

Approved by the UCLA Alumni Association Board of Directors (June 6, 2026)

**UCLA Alumni Association
Board of Directors Meeting Minutes
March 14, 2026**

Present

Board of Directors: Paco Retana, Cathy Choi, Sonia Das, Devon Dickau, Samantha D’Souza, Stephanie Ellis-Smith, Cinthia Flores, Dean Florez, Yolanda Gorman, Coretta Harris, Ed Lew, Chris MacLaughlin, Manaf Mansure, Joe Pham, Brian Rosenbaum, Juana Sanchez, Matthew Saucedo, Joe Vardner, Diana Zschaschel

Staff/Guest Speakers: Julia Brown, Estellaleigh Franenberg, Megan Friedlander, Gloria Gorden, Monroe Gorden, Steve Lurie, Denise Pacheco, Christina Ruiz, Andrea Sork, Grace Vertanessian, Katie Ward, Jenn Wells

Absent (Board of Directors): Corey Matthews, Lea Rasmusson, Natalie Samarjian, Rhea Turteltaub

Welcome & Ice Breaker

- President Paco Retana called the meeting to order at 9:05 a.m., welcoming directors and staff partners. He noted that the hybrid meeting was recorded to capture minutes. Retana also provided the land acknowledgment.
- Retana recognized Dr. Yolanda Gorman, Interim Chief Executive Officer and Interim Associate Vice Chancellor for Alumni Affairs, on receiving the 2026 Jackie Robinson Trailblazer Award from the UCLA Black Alumni Association. He also acknowledged Cheryl Lott, UCLA Foundation President and former Alumni Association President, as the recipient of the Tom Bradley Honoree of the Year Award. Retana shared that Natalie Samarjian was named one of the 2026 Women of Impact Honorees by the City of Los Angeles and the Commission on the Status of Women. Ed Lew noted that Retana was honored by the UCLA Latinx Alumni Association in January. Cinthia Flores was also recognized as a Luminaria by the Latina Lawyers Bar Association. Retana concluded by acknowledging board member birthdays occurring in March, April, May, and June.
- Board members and staff participated in an ice breaker activity, with each participant sharing a meaningful UCLA-related item and its significance. Due to time considerations, the activity was paused for the Campus Safety presentation and resumed later in the meeting.

Campus Safety

- Steve Lurie, Associate Vice Chancellor for Campus and Community Safety, provided an overview of Senate Bill 98, passed by the California Legislature in December 2025. He explained that SB 98 addresses requirements related to immigration enforcement should such activity occur on college campuses and clarified that it is not an early warning or alert system. AVC Lurie outlined that SB 98 requires notification to the campus community when two verified conditions are met: (1) federal immigration officers are present on campus, and (2) those officers are conducting immigration enforcement activities. He noted the importance of both conditions, as federal officers are present on UCLA’s campus regularly for non-immigration purposes. The bill also requires the university to notify emergency contacts of individuals impacted by immigration enforcement.
- AVC Lurie discussed UCLA’s approach to verification and communication, emphasizing the need to balance timely notification with accuracy to avoid false alarms. He explained that reports of potential immigration activity would be directed to UCPD, which would serve as the initial point of contact due to its 24/7 availability and ability to verify whether immigration enforcement activity is occurring. He noted that, to date, UCLA is not aware of any immigration enforcement activity on campus and that the university remains in communication with peer institutions, including other Big Ten campuses.

- AVC Lurie shared that, if SB 98 notification requirements are triggered, the campus community would be notified using infrastructure similar to the BruinALERT system, which includes email communication to the campus. He also encouraged community members to enroll in BruinALERT to receive other campus emergency notifications and noted that UCLA has made resources available to inform community members of their rights and available support related to immigration matters.
- AVC Lurie responded to questions regarding recent changes within the Department of Homeland Security, procedures related to employment documentation, access to non-public spaces on campus, use of BruinALERT, and broader efforts to support campus safety and wellbeing.

