



UCLA Alumni Association
Board of Directors Meeting Minutes
February 6, 2021

Present

Board of Directors: Araceli Almazan, John Arboleda, Cathy Choi, Carlos Collard, Vito Costanzo, Cinthia Flores, Yolanda Gorman, 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, Ann Wang, Diana Zschaschel

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

Guests: JP Santos

Staff: Brandie Barrera, Alex Brown, Estelle Leigh Franenberg, Gloria Ko, Karen McClain, Patricia Nguyen, Jocelyn Tabata, Katie Ward, Kristine Werlinich

Welcome

- President D'Artagnan Scorza welcomed directors, standing guests, guests and staff partners to the third board meeting of the fiscal year. Scorza announced the meeting, conducted virtually via Zoom, was being recorded to assist with minutes-taking.

Board Member Spotlight

- Julie Sina, CEO and Associate Vice Chancellor, congratulated Team Alumni for recognition received by the Council for the Advancement and Support of Education (CASE) for programs awards representing District VII/West. The regional team received a silver award for UCLA's Regional Communities: Providing Connection and Support During the Pandemic. The Diversity Programs & Initiatives team received a silver award for the UCLA Lambda Alumni Association Inside Pride Parade and two bronze awards for the UCLA Latino Alumni Association Dia De Los Muertos Digital Altar and The Diversity Digest by DPI.
- Scorza recognized all Directors who signed up to present to networks about transforming scholarships. Carlos Collard, Paco Retana and Patricia Nguyen were spotlighted for their work with "Engaging Diverse Alumni and Network Leaders and Involvement in Campus Climate Issues" at the Council of Alumni Association Executives Winter Institute. Cathy Choi was recognized for presenting "Career Programming for a COVID Economy" with Gloria Ko, Senior Director for Alumni Career Engagement, at the CASE conference on Alumni Engagement Strategies. Todd Sargent was recognized for his

leadership and involvement with several Board-Network scholarship presentations, Leaders 2 Leaders series, launching the SAA advisory group, Student Send-offs, Dinner for 12 Strangers host, and outreach to potential candidates.

ACTION Consent Agenda

- Scorza reminded the Board of action taken by email since the last Board meeting: appointments of George Chacon as USAC Alumni Representative and Dianne Tanjuaquio as the John Wooden Center Board of Governors Alumni Representative, and appointments of Ann Wang to the Finance Committee and Eric Pedroza to the Diversity Advisory Committee.
- Scorza presented the consent agenda and asked for a motion to approve the minutes from November 14, 2020 Board of Directors meeting. Motion made, seconded and approved unanimously.

University Updates

- Yolanda Gorman, Chief of Staff/Senior Advisor to the Chancellor, provided an update on three areas related to COVID, campus climate and campus safety.
- The campus announced that classes and work will continue to be remote through the summer. The Response and Recovery Taskforce of UCLA and University of California Office of the President are in discussions for plans to return to campus in the fall pending availability of the vaccine. The Chancellor and Gorman met with students who are a part of an association working on mental health issues to learn how students are faring. Impacts included fatigue, a sense of isolation, and a lack of experiences for new freshman and graduating seniors. The Office of Student Affairs and the College are exploring ways to elevate the upcoming commencement services since activities are not likely to occur in its usual format.
- Impacts on the budget due to COVID are now at \$3.1B for the UCs overall and \$870M for UCLA. The UCLA Health system was also impacted when additional COVID spikes occurred. Gorman shared that UCLA received a \$103M budget increase from the Governor's budget, which is a partial restoration from a previous cut to the UCs and signals possible efforts to restore financial support to the campus. Moving forward, goals will need to be adjusted with administrative departments called on to assess possible areas of savings in operating funds over a three-year period. Efforts to review expenses and considering opportunities for revenue generation are being explored.
- Per Los Angeles County vaccine distribution guidelines, UCLA is in phase 1A. One of the challenges has been availability of vaccines and changing guidelines for distribution. At the UC level, the Executive Vice President of UC Health has been working with the state to explore if the UC can be a closer partner for distributing vaccines to the campus and surrounding communities.
- Gorman provided an update on campus climate and diversity, including Rising to the Challenge initiatives. These initiatives include establishing a Black Student Resource Center, understanding student needs, and determining what support the center would provide. The Chancellor and Executive Vice Chancellor are committed to expanding the intellectual community devoted to Black life and experience through the addition of ten

summer graduate fellowships and expanded recruitment of 20 faculty members. A commitment was also made toward research grants and providing support to Black staff through equity advisors. Gorman shared that UCLA is in the process of becoming a federally designated Hispanic-Serving Institution (HSI) by 2025 and in the process of appointing a special advisor of Latinx affairs.

