

**Cal Alumni Association
Board of Directors' Meeting**

February 15, 2019

Directors in attendance: President Eric Mart, Vice President Amanda Pouchot, Vice President Finance Ryan Waliany, Demetrios Boutris, Allard Chu, Diane Dwyer, Joy Kovaleski, Dionicia Ramos Ledesma, Catherine McKee, Danielle Silveira, Gary Slavitt, Bob Sproul, Michael Steckler, Prentice Tom, Kirk Tramble, Esperanza Vielma

Via Conference Call: Carol Liu; Jason Morimoto, Regent

Absent Directors: Sangeeta Chakraborty, Alex Randolph, Kiran Rao

Non-Voting Distinguished Members in attendance: Chancellor Carol T. Christ; UC Berkeley Foundation Chair - Susan Chamberlin, UC Berkeley Extension Dean – Diana Wu

Guests: Associate Vice Chancellor of Development - Lishelle Blakemore; Marts & Lundy Consultant - Chris Vlahos; Former CAA President and UC Regent – Alfredo Terrazas

CAA Staff in Attendance: Clothilde Hewlett, Susie Cohen Crumpler, Matt Terwilliger, Anh Tran, Ann Truong, Anjeannette Schnetz. CFO Consultant - Monisha Merchant.

President Mart called the meeting to order at 9:00am and established a quorum of voting Directors.

1. M/S/A: The CAA Board of Directors approved the following consent agenda item:
 - Approved the 12/7/18 CAA Board Meeting Minutes
2. President Report – Eric Mart

Mr. Mart began by noting that the Magazine Committee met and discussed various options for changing the magazine format, online vs. print, and different funding options possible and necessary to continue the magazine. More discussions on the various options will happen moving forward.

Mr. Mart noted that Ms. Hewlett brought up the need to discuss the Alumni House facilities and she has gathered a small group of people to form a Facilities Committee which recently had their first meeting.

Mr. Mart also noted that he will attend the upcoming UC Berkeley Foundation meeting.

The Big Give. The CAA Board has committed to 100% participation, the amount doesn't need to be large but full participation is the goal. He will share the details of Big Give and how CAA Directors can make a donation on March 14. CAA staff has set a goal of raising \$50,000 for the CAA Fund. Last year they raised nearly \$700,000 however, most of those donations were restricted to funding scholarships. Mr. Mart requested that the Directors think about also donating to the CAA Fund which helps support the Association in all its efforts to inspire and engage Cal alumni to support the University.

It's been several years since CAA has held a meeting in Southern California so we will hold our April 2019 meeting in Orange County at the Westin, South Coast Plaza in Costa Mesa. We will start with a Board Retreat in the afternoon of April 25 where the Directors will have an in-depth discussion workshop regarding the long term funding for CAA's alumni engagement programs. After the Retreat, the Board will host a Reception with the Orange County Chapter and other Southern California volunteers. On Friday, April 26, the meeting will be held in the morning and conclude with lunch.

3. Regent Report – Jason Morimoto (*via conference call*)

Mr. Morimoto apologized for not being able to attend today's meeting in person however, he wanted to update the CAA Directors on the following topics:

Public engagement and development. The University of California set a new record by raising \$2.7B in 2017-2018. The biggest increase in UC's history and 4th year in a row UC has surpassed the \$2B in support. Some of it may be driven by recent tax report laws that increased the private support for this particular year. With that being said, it was a record breaking year so I wanted to congratulate those involved in the various class campaign and the UC Berkeley Foundation for taking the leadership role on campus driving the fundraising on behalf of UC Berkeley.

Basic Needs Committee: Mr. Morimoto is participating in a special committee on Basic Needs to review the results of the undergraduate experience survey and the graduate student well-being survey in which 44 % undergrad and 29% of graduate students reported having experienced food insecurity and of those with food insecurity, half experienced homelessness during their studies. What I think is really important for the CAA Board to understand the severity of basic needs is touching students all across the University of California and also the Berkeley campus in particular. The definition of food security as defined by USDA include both reduced food intake or disruptive eating patterns due to limited resources (very low food security) as well as reduced quality, variety, or desirability of the food consumed (low food security.) As such, both low consumption as well as poor quality comprise the definition for food insecurity. For example, the 2016 survey that was done was not detailed enough to distinguish between low and very low food security but in 2015 the study showed that 23% of the respondents had low food security and 19% had very low food security. The basic need challenge for students is now more severe than in prior decades when many of

us attended Cal. There is a general lack of awareness at the county level and also around college students in terms of who is eligible for the Cal Fresh program and the electronic benefit transfer cards. The special committee discussed the needs to better facilitate and expedite the application process. Future items for discussion on this committee will be developing a framework and systematic approach to establishing a baseline level of support for each campus and considering state and other funding resources. We're also requesting a line item in the UC budgets to support housing and student hunger.

