

**Cal Alumni Association
Board of Directors' Meeting
April 27, 2018**

Directors in attendance: President Eric Mart, Vice President Amanda Pouchot, Vice President Finance Amy Shin, Demetrios Boutris, Sangeeta Chakraborty, Virg Cristobal, Joy Kovaleski, Carol Liu, Dionicia Ramos Ledesma, Alexander Randolph, Danielle Silveira, Gary Slavit, Prentice Tom, Esperanza Vielma, Ryan Waliany

Absent Directors: Brandon Berookhim, Catherine McKee, Diane Dwyer

Honorary Directors in attendance: Alumni Regent-designate Jason Morimoto

CAA Staff in Attendance: Clothilde Hewlett, Susie Crumpler, Matt Terwilliger, Anjeannette Schnetz, Anh Tran, CFO Consultant Monisha Merchant, Mitchell Handler, David Smith, Sarah Juckniess

Guests: Tom Devlin, Executive Director, Career Center

President Mart called the meeting to order at 9:10am and established a quorum of voting Directors.

1. M/S/A: The CAA Board of Directors approved the following consent agenda item:
 - The CAA Board of Directors Approved the 3/2/18 minutes.
2. President Report - Eric Mart

Mr. Mart began by noting that he attended the Leadership Awards and encouraged the members of the Board to attend these events if possible to support both CAA staff and students. Mr. Mart also attended the first of Chancellor Christ's Berkeley 150th Roadshows with Mr. Morimoto, which was held in Palo Alto. Mr. Mart also attended the Distinguished Teaching Awards as CAA's representative. The Alumni Association has a long and proud history of supporting the Distinguished Teaching Awards.

Mr. Mart, Ms. Shin and Mr. Randolph, former CAA Presidents Messrs. Permaul, and Stoney, as well as family and friends, attended the California Law Review Awards Banquet in support of Ms. Hewlett who was honored as the 2018 Alumni of the Year. Mr. Mart also noted that the *California* Magazine Editorial Advisory Committee had its third meeting and added two new members: Steve Silverstein, representing the Foundation, and Mr. Permaul. The Committee focused on the recent alumni survey results and Mr. Mart felt it was a very productive meeting. The next *California* Magazine Editorial Advisory Committee meeting will take place in late June or early July.

3. Regent Report - Jason Morimoto

Mr. Morimoto shared that he attended the Regents meeting at UCLA on March 13-15. There was also a UC Regents retreat at Lake Arrowhead on April 17-19 where the Regents discussed future initiatives and broader strategy objectives for the Board of Regents. Mr. Morimoto also took a moment to note the passing of UC Regent Bonnie Reiss, who passed away from cancer on April 3. With her passing, there are five Regent positions for the governor to appoint. These will likely be appointed before the May meeting. Mr. Morimoto reminded the Board that there are 26 Board Regents. 18 are appointed by the governor, one is a student representative, and seven are ex officio members.

Over the course of the last three years, 75% of the Board of Regents is new. This could mean a dramatic change in ideology regarding public education and UC system going forward. This is important to understand and keep in mind for alumni associations as the potential for new directions appear.

There has been a lot of news recently regarding UCOP. The most recent is that there will be a no vote on the tuition hike in the May Regents meeting to continue conversations with the state legislature.

Regents are asking for \$105 million for ongoing funds to support UC such as increasing enrollment, faculty hiring, student health service, and \$35 million for necessary maintenance.

In the last Regents meeting, the most noticeable agenda item was that Regents passed a 3.5% increase in the non-resident supplemental tuition fee which is \$985. In years prior, the nonresident fee has never been an issue but given the sensitivity around cost of living, a lot of students protested this.

At the Regents retreat, the longer term vision and philosophy around the financial model was discussed, particularly many different models that had been debated in the past and implemented in some universities. One model discussed differential tuition for undergraduates, so some schools are choosing to charge more for various majors. Regents also discussed an optional guaranteed tuition rate for undergraduates. Ultimately, the Board gravitate more towards a stable tuition partnership with the state in the hopes of building additional transparency multi-year budget guidance.