- Gorman shared that the Office of the President recently held a symposium to discuss campus safety on all UC campuses. As part of transforming UCLA's campus safety and discussions moving forward, a workgroup inclusive of faculty, staff and students will be formed to review future safety structures and processes.

Emerging Issues and Topics

- Scorza shared this item was included to create space for what is on the minds of the alumni community. Board members and guests commented on issues related to mental health, transitioning students back to campus, and gaining feedback on the student and alumni experience during this time as well as how access to resources has changed. Scorza provided an update on two issues related to the naming of campus property. The UCLA American Indian Student Association submitted a request to rename Janss Steps with a name that aligns more with UCLA's principles of community and recognizes the native peoples who originally inhabited the land. The re-naming of the student activities center building is also being discussed by alumni due to concerns that name-bearer is not affiliated with UCLA.
- Jesse Torres and Steve Yu, Alumni Representatives to Associated Students UCLA, reported on leadership updates of the ASUCLA board and financial challenges due to COVID. ASUCLA received funding from the PPP loan and has met conditions to have that loan forgiven. In response to COVID, ASUCLA pivoted to online sales, which have grown dramatically. Yu shared that ASUCLA is a \$70M business and recently completed a clean audit. An ad hoc committee was also formed in response to social justice movements. Torres noted ASUCLA's involvement with the formation of the Black Student Resource Center. Torres also shared updates related to the new partnership with Nike and with UCLA Trademarks & Licensing and an art based collective, CMMND, to create a contemporary UCLA apparel.

Alumni Association Update

- Julie Sina, CEO and Associate Vice Chancellor, provided an update on the Alumni Association. 1,125 engagement events have been held since March. Sina shared that some of the most popular programs continue to be the guided meditation series and career engagement. Newly launched programs include LGBTQ+ Alumni Career Launchpad and Young Alumni Career Launchpad. More networks are planning Launchpad sessions as well. The Career Advisory and Diversity Advisory Committees are also in the process of launching a Change Makers Summit focused on equity, diversity, and inclusion. The alumni team has begun hosting the monthly Leaders 2 Leaders series led by Network leaders to provide opportunities for dialogue around a range of topics. Alumni Awards will be celebrated virtually this year during I Heart UCLA week.
- Sina provided an update on a campus wide workgroup she is co-chairing with Monroe Gordon, Vice Chancellor of Student Affairs, and Adriana Galvan, Dean of Undergraduate

Education. The workgroup is focused on four specific areas: campus culture, communication, commencement and integrating efforts across campus. Sina invited board members interested in participating in these conversations to reach out to her directly. Programming within Alumni Affairs is a focus of opportunities for campus partners to consider leveraging, including modification of send-off programs and the Dinner for 12 Strangers concept to create conversational spaces for students, faculty and staff.

- Alumni Affairs is exploring ways to acknowledge commencement, including providing celebration boxes to send to seniors and working with corporate sponsors for opportunities to be featured. Sina invited board members to be involved with any of these efforts.

