



UCLA Alumni Association  
Board of Directors Meeting Minutes  
September 12, 2020

Present

**Board of Directors:** Araceli Almazan, John Arboleda, Chancellor Block, Cathy Choi, Carlos Collard, Vito Costanzo, Cinthia Flores, Coretta Harris, Lea Howe, Michelle Kim, Edward Lew, Christine MacLaughlin, Jaime Nack, Sahil Punamia, Paco Retana, Todd Sargent, Martha Saucedo, Matthew Saucedo, D'Artagnan Scorza, Eric Shaw, Julie Sina, Rhea Turteltaub, Diana Zschaschel

**Standing Guests:** Craig Ehrlich, John Gong, Grace Kurek-Boschan, Cheryl Lott, Maddie Murray, Naomi Riley, Jesse Torres, Lizzy Tsuang, Steve Yu

**Staff:** Brandie Barrera, Alex Brown, Natalee Ellars, Yolanda Gorman, Gloria Ko, Patricia Nguyen, Jocelyn Tabata

Welcome

- President D'Artagnan Scorza welcomed directors and guests to the first board meeting of the fiscal year.
- Scorza began the meeting by introducing the new members and standing guests to the Board including Directors, officers, and standing guests, which now include Alumni Representatives. President Scorza also held an icebreaker to allow members to get to know each other.
- President Scorza shared his goals for this year, focused on increasing breadth and depth of alumni engagement, thriving financially, mobilizing alumni and telling the alumni impact story.

Conversation with Chancellor Block

- Chancellor Block provided an update on campus activity and the UCLA health system related to the pandemic and transition to remote learning and work. As a result, the campus has experienced financial strain due to required reduction in hospital occupancy and allowed procedures along with the major decrease in auxiliary services such as university housing and dining.
- Chancellor Block also addressed efforts in response to the social justice and the Black Lives Matter movement, including sustaining efforts to further enhance diversity at UCLA through "Rising to the Challenge" initiatives.
- The university's challenge will be the lack of state funding and determining solutions to retain or repurpose various operations throughout campus as well as finding new

revenue sources. Priorities discussed related to the Alumni Association included envisioning how alumni might be engaged differently, utilizing the Board and its network in advocacy efforts for UCLA and considering revenue sources for the Association specifically.

- Chancellor Block proposed a concept of the “Alumni Lifetime Warranty” which seeks to build relationships with Alumni throughout all stages of life through courses or programs geared specially for Alumni with the goal of better engaging alumni.

### **ACTION Consent Agenda**

- President Scorza presented the consent agenda items and asked for a motion to approve the minutes from May 30, 2020 Board of Directors meeting and approval of the Annual Reaffirmation of Compliance with the UC Policy on Support Groups, Campus Foundations and Alumni Associations and Administrative Guidelines for Alumni Associations. Motion made, seconded and approved unanimously.

### **Contextualizing our Goal Setting: State of UCLA, the UC System and the Association**

- Campus partners provided an opportunity for the Board to hear updates on various campus areas.
- Craig Ehrlich, UCLA Foundation Board Chair, provided background on its partnership with the Alumni Association Board, which includes the Association President as a member. Ehrlich shared current Board activities including a guest speaker series with various campus leadership providing the Foundation Board with an opportunity to enhance its knowledge and stay current on campus activity. Ehrlich also provided background on the Foundation Board’s role, which involves fiduciary responsibilities related to the endowment and setting the payout rate.
- Julie Sina, CEO and Associate Vice Chancellor, reported on the state of the alumni community and impact of current events on alumni engagement. Global trends on alumni engagement have shown a focus on leading for the future, anticipating the shift in priorities for organizations and the growing and diverse needs of alumni. In response to the issues posed by the pandemic, the Association has worked to meet alumni where they are through relevant and meaningful ways, utilizing data and predictive metrics to demonstrate the value of alumni programs and consider the return on investment in order to show the importance of engagement. In the year ahead, emphasis on adding value, strengthening the Alumni Scholarship program and communicating the value of alumni engagement will be important for carrying out the work of the Association in order to address the challenges ahead.
- Paco Retana and Carlos Collard, Diversity Advisory Committee Co-Chairs, along with Patricia Nguyen, Senior Director Diversity Programs and Initiatives, provided background on Proposition 16 and background on the resolution proposal being considered by the Board. Endorsement would align with UC Regent and USAC decisions. As the Diversity Advisory Committee seeks to find ways for alumni to support a positive impact on campus climate, it may be necessary to pay attention to particular propositions. Currently, top concerns of the Bruin community are around a sense of belonging given the virtual landscape, sensitivity about the impact of COVID on marginalized communities, and the nationalized conversations around systematic oppression.