Each of these campuses have really specific issues that on a whole are not represented. For example, some of the younger campuses aren't getting nonresident tuitions, such as Riverside and Merced. It is important to look at problems campus-specifically rather than always at the broad UC-level.

4. Finance Report - Amy Shin, Monisha Merchant

CAA is currently in the process of completing the audit with Moss Adams and the audited financials will be finished soon.

5. 2017 Alumni Survey Results - Susie Cohen Crumpler, Sarah Juckniess

Ms. Crumpler introduced Ms. Juckniess to begin the alumni survey presentation. CAA's goals are to represent the general alumni population and the survey helps to inform future CAA programming and fundraising efforts, and to identify trends and measure success in meeting CAA's mission.

There were three broad contents: core, which depicts the overarching feedback on feelings about the UC Berkeley experience, campus involvement, campus communications, and alumni programming, and two modules, which provide extensive feedback on key CAA program areas and initiatives and student outcomes which demonstrate information on areas of study, and is used by campus for accreditation.

100% of the survey population receives the core modules and a smaller segment of the population receives one of the five different modules focused on: fundraising, membership, jobs and careers, *California* magazine (given to CAA members), and the student experience.

At the time of the survey, Berkeley had 495,000+ living alumni and 224,000 alumni allowed email. The survey was sent to 176,000+ alumni with undergraduate or graduate degrees and valid email addresses. The survey produced a 13% response rate and 23,000+ total responses. Alumni feedback from survey responses can inform strategic planning such as program development, particularly for early to mid-career stages, preferences for on campus alumni facilities, strategies to increase overall engagement of alumni, and communicating CAA's role as the association for all Cal alumni.

Ms. Juckniess then began explaining the results and trends from the survey responses. Overall, alumni feel very positive about UC Berkeley. 80% feel great pride in Berkeley and 48% feel a great deal of emotional connection to UC Berkeley. In terms of CAA's role, 30% of alumni feel CAA serves alumni well or very well. 26% feel CAA connects CAA to each other and 47% feel CAA connects alumni to the university.

Most alumni know about CAA membership, athletics events like tailgates, Alumni Chapters, and *California* magazine. 91% of CAA program participants would recommend CAA programs to fellow alumni. Alumni feel more inspired and more connected to fellow alumni and the university through engaging with CAA. The most inspiring activities were lectures, scholarships, volunteering, mentoring, student recruitment, and Cal Discoveries Travel. The most connective activities were Alumni Chapters, networking, mentoring, reunions, *California* magazine, and volunteer opportunities.

62% of alumni would visit campus more or much more often if additional facilities were offered at Alumni House. Most of interest were 1) an event space 2) pre event food and

drink 3) large venue for notable guests 4) lounge area 5) theater space. Alumni identify Chapters as most important for CAA to maintain and grow. 80% of alumni surveyed are not part of an alumni chapter and 49% would like to join one.

48% of alumni are aware of Cal Connection, 32% are aware of CAA social media channels, and 46% are aware of UC Berkeley social channels. Many alumni are also comfortable with digital communication. 85% prefer email communications but are turned off by too much of it.

Alumni under 40 are most comfortable with online tools but still value connection in person. 40% find online programming valuable and 51% want online programs that connect them with alum in their local area. 77% of young alumni would like to network with alumni in related fields and 58% want professional development programs. Top areas of interest for networking were 1) medicine/healthcare 2) education 3) engineering 4) technology.

The surveys revealed that alumni under 40 are less aware of current CAA programs than those 40+. 27% are less aware of California magazine, 23% less aware of lectures, 22% are less aware of Cal Advocacy. Twice as many under 40 alumni report not becoming a member because it's too expensive and rated cost as a key factor in their decision to participate in alumni events.

For young alumni and under-40, the top-valued CAA member benefits were 1) showing support for UC Berkeley 2) Use of UC libraries 3) career and networking benefits 4) intellectual lectures. For 40+ alumni, the top-valued benefits were 1) showing support for UC Berkeley 2) California subscription 3) use of UC library 4) intellectual lectures.