Stewarding Future Alums

- Monroe Gorden, Vice Chancellor for Student Affairs, provided an overview of the Leadership, Innovation, Networking and Knowledge (LINK) Program, which is designed to complement students' academic experience by fostering leadership development, critical thinking, self-reflection, and career readiness. He shared that the program focuses on building skills such as advocacy, active listening, engaging across diverse perspectives, and empathetic leadership, with the goal of preparing students to contribute meaningfully to society following graduation. VC Gorden also noted that LINK supports early connection to UCLA, helping position students for continued engagement as alumni.
- VC Gorden explained that while LINK engages approximately 25 students throughout half the year, the Student Leadership Academy was developed to expand reach and impact. The Academy is a cohort-based, immersive, three-day residential experience held at the UCLA South Bay campus, with six to seven academies offered each year and approximately 50 students per cohort. He shared that the academies focus on self-reflection, networking, and connection with UCLA leadership, staff, faculty, and community members. VC Gorden identified opportunities to integrate Alumni Board engagement into the Student Leadership Academies. AVC Gorman added that stewarding future alumni begins with early affinity-building and intentional student engagement.
- VC Gorden then discussed the Hope Connects Us Initiative, a campus-wide effort aimed at improving student mental health outcomes by addressing disconnectedness and strengthening community belonging. He shared that while rates of depression have decreased, feelings of isolation among students have increased, underscoring the need for coordinated campus action. The initiative seeks to increase awareness of mental health resources and align efforts across the university, with a series of programs planned during Mental Health Awareness Month in May to sustain momentum.
- VC Gorden responded to questions regarding opportunities to participate in LINK and the Student Leadership Academy as networking guests or speakers, coordination among leadership development programs and campus partners, and the role these initiatives play in supporting student wellbeing and sense of belonging.

ACTION Item

- Retana asked for a motion to approve the minutes from the December 13, 2025 board meeting. Motion made, seconded, and approved unanimously.

Alumni Affairs Update/Board Objectives Discussion

- Dr. Yolanda Gorman, Interim Chief Executive Officer and Interim Associate Vice Chancellor for Alumni Affairs, addressed recent media coverage in the Daily Bruin related to the university's budget outlook.
- AVC Gorman reviewed the University-Alum Engagement Model, outlining its core elements which include reciprocity, impact, experience, community, belonging, and sustainment. She discussed how the model supports mutual value between UCLA and its alumni. She then provided an update on Team Alumni's progress toward strategic alignment, including efforts to reimagine alumni engagement and strengthen a collaborative organizational culture across teams. She noted that this work is currently in Phase One of the Strategic Path, focused on aligning and amplifying the Alumni

Association's identity and meeting alumni where they are through a refreshed brand and digital engagement approach. AVC Gorman highlighted the organization's shared strategic priorities for 2025–2030, which include alumni stewardship, tech-driven efficiency, purposeful university integration, evidence-informed engagement, and organizational capacity. She shared how these priorities guide decision-making, resource alignment, and cross-campus collaboration in support of a more seamless and impactful alumni experience.

