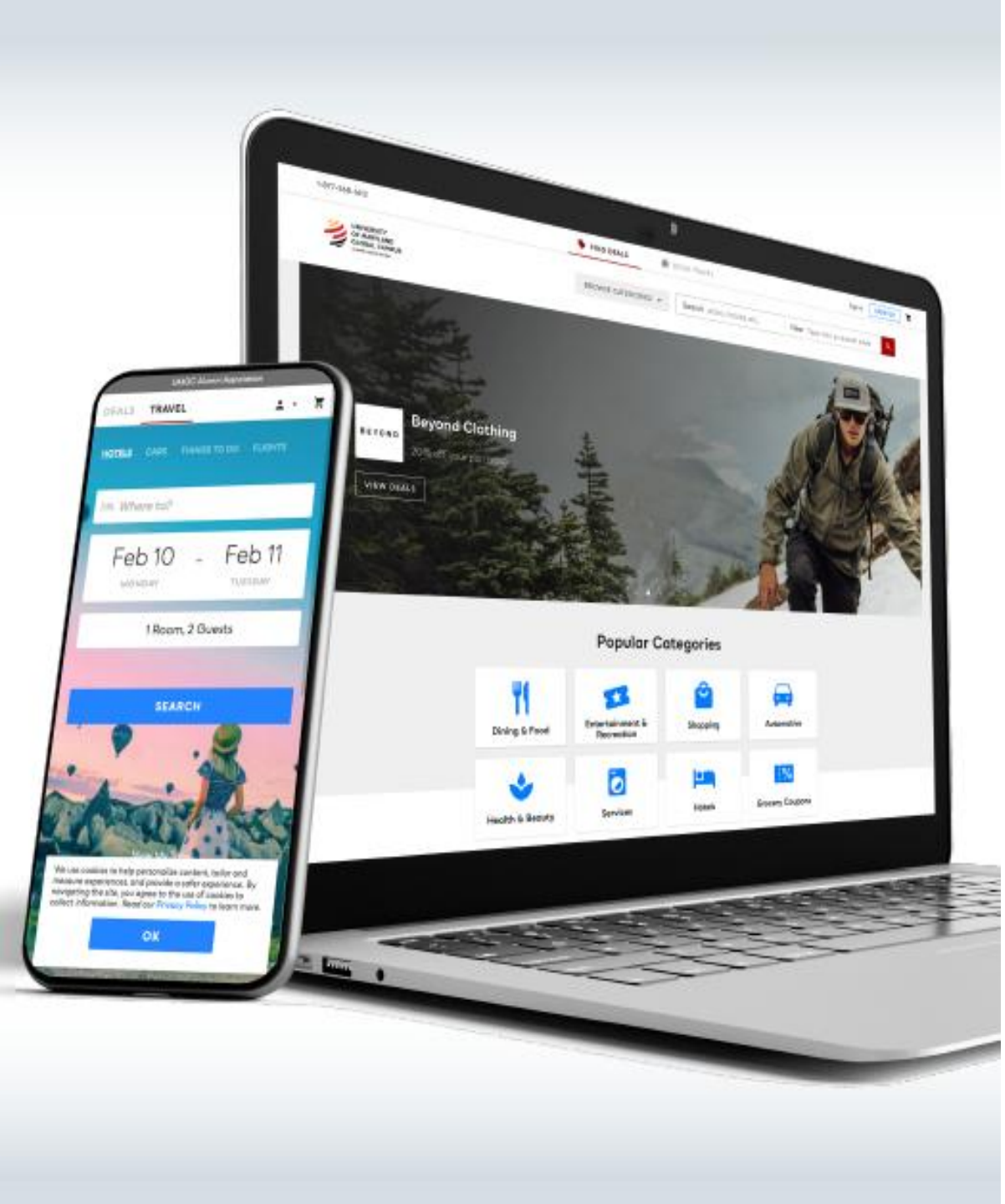
Career Readiness

- How can we share alumni success stories to inspire awareness and demonstrate the impact of UMGC’s career and benefits support?

- What strategies can we implement to increase alumni awareness and engagement with UMGC’s career resources and lifelong learning tools?

Alumni Association International (AA-I) Program Funding

- Funds to encourage greater participation of alumni community
- Undergraduate scholarships to promote academic achievement



- In 2018, the Alumni Advisory Board identified goal to engage a broader segment of alumni with a value-add program they would return to use.
- After extensive research, the Discount Program, a web-based system that allows alumni to save off top brands, retailers, restaurants, entertainment, groceries, recreation and travel was launched.
- In 2021 the program expanded to include students.

alumni.umgc.edu/discount

2026 Grant Funding Recommendation

Discount Program $9,000

- Three-year contract, 20% multi-year savings
- Engaging community with value-add benefit

9,990 Members in all 50 states and US territories
  - 45% reside outside of Maryland
  - 51 reside outside of the USA
- 51% first alumni engagement
- 40% of monthly redemptions returning members
- $975,000+ money saved by members

Years Since Graduation & Location

0-5 Years 6-10 Years 11+ Years

In Maryland Not Maryland

UMGC In Annapolis

Proud to be Maryland’s largest provider of higher education.

Last year alone, more than 32,000 Marylanders turned to UMGC to advance their careers and futures.

UMGC
LEADERSHIP
IMPACT
SOCIETY

UNIVERSITY OF MARYLAND
GLOBAL CAMPUS
ALUMNI ASSOCIATION

CLOSING REMARKS

Dr. S. Raschid Muller

2025-2027 President
UMGC Alumni Advisory Board

UMGC Alumni Advisory Board Meeting

February 23, 2026