Alumni under 40 are most motivated to engage in key activities and most likely to be vocal ambassadors. 70% want to attend social and volunteer events, 77% connected with other alumni in the past year, and 66% mentioned Cal five+ times in the past year. Ms. Juckniess noted that the key takeaway from this information is that doing the work to engage under 40 alumni can become exponentially beneficial for CAA to achieve its primary goals. Another takeaway is that when alumni can become engaged, they really enjoy their experience and usually remain engaged.

Ms. Juckniess then began breaking down the demographics of the survey response population. 35.6% of the survey respondents graduated between 1942-1983, 30.7% graduated between 2007-2010 and 33.8% graduated between 1984-2006.

The median birth rate of respondents was 1967 which is in line with the average birth year of Cal alumni overall. 62.3% of respondents were over the age of 40.

52% of respondents were men and 48% of respondents were women. 77% of respondents earned undergraduate degrees from UC Berkeley and 32% earned graduate degrees. 56% of respondents overall were engaged with CAA and only 15% were CAA donors. 64% were UC donors as well. Additionally, out of the 23,000+

respondents, 16,000+ were from California. Ms. Juckniess noted that most of the alumni population lives in California especially the Bay and the Los Angeles area. There was minimal change from the 2014 and 2011 surveys regarding respondents' overall feelings about UC Berkeley. 60.8% felt very positively, 27.6% felt somewhat positively and 6.9% felt neutral/mixed about UC Berkeley.

80.5% felt a great deal of pride in their UC Berkeley degree, 15.9% felt a fair bit of pride in their degree, and 3.1% felt only a little bit of pride. 48% felt a great deal of an emotional connection to UC Berkeley and 36.8% felt a fair bit of emotional connection.

52% of respondents 'do not know' how well CAA serves all alumni while 25% believe CAA serves all alumni well. 48% of respondents 'do not know' how well CAA connects all alumni to each other while 26% felt CAA does not do it very well and 22% feel CAA does it very well. 38% of respondents were not sure how well CAA keeps alumni connected to the university, 37% felt CAA keeps alumni well connected, and 16% felt CAA does not keep alumni connected very well. Overall, 30% of survey respondents felt CAA serves all alumni well or very well.

Additionally, the average under 40 alum feel mostly to very positive about UC Berkeley and identify primarily with the University, and then with their college/school or student group. The average under 40 alum has a personal annual income of \$65,000 - \$79,000 and works in technology, healthcare, or education. They are also 20% more interested in networking, social events, volunteering, and career events than alumni 40+. The top six professional programming interests out of 10 were professional development, networking, job postings, mentorship, career transitions, and leadership training. Young alumni also feel most strongly that CAA should support programs that further their careers. The key factors affecting alumni participation in events were location, cost, and quality.

The key takeaways from this survey were 1) alumni continue to feel generally positive about UC Berkeley, have a great deal of pride in their degree, and maintain a significant emotional connection to Cal 2) 30% of alumni surveyed think CAA is doing well at serving all alumni, but score CAA lower in connecting alumni to each other and to the university 3) alumni awareness of, and participation in, CAA programs shows room for improvement, but satisfaction with programs continues to run high among participants 4) alumni rate California magazine the second most popular among campus publications, second only to berkeley.edu 5) members and nonmembers alike find lectures and chapters most valuable and inspirational 6) alumni under 40 demonstrate key differences in program interests in comparison to general alumni group.

6. Strategic Plan Update via FY2018 KPI Progress Report – Susie Cohen Crumpler

Ms. Crumpler began by stating that CAA's programs and services should all feed into the strategies and goals that were identified in the 2018-2022 strategic plan. Ms. Crumpler then reviewed CAA's mission: to advance and promote the interests of the University of California, Berkeley by connecting alumni with each other and our alma

mater. Together with our campus partners, we play an integral role in informing, engaging, and inspiring alumni to support the university by participating and volunteering in university programs and events, acting as ambassadors and advocate on behalf of the university, and giving to the university.

CAA's Vision Statement is that 'All Cal alumni worldwide are connected and actively engaged with UC Berkeley for life.' CAA serves all Cal alumni and our strategic direction should 1) focus on efforts that attract, engage, and serve the greatest number of alumni 2) strengthen our partnership and coordination with campus and 3) increase our financial resources. The overarching goal is to grow the number of alumni who are engaged while simultaneously nurturing the alumni who are already engaged, leading them to the outcomes identified in our mission.