Opportunities to promote a positive campus climate are through online programming which has increased the ability of all alumni including alumni leadership groups to get involved as well as an increase in social justice programming. Araceli Almazan, General Counsel, provided an update on permissible activity related to endorsement of Proposition 16, which the Board is able to do and is not in violation of 501(c)(3) Charitable Organization rules regarding Alumni Associations.

- Carlos Collard asked for motion to approve the Board resolution in support of Proposition 16. A motion was made, seconded and approved with one abstention by Michelle Kim.
- Martha Saucedo, Treasurer and Finance Committee Chair, and Lea Howe, CFO and Senior Executive Finance Director, provided highlights of Finance Committee activity so far involving an overview session on Alumni Affairs budget and funding sources, an overview of the sustaining donor model, and a business development pitch deck which will provide foundational information for seeking corporate and business support. Also shared was the impact of COVID on alumni programs and what Alumni Affairs is doing to adjust such as identifying new business development revenue opportunities and shifting donor model.
- Cheryl Lott, Alumni Regent-designate, provided an update on the UC Board of Regents. The Alumni Regent serves as a member of the Alumni Associations of the UC (AAUC), which has a similar mission to UCLA's Alumni Association to engage alumni where they are for the betterment of the individual campus, and UC as a whole. Common among all UC alumni associations is alumni's leading area of interest being career programming and assistance. UCLA's Association continues to lead the way in terms of programs offered and how the Association adapts to the needs of its alumni.

### **Emerging Topics**

- The agenda item on emerging topics was tabled.

### **Committee Priorities for 2020-2021**

- President Scorza shared that committee and taskforce chairs were tasked with developing goals keeping the board priorities of thriving financially, increasing breadth and depth of alumni engagement, mobilizing alumni, and telling our story in mind. The goals will be explored and refined during the breakout session, then shared with staff partners, finalized by the officers and chairs, and then the Board can begin to execute.
- Chairs and Co-Chairs presented on priorities of their respective committees and taskforces.
- Alumni Advocacy Taskforce Chair, Vito Costanzo, shared the purpose of the taskforce which is to support and advance UCLA's advocacy efforts in partnership with Government & Community Relations (GCR). Costanzo reported on emerging advocacy issues being discussed by the taskforce involving legislation that affects UCLA such as restrictions on student visas, funding lapses, and executive orders. Priorities include solidifying its partnership with GCR, revitalizing UCLA's alumni advocacy base and incorporating alumni networks in order to quickly address issues as well as developing a

strategy to educate and motivate the alumni base. Costanzo invited board members to share any contacts in government they may have.

- Audit Committee Chair, Sahil Punamia, reported the committee has engaged with Moss Adams to perform the audit this year. Committee goals involve receiving a clean audit and understanding any financial issues due to COVID-19. An update will be provided at the next board meeting.
- Cathy Choi, Career Advisory Committee Co-Chair, shared how career programming was able to quickly pivot to remote engagement. A priority of the committee includes members reviewing relevant industry content tracks and considering business development partners. Choi invited board members to share any potential financial partners. Choi also encouraged board participation in career programming and UCLA ONE.
- Carlos Collard, Diversity Advisory Co-Chair, shared committee goals and consideration as to how they align with other committees or taskforces and opportunities for partnerships. Goals included exploring ways to offer development in diversity, equity, and inclusion (DEI) such as a DEI-industry panel or DEI training for the board. Other goals included inviting campus leadership to committee meetings for learning opportunities and to discuss campus issues.
- Finance Committee Chair and Treasurer, Martha Saucedo, shared committee goals which include timely and accurate communications to the Board on the Association's financial health in order to advance its role in providing financial oversight, providing guidance and input to Association staff to help inform budgeting and financial planning decisions, and supporting staff by identifying resources that may strengthen the Association's financial assets.
- Todd Sargent, Vice Chair and Chair of the Governance Committee and Nominations Committee, shared goals for both committees. Governance focus will be on how to enhance the experience of every Board member by considering how the Board self-governs and how board members engage with each other and other alumni. The committee will also consider how the Board aligns on volunteer expectations with the sustaining donor model and will work with other committees/taskforces that may require Board consideration around governance. The Nominations Committee will focus on increasing the breadth of director recruitment and outreach. Main priorities include filling the remaining Alumni Representative positions and developing a plan on how to grow the candidate pool and intentional outreach to networks to grow a pipeline for future leadership.
- Mentorship Pipeline Taskforce Chair, Eric Shaw, shared on taskforce goals involving how to engage campus networks and alumni leaders who are not already associated with the Association. Once identified, prospects could be connected to the Association's programs and to a leadership pipeline. Also among goals is developing an emeriti strategy in order to reconnect and engage past board members.
- Metrics Taskforce Chair, Matthew Saucedo, reported on taskforce goals that seek to better understand alumni and the objectives during this challenging time. The taskforce will utilize collected data and alumni demographics to share the alumni narrative, consider how the Association's events and activities can best offer value to alumni, and