Mr. Morimoto reported that the Regents are looking at the multi-year framework that the University of California is driving towards and this is really important in terms of setting up some of the conversations with the State Legislature going forward in terms of the importance and need for increased ongoing funding and support. The UC system will produce 200,000 more degrees by 2030 on top of the 1 million undergraduate and graduate degrees already projected. The Regents are looking at expanding holistic approaches to student advising and programs to ensure students receive comprehensive support with the goal of having 90% graduation rate by 2030, closing the graduation gaps particularly for students from low income families, underrepresented groups and first generation college students. For example, students who have attended 3 years of higher education and then, for whatever reason, had to drop out of school, there will be pathways where the student can complete their degree on campus or potentially online.

Lastly, Mr. Morimoto updated the CAA Board on the Governor's January budget proposal in which the University of California received an increase of \$240M. The sentiment at UCOP is that this was a great starting point from Governor Newsom and is a meaningful amount that will help in terms of the mandatory cost increases, financial aid, student basic need and student mental help. On top of the \$240M that was proposed for current and ongoing funds, there was additional one-time funding proposed for the UC of approximately \$150M to address deferred maintenance and some degree completion pilot programs.

4. Executive Director Report – Clothilde Hewlett

Ms. Hewlett is happy to report that CAA's key performance indicators ("KPIs") demonstrate that CAA is meeting and even exceeding targets in unique alumni engagement. There are some areas, even though we are hitting the overall number, where we're not doing as well as expected which is all good data to help the Board make decisions regarding future programming. In particular, the investment in the Berkeley Network is proving to be very successful, particularly the webinars and virtual engagement. This programming is very engaging for alumni 40 and under.

CAA's signature scholarship programs are becoming even more important, not only for the traditional academic support, but also for the basic needs issues that Mr. Morimoto reported on earlier. CAA's scholarships assist many underrepresented, low income students and our model is unique as 70% of funds are used for direct financial assistance while 30% focuses on academic support programming. It is the program component that really resolves the retention of our students. CAA now has an

emergency fund to cover basic needs whether it be food insecurity, housing insecurity, or health issues that come up at the last minute. We want to make sure that our scholars have support when they hit one of these hardships so that not one of our scholars will go hungry nor will they be without a place to live. And leading that effort, we have just hired a new director, a very dynamic individual, Tai Rushing. She will be leading CAA's Scholarship team. She has a master's in higher education and was Associate Director of admissions at University of the Pacific and most importantly, she was the senior advisor for the LEAD center here at UC Berkeley – Ms. Rushing is very familiar with our students and has jumped right in with the African American Initiative.

Ms. Hewlett is excited that CAA will be hosting a TAAP Scholarship reunion on October 5, 2019 - all of our scholars that have gone through our program will be invited for a 20th reunion that will culminate with a major gala that we will be raising money for our scholarship program and, in particular, raising money for this emergency fund so that we can cover all of our scholars' basic needs into the future.

Currently, one of the most pressing issues facing the Association is trying to operate CAA in a dilapidated Alumni House. Our Alumni House, the HVAC, meaning the heating and the cooling is so poor that you have some places where it's boiling hot, others where it's freezing cold and overall it cannot be fixed. Why? Because many of the parts aren't manufactured anymore. So why don't we just have some heaters in this place? The problem is, the systems are so old that they cannot withstand the electrical load. So even when I put on a heater, I can only put it on for an hour and a half before the electricity goes out. Which results in my computer going, my printer going, the phone going, etc. And that's what everyone is operating with right now. In the summer, it can be so boiling hot that I have to send people home. And we won't mention the creatures of the night, but they're here and they're active, and they have made this place their home. So it is time. According to our most recent alumni survey, respondents said they would come back to the campus and participate if they had an inviting and functional place to come back to. They don't consider Alumni House a place to come back to because it is not the type of facility that is welcoming to alumni. I have therefore put together, with Mr. Mart's support, an Alumni House Facility Committee for the purposes of exploring a new alumni center. It's a very small group led by our board members Bob Sproul, Carol Liu, we also added former CAA President Carl Stoney, architect Bob Wong, and former CAA Executive Director, Tuck Coop. The Committee is exploring partnerships with other entities on campus.