Currently, out of 510,547 living alumni, 136,729 are engaged as of 2017, which is 27%. CAA is beginning to implement the strategies associated with CAA's strategic plan. There are several strategic plan metrics: 1) progress by program and department area included in Executive Director's Report 2) progress report from committees 3) Key Performance Indicator ("KPI") Progress Report - reports on quantifiable strategic plan key performance indicators. Overall, there are six core strategies. Each has specific goals and each goal has a KPI attached to it.

The new scorecard takes the priority KPIs for 2018 and plots them out. Green indicator 'on target,' yellow indicates 'in process, some challenges' and red indicates 'delayed.'

Strategy one is to prioritize high yield alumni engagement activities that target key alumni market segments, supported by a data-first mindset. Goal 1.1 is to increase overall engagement of alumni through building the capacities and resources of alumni volunteer-driven chapters and networks. KPI 1.1.1 depicts the total number of individual contactable alumni engaged with CAA. For 2018, the goal is to increase the total number from 167,351 in 2017 to 170,698 which would be an 18% increase. The scorecard is what CAA uses to determine whether programs are on track and on target to meet specific goals regarding engaging alumni. The scorecard was developed to track engagement with custom queries from CADS. CAA will also develop a new growth plan for a monthly e-newsletter. Most programs are on track to meet EOY target for number of alumni engagement. Ms. Crumpler noted that there are some dependencies 1) online: success of the new email subscriber campaign 2) Career Network: success of online platform pilot 3) advocacy: ability to access UCOP data 4) membership: Grad Pack sales and renewals of the Directory purchasers. Overall this KPI is in process with some challenges.

KPI 1.1.2 was completing the development of program plan for alumni volunteer-driven chapters and networks. This KPI is on target. Strategies include: CAA streamlined chapters' event and grant process, integrated student engagement, alumni events, advocacy, and scholarship events within alumni chapter program, supported chapter leaders at Alumni Volunteer Leadership Conference, improved chapter web reporting process, and alumni chapters manual and policies, and hired a Program Manager to focus on strategy and resources for cultural and affinity chapters. The new infrastructure

for Alumni Chapters program supports an increased number of chapter-led events for 2018.

Goal 1.2 is to support alumni in their early to mid-career phase of life through the development of robust career and professional networking programs. KPI 1.2.1 is that CAA completed development of career and networking program for alumni in early-mid career stage 40 and younger engaged in career and networking program (PeopleGrove). Overall, this is in process with some challenges. Strategies include having implemented a new online alumni-student mentoring program for pilot group of alumni and students and having developed a plan to set up a pilot webinar archive project to create an on-demand option for webinar series.

Strategy three is to ensure all Cal alumni are aware that CAA aims to reach, serve and engage all alumni of UC Berkeley. Goal 3.1 is to create and implement a communications plan that messages CAA's role as the alumni association for all Cal alumni. KPI 3.1.1 is comprehensive messaging and promotional strategy to increase awareness of CAA among all alumni and the campus community through all viable channels: email, social, web and print. CAA is currently on target for this KPI. CAA began promotions in spring 2018 magazine, Cal Connection, Campus Community e-newsletters, CAA social media channels, and on the website. CAA has also developed digital display signage promoting the breadth of CAA programs for daily and special-event use at Alumni House. CAA has also launched Young Alumni News profile series to increase CAA visibility and appeal to young alumni community. The written communications plan to be completed by Q3. KPI 3.1.5 is that the percentage of alumni survey respondents who believe CAA is serving alumni well or very well will reach 38% by 2020 (on alumni census survey). This KPI is currently in process with some challenges.

The first goal of Strategy Four is to coordinate communications with and engagement of alumni with campus leadership, particularly UDAR and the Office of the Chancellor. KPI 4.1.1 is monthly meetings with UDAR and the development of a joint UDAR/CAA alumni relations plan. This KPI is currently on target. Goal 4.2 is to support campus efforts to develop a pipeline for alumni philanthropy and KPI 4.2.4 is to increase the number of alumni who donate CAA from 2939 in 2017 to 2998 by 12/31/2018. This KPI is currently on target. Strategy Six is to pivot resources toward current and new revenue businesses that can produce the highest yield in financial ROI while also building alumni engagement. Goal 6.1 is to determine which current revenue programs should receive additional investment to grow and which ones we should fundamentally alter or divest from partially or completely. KP1 6.1.1 is to review the programs and services offered and determine alignment on priority of programs from a resource standpoint. This is currently on target.