adapt to the changing times, as well as how this information can be used to better tell the story of the Association.

- Scholarship Taskforce Chair, Jaime Nack, reported on taskforce activity, which includes the development of an outreach presentation to engage active networks on the scholarship front. Key focus areas include raising the annual scholarship award amount to a meaningful level in order to better appeal to students deciding between schools and activate additional fundraising avenues. Goals include developing a concise presentation that will raise awareness and help all networks think creatively or develop their own scholarship strategies. Nack invited board members to participate in network presentations.

### **2020-21 Roadmap: Leading the Way Forward**

- Relating to Board goals and priorities for the coming year, Board members were convened in two rounds of small group discussions via breakout sessions. Each round was led by a different set of committee/taskforce chairs with the purpose of getting feedback and reflecting on set priorities. President Scorza asked Board members to consider how the goals discussed could be translated into impact and action.
- Round one report outs: Costanzo reported on advocacy ideas discussed in round one breakout including partnering with UC-level advocacy, connecting with student interns in the UCDC program and alums who are lobbyists, furthering education on state funding, and holding advocacy seminars for alumni to help get more people involved. Matt Saucedo shared ideas around identifying best practices and developing the right data set in order to better tell the alumni story. Choi discussed ideas related to career engagement, including developing an online digital speaker series or courses that include topics alumni are interested in and furthering engagement opportunities through UCLA ONE. Shaw shared ideas around setting goals for Board participation in identifying influencers to showcase their work, identifying three committees/taskforces to program with, and developing the emeriti engagement plan. Sargent shared ideas related to governance involving building peer-to-peer engagement, creating a process around board member development, and focus on creating opportunities for connection and engagement in support of board member morale.
- Round two report outs: Sargent reported on nominations goals including asking emeriti board members to recommend candidates, leveraging social media channels to promote awareness of the Board, and making the process easier for nominators looking to nominate another person. Martha Saucedo shared ideas around finance, including timely communication with the Board about the organization's financials to allow for informed oversight, supporting the Association by identifying resources or providing information or contacts that may strengthen assets, and monetizing existing content for online platforms. Matt Saucedo discussed exploring the demographic profile of engaged and non-engaged alumni and identifying best practices in other industries such as KCRW. Nack shared ideas related to scholarships which included working with Development to define new pathways for addressing scholarship needs, reducing barriers to giving such as a mobile campaign or small monthly payments for networks, and finding ways to expand on partnerships with former alumni scholars to encourage a "pay it forward" approach or with other programs to support the creation of new

scholarships. Retana and Collard shared ideas related to diversity, including highlighting donor stewardship efforts among volunteer leaders involved in Diversity Networks and exploring philanthropic and business development opportunities to support diversity, equity and inclusion programming for alumni.

### **Board Member Spotlight**

- As a way of recognizing board members for their commitment to UCLA, President Scorza spotlighted John Arboleda for his gift to support First-Gen students, Sahil Punamia (along with brother Rohan Punamia) for developing The Career Launchpad training program for students to support career development, and Jaime Nack for her work with sustainability and environmental issues, including her work with the Democratic National Committee.
- President Scorza shared he would like to spotlight board members during the Board meetings and invited Directors to share their activities.

### **Board Structure/Architecture Review**

- The agenda item on Board structure and architecture review was tabled.

### **Board Member Announcements**

- The agenda item on Board member announcements was tabled.

### **Meeting adjourned by President Scorza**