Lastly, Ms. Hewlett let the Directors know that CAA is celebrating Black History Month by highlighting outstanding Black alumni from UC Berkeley on the CAA website's homepage. One in particular leading the effort in public health at the state level is Nadine Burke Harris who was recently appointed as California's first-ever Surgeon General. Dr. Burke Harris studied integrative biology at UC Berkeley and received her bachelor's degree in 1996. After Cal, Dr. Burke Harris continued her education at UC Davis where she earned her medical degree, then at Harvard, where she earned her master's in public health. Dr. Burke Harris founded the Center for Youth Wellness in San Francisco to address toxic stress in children. Ms. Hewlett encouraged everyone to check out CAA's website to learn more about Dr. Burke Harris and other trailblazing Cal alums that will be highlighted during Black History Month.

5. UC Berkeley Foundation Update – CAA Distinguished Member, Susan Chamberlin

Ms. Chamberlin reported that there's been a lot going on and it's largely due to the fact we have a very active and involved Chancellor. I think that one of the things we've been involved with most recently is the strategic plan that was rolled out about two months ago and has been contributed to by various committees across campus, the administration, the UC Berkeley Foundation Trustees, as well as the Cal Alumni Association being involved with the implementation. For example, one of the four sections of the plan is on strategic initiatives. It started out as another title, grand challenges, but it is now strategic initiatives. One of them is around public health and ways in which Berkeley is uniquely positioned to deal with problems in public health. We heard a presentation in the executive committee the other day from three groups: one working on the democracy issue, one working on brain initiatives or artificial intelligence components, and the public health group that we're very focused on and obviously these are all targeted towards fundraising in order to support these activities. I have to say, I've been extraordinarily impressed with the fact that it got done in the rapid time frame that was established and that the Chancellor has been able to keep all of these groups working towards these common goals. The other thing that we've been looking at talking about is what you will be considering today, the alumni engagement plan.

6. Finance Report – Ryan Walianny, Ann Truong, Monisha Merchant

Mr. Walianny reported that CAA is closing the books on 2018 and beginning the audit work with Moss Adams. Right now we are budgeting the balance for 2018 and getting that fully audited. We're expecting a small surplus for 2018 but we don't know the dollar amount yet. The team is still working on closing out the year and this is taking a little bit longer than expected because we had a full week where the auditors were on site. We expect that the audit will be completed by the end of March.

As you'll note in the reports received with the Board materials, there was an anomaly in 2018 that wasn't planned for when had an increase of \$200K as a result of the Lair of the Golden Bear camper refunds due to the poor air quality from the smoke related to local forest fires in the area.

Ms. Hewlett stated that generally, when there is a surplus, the Board approval of the next year's budget becomes the mechanism for approving how to spend that surplus. Last year was unique in that CAA ended up with \$150K surplus as a result of a decrease in the funds required for CAA employee benefits. The surplus included funds that were already approved in the budget so, while technically already approved, Ms. Hewlett came back to the Finance Committee and the Board for approval of the new use of the funds pursuant to CAA's Policy Manual.

7. UC Berkeley Alumni Engagement Report – Chancellor Carol T. Christ, Lishelle Blakemore, AVE Development, Chris Vlahos, Marts & Lundy

Chancellor Christ thanked the CAA Directors for having her report on the UC Berkeley Strategic Plan for Alumni Engagement. She is delighted to share that the consultants from Marts & Lundy have taken an in-depth review of the alumni prospect base and

believe that Berkeley alums have substantial capacity to help support their alma mater once they are presented with the messages regarding the need for their help. The less exciting news is that the campus has not engaged or been in touch with many of these alums. The Marts & Lundy report states what I know you all know to be true that the most substantial philanthropic programs operate on a base of alumni engagement. So we had a committee working with the Marts & Lundy consultants to develop a plan for alumni engagement. Marts & Lundy believe that CAA is doing a wonderful job, but the campus also has to devote resources and develop an alumni engagement strategy if it's going to be as successful as it aspires to be in its philanthropic program. Lishelle Blakemore has lead this effort and I set a very aggressive time frame and wanted a plan by December, and we have met that goal. I will turn it over to Ms. Blakemore now for some introductory remarks.