7. Career Services Overview – Tom Devlin, Executive Director, Career Center

Ms. Hewlett introduced Tom Devlin, the Executive Director of the UC Berkeley Career Center, who will provide an overview of the services the Career Center provides.

The Career Center serves: the College of Chemistry, College of Engineering, College of Environmental Design, Haas School of Business, College of Letters & Science, Pre-health Professions, College of Natural Resources, International Students, Students with Disabilities, and PhDs & Postdocs.

Mr. Devlin began with a brief discussion about the Class of 2017. 55% are employed, 19% are seeking employment, 18% are attending a professional or graduate school, and 8% are engaged in other activities. 25% who are employed currently join a nonprofit, education, or government work, which reflects the value of the students. Mr. Devlin also noted that within the 18% attending a professional/graduate school, in engineering, 35% go onto graduate school because a masters in engineering means a higher salary, which is not the case for all fields.

Mr. Devlin asked the Board to guess what they believe the average salary for the Class of 2017 was. The highest salary average was from Electrical Engineering and Computer Science degrees, which was \$109,000. English major salaries were \$47,000, Sociology major salaries were \$50,000 and Haas undergraduate salaries were \$77,000.

UC Berkeley has about 400 students in a class of 7500 that want to go to medical school. Of these 400, only 25% apply during their senior year - others apply years later. This is largely due to classes being too intense - many do not want to expend energy on the application and interview process of applying to medical schools.

Mr. Devlin noted that the Career Center attempts to facilitate three primary goals.

1. Career Clarity - providing students the opportunity to identify their career direction.
2. Career Competitiveness - providing students the opportunities to enhance their marketability via real world experiences
3. Career Connections – UC Berkeley does not provide much of a competitive edge in the current job market so students must increase their marketability in other ways, such as multiple internships.

To be successful, the Career Center must go to the students, rather than expect students to come to the Career Center.

Key trends within the Career Center:

1. Handshake: Right now, it is critical that there is some kind of 24/7 access to the Career Center, which is what Handshake facilitates. 24,000 students have registered on Handshake. Some consider Handshake to be the best online platform within UC Berkeley. Students can find jobs on Handshake, post their resumes, make appointments and interviews.
2. Student Expectations: Most students want to marry a career experience with an academic program. The Cal culture is still very heavily academics-leaning.

Today's student needs a connection between academics with a career experience. Graduate students have two priorities: mental health and careers.

3. Internships: Internships are extremely important to students nowadays for two primary reasons - it increases marketability and gives them a chance to test out a career.
4. Student/Alumni connections: Students want to talk to people who have been successful and want a role model. For a good third or more students, parents do not serve as professional role models for them.

Mr. Devlin explained some of the major challenges the Career Center faces overall:

1. High demand among students
2. Revenue: Career Center generates about 40% of its revenue through Berkeley Circle, Career Fairs, etc.
3. Fee for alumni (the Career Center is hoping to abolish this fee)
4. Counseling

Mr. Devlin then described some of the strategic partnerships the Career Center is hoping to develop.

1. Extern Program - students shadowing alumni during January
 - a) 60% of students who participate in this receive an internship offer (not necessarily from the person or group they externed with)
 - b) 98-99% of the alumni and students said they would do this externship program again
2. Connections - alumni/students campus networking events
3. Berkeley Career Network - a customized 'LinkedIn' software package for students

1:00pm: Public Comment

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

8. Young Alumni Survey – Anh Tran

Ms. Tran began her presentation by noting that this strategy directly relates to KPI 1.2.1 which is to complete development of career and networking program for alumni in early-mid career stage, 40 and younger, engaged in career and networking program.