UCLA Development

- Rhea Turteltaub, Vice Chancellor External Affairs, reviewed Centennial Campaign results and gift history dating back to UCLA's first fundraising campaign. Results by purpose summarized campaign goals and opportunities that inspired philanthropic support. Turteltaub noted that the Centennial Campaign helped to propel student support and reviewed results by unit involving health sciences, professional schools, College, athletics and the campus. Turteltaub shared fiscal year fundraising to date, which is at \$329M of its \$600M goal. Fundraising totals are tracking just under previous fiscal years but lower level gifts are tracking well.
- Campaign data were reviewed, including number of gifts, donors, and gift levels. The majority of the gifts received were under \$10K and made by alumni. Of all campaign donors, half were alumni who gave an average of three times during the course of the campaign. Of donors at the \$1M+, one third were alumni and 76% from Southern California. The profile for these donors prior to a \$1M gift represents an average lifetime giving level of \$476K, an average of 34 gifts, 78% with a first gift amount below \$10K, and an average of 20 years of giving leading to their first \$1M gift. Development continues to work on growing the pipeline of these donors.
- Turteltaub shared highlights on alumni giving reported by the Office of the President that includes all UC campuses but only represents alumni from undergraduate programs. This report shows a decrease of alumni giving at UCLA compared to previous years. Increasing the number of alumni donors was a goal during the campaign and that continues moving forward. Development reports include both undergraduate and graduate alumni activity. Since this reporting is more inclusive of alumni, reporting shows slightly higher alumni giving rates.
- Turteltaub also reviewed Development's organizational structure which includes the central Development program, The College and Library, Professional Schools, Athletics, Health Sciences, and Centers and Institutes. Development's efforts are supported by Advancement Services which provides resources to assist in UCLA's philanthropic work.

Bruin Promise

- Katie Ward, Director Strategic Outreach & Engagement, provided an updated on the Bruin Promise initiative inspired by Chancellor Block's vision to create a UCLA lifetime

warranty. Focusing on the role of higher education related to lifelong learning and education beyond degree attainment, Ward discussed the steady rise in new business approaches to on-demand classes and continued learning. Bruin Promise focuses on creating opportunities for UCLA's global community through virtual programs and understanding the growing interest of alumni to be involved in these initiatives.

- Ward shared details of the Bruin Promise initiative, which includes thousands of free, low-cost programs available through to Alumni Association and UCLA Extension to all UCLA graduates and certificate holders and provides opportunities for alumni to teach and learn from each other. The initiative aligns with the values of UCLA Alumni Association and offers a tangible way to reinforce the value of being a part of the UCLA community.
- In order to serve graduates across the lifespan, the Bruin Promise looks at three stages involving early career, mid-career, and second act and beyond. Ward noted special programming is being developed for those graduating in the "COVID era." Components of the Bruin Promise model are centered around "alumni first" and providing resources and connections, building infrastructure for lifelong connection to UCLA, and offering high impact programming and courses. Key tenants include creating a sense of connection, fostering career success, and facilitating lifelong learning and personal enrichment. Ward shared sample offerings that are categorized, based off the key tenants and involve existing and new programs.
- Intended impacts of the Bruin Promise are to increase the value of a UCLA degree or certificate; ensure graduates have lifetime access to resources and a community to support personal and career success; a mutually beneficial connection between alumni and the university; free and affordable virtual offerings to strengthen the global community; and serve the needs of Bruins.
- Following the Alumni Association Board's endorsement, UCLA Extension and Alumni Affairs staff formed a Bruin Promise working group, which encompasses staff from both areas. Chancellor Block also introduced the Bruin Promise in November at the Alumni Town Hall. Over the past few months a curated inventory of existing offerings were considered to determine what should be offered under the Bruin Promise banner. Currently, the conceptual framework is being considered and organizing a soft rollout to alumni via social media and email signature promotion.

Financial Update

- Lea Howe, CFO and Chief Administrative Officer External Affairs, provided a financial overview of External Affairs and Alumni Affairs for FY19-20 including funding sources. Howe noted a considerable shift over the last few years of an increase in support coming from the university to the alumni operation and the impact of COVID on certain funding sources. Impacts to the FY20-21 budget campus wide include a reduction in salary expenditures for all non-academic departments, vacant positions remained unfilled, budgets for travel, entertainment and in-person events temporarily eliminated, and projected cuts through FY22-23. Regarding Alumni Affairs, revenue has been impacted for programs including Bruins Woods and Alumni Travel. Additionally, there is a cash reduction from previous year's corporate contracts and sponsorships. Along with vacant positions remaining unfilled were reductions to program budgets to reflect the

transition to virtual programming. Budget performance for Q2 is anticipated to see savings and an increased endowment payout rate will provide additional revenue. Revenue in terms of business development remains an important source of revenue to meet fiscal year end obligations.