Ms. Blakemore thanked the CAA Board for inviting her to present this update on the campus' Strategic Plan for Alumni Engagement. When she and Mr. Vlahos were here in December, they gave a preliminary insight of the plan that we were developing with the working group of folks across the campus including CAA representatives Cloey Hewlett, Anh Tran and Susie Cohen Crumpler. We gave you the high level overview. The plan was just being finalized but we wanted to make sure that you were a part of that conversation. The plan has now been endorsed by the Chancellor. We have just started to share it with stakeholder groups, including this important Board of Directors. Next, we will be sharing it with the UC Berkeley Foundation Board and then we'll start to move into implementation beginning with the recruitment of an Executive Director later in the spring. The work of the Cal Alumni Association in the alumni engagement process has been extraordinary so I want to thank our partners at CAA who have offered important perspectives throughout the process. I think we're in a good place. We thought we would spend 20 minutes to walk through this plan, you have a copy in front of you. We will have about a half hour for discussion with the Chancellor before she has to leave.

The strategies have not been totally developed for today, but we felt it was necessary to share our progress to date as CAA is an important partner in this process. Ms. Blakemore and Mr. Vlahos set forth the ten core strategies and key tactics outlined in the Strategic Plan based on best practices from other successful university alumni engagement programs:

1. ACADEMIC UNITS & CAMPUS PARTNERS

Embrace the *One Berkeley* mission to strategically enhance the needs of the collegiate community and campus partners for whom alumni involvement is essential to their success.

KEY TACTIC: Establish a campus-wide working group responsible for establishing baseline alumni engagement representing all 14 schools and colleges; CAA; Cal Athletics.

2. AUDIENCE SEGMENTATION

Evaluate the attitudes, experiences and needs of our increasingly diverse alumni base and segment in a manner that inspires the highest level of engagement at UC Berkeley.

KEY TACTIC: Establish a relationship model of alumni groupings that will contribute to data modeling and audience segmentation.

3. DIVERSITY & INCLUSION

Partner with the Division of Equity & Inclusion (E&I) to create an inclusive, welcoming, and culturally relevant alumni community by expanding pathways for access and success, and contributing to scholarship and public service.

KEY TACTIC: Support the events and activities of recognized diverse UC Berkeley alumni groups.

4. COMMUNICATIONS

Create coordinated, consistent brand messaging and two-way communications across the university channels to effectively engage and inform Berkeley's alumni base.

KEY TACTIC: Invest in digital strategies to better leverage alumni engagement and manage ongoing relationships. Determine how to consolidate the breadth of offerings into one central online gateway.

5. LIFELONG LEARNING

Promote a lifelong intellectual connection between alumni and the university through opportunities that enhance their Berkeley experience while supporting their professional growth. Includes University Extension (UNEX) and Osher Lifelong Learning Institute (OLLI).

KEY TACTIC: Create a coordinated online clearinghouse to capture all lifelong learning across the Berkeley enterprise.

6. CAREER NETWORKING

Promote the Berkeley alumni community as an institutional asset by facilitating a systematic program of alumni-to-alumni and alumni-to-student career connections.

KEY TACTIC: Extend Career Center services to alumni for the first-year post-graduation at no cost.

7. REGIONAL PROGRAMMING

Engage the local, regional and global Berkeley alumni base through meaningful programming that enhances lifelong connections with alumni wherever they are.

The Office of International Relations in UDAR is responsible for oversight of all international clubs/chapters with the exception of BCAIA.

KEY TACTIC: Develop a coordinated strategy for regional engagement in geographic markets with the highest concentration of constituents, including Northern California, Southern California, the Northeast (Boston, New York, Washington D.C., etc.), Asia, Europe, and others.

8. VOLUNTEER ENGAGEMENT

Leverage the power of the Berkeley alumni base by creating a culture of volunteerism that will inspire, engage, and connect alumni to the university and to each other.

KEY TACTIC: Coordinate volunteerism across campus and with CAA to create a one-stop shop for all alumni to seek out relevant engagement opportunities.

9. ADVOCACY

Coordinate closely with and take direction from campus Government and Community Relations colleagues to inform alumni on the challenges facing public higher education in California, and inspire support and advocacy for UC's state budget priorities and its impact on UC Berkeley funding.

KEY TACTIC: Support advocacy events on and off campus. Develop a plan and set a specific number of events and attendance goals.