The 2018 priorities are to:

1. Leverage alumni chapters and networks
 - a) Scale existing CAA events such as Day of Service, tailgates, etc.
 - b) Connect alumni student group affiliates to cultural and affinity chapters

1. This is proving to be very important to alumni, especially the 40 and younger group
 2. Developing faculty lecture series
 3. Pilot 'Welcome to the City'
 4. Building a pipeline, especially 1-5 years after graduation
2. Leverage technology
 - a) Launch Berkeley Career Network alumni-student online platform
 - b) Develop The Berkeley Network webinar archive platform for on-demand access
 - c) Increase social media outreach
 3. Leverage volunteer opportunities
 - a) Engage young alumni through virtual platforms
 - b) Recruit young alumni for lead volunteer positions (some chapters have a young alumni board position but it is not universal)
9. Advocacy/Legislative Update — Clothilde Hewlett, Mitchell Handler

Ms. Hewlett explained that UC received a 3% general fund increase (\$92 million) in the Governor's January budget proposal. This amount falls short of the funding needed to take care of our current students and expand access. UC educates 90,000 more students system-wide than it did in 2001 yet state funding has remained flat.

In addition to the funds provided in the Governor's budget, the University is requesting:

On-Going Funding Request: \$105 million

- a. \$70 million in lieu of 2018-19 Tuition and Student Services Fee Increase. This investment will fund improvements to ensure student success and timely graduation: faculty hiring, academic counseling, student mental health services, graduate student support, and classroom facilities.
- b. \$25 million to address impacts to students of recent growth
- c. These funds will address larger class sizes, the student to faculty ratio, and increased demand on student services that are consequences of the enrollment growth.
- d. \$10 million for 2018-19 enrollment growth

To continue access for qualified students, UC requests enrollment growth funding for 500 California resident undergraduates (\$5 million) in 2018-2019 in addition to the 1500 new students that the UC will fund reducing or eliminating other expenditures (\$15 million) from within its existing budget.

M/S/A: The CAA Board of Directors approved the issuance of CAA Letter of Support to California State Senate and Assembly Representatives for UC's 2018 Budget Priorities

10. Alumni Regent Rotation Update — Jason Morimoto

Mr. Morimoto provided an update on the AAUC Regent Rotation. AAUC agreed to a 24 year Regent rotation which better reflects the current alumni bases of the 10 campuses. Committees with representatives from all campuses met for a year to deliberate over various proposals. This schedule begins in year 2022-2023 and oversees the Regental schedule for the following 24 years. Each campus has a set number of Regental appointments.

M/S/A: The CAA Board of Directors approved the “Memorandum of Understanding Regarding Officer Representation of Certain Member Organizations of the Alumni Associations of the University of California” Representing the 2022-2046 Alumni Regent Rotation Cycle.

Mr. Mart placed the meeting into closed session, all non-voting Directors were excused from the meeting.

11. Closed Session: 2018 – 2022 CAA Board of Directors Slate Recommendation – Amanda Pouchot

M/S/A: The CAA Board of Directors approved the following slate of Directors recommended by the Nominating Committee to serve a four year term beginning July 1, 2018 – June 30, 2022: (1) Allard Chu '09 (2) Kiran Rao '98 (3) Robert Sproul '69 (4) Kirk Tramble '93.

M/S/A: The CAA Board of Directors approved Michael Steckler to serve a one year term as Student Director beginning July 1, 2018 and ending June 30, 2019.

12. Closed Session: Executive Performance – Amanda Pouchot

M/S/A: The CAA Board of Directors approved the 2018 Executive Director Performance goals.

13. 2018 – 2019 CAA Vice President Election

Mr. Mart announced that there was one candidate, Amanda Pouchot, duly nominated to serve as CAA President from July 1, 2018 – June 30, 2019. No nominations were raised from the floor, the CAA Board of Director voted by written ballot. Ms. Pouchot was elected to serve as CAA Vice President July 1, 2018 – June 30, 2019.

14. Closed Session: Board Discussion

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 back into open session.

M/S/A: The CAA Board of Directors voted to list the Pinecrest Chalet for sale. Any offers to purchase the Pinecrest Chalet will be brought to the CAA Board of Directors for approval of the sale.

The CAA Board meeting adjourned at 4:25 pm.