- AVC Gorman shared that Manaf Mansure, current Alumni Board Director and Associate Vice President for Advancement Strategy and Campaigns, and Chief of Staff for University Advancement at San José State University, facilitated an exercise with Alumni Association staff focused on establishing clear objectives and outcomes. Mansure provided context for the exercise, outlining its objectives, which included establishing a shared language around outcomes and measurement, clarifying the purpose behind the work, identifying practical approaches to assessing impact, and uncovering opportunities for collaboration. He discussed why outcomes and measurement matter, emphasizing the value of taking a strategic scan of alumni engagement efforts to tailor approaches across geographic communities, align with best-practice advancement standards, leverage technology for real-time insights, and foster positive public sentiment and alumni belonging.
- Mansure reviewed a shared framework for defining success by distinguishing among actions, outputs, outcomes, and long-term impact. He emphasized the importance of moving beyond activity-based reporting toward articulating why the work matters and how it contributes to UCLA's mission. He also discussed defining impact by recognizing current institutional priorities, navigating broader social and global dynamics, and building reciprocal relationships with alumni through advocacy, volunteerism, and philanthropy.
- Mansure presented alumni stewardship as a guiding lens for the Alumni Association's work and described the alumni engagement model as a pipeline through which alumni progress over time. He revisited the six asks of the Board – counsel, perspective, co-creation, representation, network/expertise, and connection – introduced at the December 2025 meeting, and encouraged board members to assess how their current efforts align with these roles and where adjustments may be needed.
- Board members then participated in a breakout impact audit exercise, during which groups selected a phase of the alumni engagement model, identified applicable board roles, defined desired outcomes, determined indicators of success, and assessed gaps between current resources and needs. Following the exercise, groups reconvened to share reflections. Several board members reported themes from their group discussions, including the role of belonging in fostering reciprocal relationships, the importance of making alumni feel seen, heard, and valued, the need for stronger connections across campus, and opportunities to support alumni across different life stages and geographies. A brief discussion followed regarding board composition and how it supports these goals.
- Mansure concluded by underscoring that belonging sits at the center of the engagement model and serves as a critical driver of advocacy, participation, and long-term commitment. He invited board members to consider how the discussion might shape the way the Board conducts its work, including refining recruitment practices, clarifying priorities, simplifying strategy, and opportunities to strengthen partnerships with Student Affairs. He noted that next steps might include documenting intended areas of impact, assessing available tools, and developing a focused strategy to guide the Board's future work.

Committee Updates

- Cinthia Flores, President-Elect and Chair of the Governance and Nominations Committee, provided an overview of the timeline for the director re-election and new candidate recruitment process. There were 41 applications submitted and one current board member is participating in the re-election process. Flores reviewed current board composition and outlined available director seats. She acknowledged Cathy, Corey, and Ed for their service as they will rotate off the board and thanked them for their contributions. Flores also discussed key considerations guiding the

recruitment process, including fit, familiarity, and flexibility, and reviewed next steps. She responded to questions regarding involvement opportunities for alumni and experience areas to consider among prospective board candidates.

- Samantha D'Souza, Co-Chair of the Strategic Partnership Committee, shared that the committee will be meeting with AVC Gorman and Jenn Wells to discuss next steps and future direction. She also noted that the Alumni Association is exploring the potential reintegration of JMI.
- Devon Dickau, Chair of the Diversity Advisory Committee, reported that DAC members will convene for an in-person gathering in April focused on reviewing the alumni engagement model, brainstorming ways to expand impact, and fostering collaboration. He encouraged board members to invite Diversity Network leaders and volunteers to participate. Dickau also shared that the DAC introduced a labor acknowledgment at its most recent meeting and expressed interest in incorporating this practice into future board meetings. He noted that the campus is also in the process of refreshing and redrafting the True Bruin Values. He encouraged board members to promote alumni participation in the feedback process.
- Ed Lew, Chair of the Finance Committee, announced that the next committee meeting is scheduled and invited all board members to attend, particularly those interested in the treasurer role.
- Jenn Wells, Strategic Path Workgroup staff partner, shared a brief update on the workgroup's focus areas, including reimagining alumni engagement, brand development, and technology enablement.
- Julia Brown, staff partner to the Civic Engagement Taskforce, shared several upcoming volunteer opportunities, including UC Day, Sustainable Bruin Move Out on Thursday, June 11, Volunteer Day on Saturday, September 26, and ongoing volunteer needs with Shine LA on the fourth Saturday of each month.
- Coretta Harris, Chair of the Audit Committee, reminded the board that the audit was approved at the previous board meeting.

Meeting adjourned by Retana

- The board meeting adjourned at 1:40pm.