10. STUDENT & YOUNG ALUMNI ENGAGEMENT

Partner with the Division of Student Affairs to create a culture of lifelong connection that spans the student continuum and is sustained into the early alumni years for uninterrupted engagement.

KEY TACTIC: Support a culture of lifelong engagement with Berkeley by developing supporting programming at core junctures of the student lifecycle.

8. Closed Session: CAA Scholarships & UC Berkeley Foundation Endowments – Clothilde Hewlett, Ann Truong; Marcus Lee – Attorney, Lewis Brisbois

Mr. Mart put the meeting into closed session for Board discussion and excused all non-voting Directors and CAA Staff except for Ms. Hewlett and Ms. Truong.

Mr. Mart brought the meeting back into open session.

The Board broke for lunch from 12:30pm – 1:30pm.

1:45pm: Public Comment

Mr. Mart asked for public comment. There was no public comment.

9. Jim Kowlton, Director of Athletics

Mr. Knowlton thanked the CAA Board for inviting him to join them at their meeting today. He is excited to be on the UC Berkeley campus – Cal has the most passionate alums in the world. There is passion and we want to be exceptional in all we do. That's good news for me. My first 90 days I spent just listening, called listening days. We have a deliberate process to learn about the organization. I sent a slide presentation a month before I got here and everyone filled it out, like a SWAT analysis. At the end of 90 days and after 75 min sessions with each team, I have a good idea of where we are right now. People were great at saying these are the things we need to do, these are the reasons we aren't competitive, what is holding us back and now we have developed an action plan for each of the things we got from these teams. Some of what we saw were weaknesses because there was no communication between the key people. If you don't know what the priorities are, you don't have the ability to know what resources are required. One of the challenges is we have not had a strategic plan in Athletics so we will have a Strategic Plan at the end of 2019. We have hired someone that is very familiar with our department. He ran the CSA report that really looked at us and he will be the facilitator for us when we develop our Strategic Plan. How do we get people involved? How do we figure out what is exceptional for the Athletic Department at Cal which is different from what is exceptional for Athletic Departments at other schools. Our kids are going to get great degrees at the number one public institution of the country and that's important to us. How do we figure out what really supports us as an athletic program. A Strategic Plan will help us with direction and vision and help us align our resources with the Chancellor. We're excited to figure it out, publish it, and then start using the Strategic Plan to help guide us.

For my first nine months, I have developed my priorities for Athletics. The number one priority is that we want exceptional experiences by young men and women as student athletes at Cal and that drives me and everything else we do. That is the center of what we are trying to do in our Athletic Department which is why a long term sustainable financial model is absolutely critical. Having gender equity in our department is also preeminent. The Chancellor is taking a stand on that and we are working really hard to be able to be Title Nine compliant. I've talked to women who started here in the 80's and 70's who said they were on the first team and how much it transformed their lives. We have to take care of that and work hard on gender equity. What the Chancellor is doing is critically important for future generations of men and women who will get this incredible experience.

We have worked really hard to find ways to get connected with the campus. I've been a faculty member, I've taught civil engineering at West Point and so I meet with faculty every week to hear their perspectives. I want people to know that we are part of this University, not something that sits on the outside and does its own thing. We had our football team and women's volleyball team help students on move-in day. It seems like

just a small thing but it connected them to the rest of the student body. If you see a football player carrying five bags up the stairs with some tiny freshmen looking at him thinking wow, this is a real person not just someone who's just up the hill sometimes. It gives more exposure to our programs and our student athletes. We have over 6,000 fans per game at our football games. We sold out our student section for the last four games and that hasn't happened in a while so we want our students to feel affinity through some of the things we do and that's a perfect example of how we do it.

10. Closed Session: Executive Performance – Amanda Pouchot

Mr. Mart put the meeting into closed session for Board discussion and excused all non-voting Directors and CAA staff.

Mr. Mart brought the meeting into open session.

M/S/A: The CAA Board of Directors approved the 2018 Executive Director evaluation and the 2019 Executive Director performance goals.

11. Closed Session: CAA Funding Model Discussion of Alumni Engagement & Business Development Programs – Monisha Merchant, Anh Tran, Matt Terwilliger
California Magazine Model – Suzie Cohen Crumpler, Board members: Ryan Walianny, Finance Chair; Joy Kovaleski, AEX Chair

Mr. Mart put the meeting into closed session for Board discussion and excused all non-voting Directors except the CAA staff listed above.

Mr. Mart brought the meeting back into open session. The meeting adjourned at 5:00pm.