- Brandie Barrera, Senior Director Social Media & Membership, provided an update of the sustaining donor model. Barrera reminded the board of the transition to this model due to a decline in paid memberships beginning FY12-13 and alignment with the Chancellor's vision to eliminate the dues based membership model for a more all-inclusive one. The sustaining donor program is a more viable business model which focuses on fundraising resources on the UCLA Alumni Association Support Fund. Giving to the Alumni Association Support Fund to date has increased as a result of solicitation opportunities created by the Association's programming and work.
- Howe reviewed business development efforts sharing objectives and strategies related to the partnership with Learfield-IMG. Efforts involve board members and are focused on the diversity and career space, identifying unique assets, targeting prospects, and building a network of experts including Bruins focused on establishing business partnerships.
- Howe also provided an update and background on the Alumni endowment whose annual payout serves as the second largest funding source to support operational activity of Alumni Affairs. Currently, the endowment is at \$14.5M as of September 30, 2020. Howe noted the payout rate, set by The UCLA Foundation, was increased to 5% in FY20-21 to provide budget relief during the pandemic.
- Martha Saucedo, Treasurer and Finance Committee Chair, discussed the Board's role in regards to the Association thriving financially. Aspects included planning for sustained growth, setting short and long-term goals, the stewardship of assets, and commitment to scholarships. Various tools were shared on how to support this effort.

Board and Network Training Series (discussion)

- Scorza introduced the training initiative around goals to enhance the board's understanding, strengthen skills, and build board capacity. Carlos Collard, Diversity Advisory Committee Co-Chair, provided background on diversity issues as a possible area of focus that came out of conversations held within the Diversity Advisory Committee. Collard shared that the intention would be for the Board to further build personal, social and global awareness of issues affecting alumni in their lives and communities. Paco Retana, Diversity Advisory Committee Co-Chair, discussed how the trainings would provide an opportunity to engage with subject matter experts, learn from one another, amplify communication, and build cultural competencies and effective practices for engaging alumni and networks. Board members provided feedback on the need for trainings.

Nominations Committee (update)

- Todd Sargent, Vice-Chair and Committee Chair, reported that outreach for nominations has involved board members, Emeriti and announcements via social media, Alumni Connect newsletters and the alumni website. Following the February 19 deadline, next

steps include the Nominations Committee's review of candidates to select for interviews. Sargent also discussed considerations for selection criteria and priorities and invited board members to share feedback.

Student Presentation

- JP Santos, Graduate Students Association President, provided an update on the organization's focus this year, partnership with the Alumni Association, and current initiatives. GSA is focused on addressing concerns about the lack of accessibility of resources. GSA's partnership with the Alumni Association began as a way to address some of these concerns. The Graduate Mentorship Program was established to help current graduate and professional students enhance their Bruin experience through mentorship. Santos shared that 199 pairings have been formed.
- Other initiatives related to equity of graduate/professional student services include support for financing and staffing of events, additional programs geared toward graduate/professional students, greater support for Graduate Career Services and the creation of a standing taskforce that focus on continued efforts.

Board Member Announcements

- Ed Lew and Matt Saucedo reported that a board social activity is being organized in the spirit of enhancing board members' board experience.

Requests for Volunteers

- The following requests for volunteers were presented: Winter Send-off check-ins with students; mock interviews for the Westside and Silicon Beach Career Launchpad (February 17); Dinner for 12 Strangers guests; Alumni Scholarship readers; presenters to networks on scholarships; identifying potential partners for business development for signature DEI programs; providing a welcome at various Diversity Programs & Initiative events; assistance with marketing signature programs including Alumnae Sip & Share, EmPower Hour and the Diversity Digest; contributors for Letters from A Bruin Activist in the Diversity Digest; speakers for the Change Makers Summit; identifying potential business development partners for Change Makers; and welcome speakers during a Summit session.

President-Elect Election Process and Timeline

- Scorza announced the opening of the process to elect a President-Elect. Highlighting the process per the Bylaws, Scorza noted that the President, consulting with the Executive Committee, sets and announces dates and all other election procedures at least 30 days before election and that the Board elects the President-Elect. The President-Elect serves a one-year term followed by a two-year term as President. Eligible candidates must be current board members and may self-nominate or be nominated by other directors. Candidates were invited to email their interest and candidate statements directly to Scorza by May 3, 2021. The President-Elect will be approved at the June 26, 2021 Board of Directors meeting.

Meeting adjourned by Scorza