



UFSS Governance Committee Meeting

California State University, Sacramento

Tuesday, October 13, 2026 at 1:00 PM

<https://csus.zoom.us/j/89060206240?pwd=ARWUgz6jMsxSA0eUOsWPltYE6Ni5Ey.1>

Agenda

I. Call to Order

II. Public Comments - Members of the public may speak for up to one minute

III. Approval of the October 13, 2026 Agenda

IV. Review and Approval of Minutes from July 8, 2026 meeting

V. UFSS Board Member Recruitment & Selection Process

VI. Closed Session: Discussion of Personnel

VII. Updates on Legacy Board Document & Process

VIII. Develop Common Charter Format

IX. Review Board Expectations Document

X. Discuss Exit Interviews

XI. Update on Annual Governance Calendar

XII. Other Business

XIII. Adjournment



**The University Foundation
at Sacramento State**
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**The University Foundation at Sacramento State
Governance Committee Meeting**
Wednesday, July 8, 2026
Zoom

Committee Members Present:

Bernice Bass de Martinez
Fred Baldini, *Committee Chair*
Sue McGinty
Pam Stewart

Guests:

Mike Izzi, *Senior Associate Director of Athletic
Development*
Jennifer Barber, *AVP Alumni Relations*
Sharise Harrison, *AVP Advancement Services*

Committee Members Absent:

Vanessa Guerra, *Committee Vice Chair*
Ryan Murphy
Kristen Tudor, *Interim Executive Officer*

Advancement Staff:

Tatiana Azad
Renee Siden

MINUTES

- Chair Fred Baldini called the meeting to order at 10:00 a.m. with a quorum.
- Public Comments – none
- Approval of the July 8, 2026 agenda.
 - Motion: Bernice Bass de Martinez
 - Second: Sue McGinty
 - Approved
- Approval of the minutes from the April 30, 2026 meeting
 - Motion: McGinty
 - Second: Pam Stewart
 - Approved
- Governance Year Launch
 - Updated Governance Committee Charter was approved by the Board in May 2026

- Board Referral: Resolution Supporting Student Scholarships
 - Reviewed Associated Students Resolution
 - Baldini mentioned the UA Scholarship Presentation from the May Board meeting
 - Discussed guiding principles for a Foundation resolution
 - Discussed drafting process and timeline
- Annual Governance Calendar Development
 - Confirm Governance Committee meeting schedule
 - i. October 13, 2026
 - ii. January 28, 2027
 - iii. April 27, 2027
 - Identified major annual governance activities, including:
 - i. Board appointments
 - ii. Board reappointments
 - iii. Officer nominations
 - iv. Legacy Board appointments
 - v. Board self-evaluations
 - vi. Annual committee charter reviews
 - vii. Bylaws review cycle
 - viii. Conflict-of-Interest Policy review – moved to Audit Committee
 - ix. Orientation and onboarding activities
 - x. Succession planning activities
 - xi. Other governance priorities
- Board Composition Review
 - Board skills matrix
 - Diversity and representation
 - Attendance trends
 - Term expirations
 - Term limits
 - Board activity review
 - Committee assignments and leadership pipeline
- Current Board Vacancy Analysis
 - Existing vacancies – 4 vacancies
 - Anticipated future openings – 5 Board members terming off on June 30, 2027
 - It was suggested that the goal for the year be to add 3 new Board members
 - Jennifer Barber suggested adding someone to represent Placer County as Holly Tiche will term off the Board in June 2028
- The committee went into Closed Session to discuss Recruitment Pipeline from 10:46 a.m. until 10:52 a.m.

- Governance Appointments and Liaison Roles
 - Appointment of UFSS Representative to the Alumni Association
 - i. Baldini is currently in this role - looking to step down. Baldini will take this to the Executive Committee to allow all board members an opportunity to volunteer for this role.
 - Legacy Board Update
 - i. Set up a working group to review guidelines and to create a timeline to make appointments
- Discussed Action Items and Assignments
 - Develop annual governance calendar – Committee Chair
 - Update board skills matrix (if needed) – UA
 - Update board term tracking report (if needed) – UA
 - Prepare scholarship resolution – Full committee
 - Update recruitment pipeline (if needed) – UA
 - Prepare Legacy Board recommendations - Working Group (Stewart/McGinty)
 - Establish timelines for future agenda items – Committee Chair
 - Formalize a process for committee appointments
- Other Business
 - Pam suggested holding exit interviews with those that leave or term off the Board
- Meeting was adjourned at 11:10 a.m.
 - Motion: McGinty
 - Second: Bass de Martinez
 - Approved

UFSS Board Member Recruitment & Selection Process

Stage 1: Strategic Planning

Purpose: Align board recruitment with the Foundation's and University's priorities.

Steps:

1. Confirm Strategic Alignment – Review University's strategic goals and Foundation priorities.
2. Use the Recruitment Matrix – Assess current board composition and identify gaps.
3. Set Annual Recruitment Targets – Determine number and type of new members needed.

Output: Annual Board Recruitment Profile defining desired backgrounds and expertise.

Primary Responsibility: Governance Committee

Stage 2: Candidate Identification

Purpose: Develop a broad and diverse pool of qualified prospects.

Sources include university networks, community leaders, industry partners, and referrals.

Output: Prospect List with name, title, industry, and qualifications.

Primary Responsibility: Advancement Staff, Governance Committee and Board Members

Stage 3: Screening & Evaluation

Purpose: Assess candidates' alignment with mission, capacity, and engagement potential.

Criteria include mission alignment, strategic expertise, philanthropy capacity, network influence, diversity, and engagement potential.

Process: Initial Review, Shortlisting, and Background Research.

Primary Responsibility: Governance Committee and Advancement Staff

Stage 4: Cultivation & Outreach

Purpose: Build relationships and evaluate mutual fit.

Steps include warm introductions, providing information packets, and engaging candidates in university events.

Process: The Governance Committee develops and maintains a list of qualified prospective board members. This list is submitted to the President for review and approval prior to any outreach.

Once candidates have been approved, an engagement plan is developed for each individual, including the identification of a relationship management lead. The Vice President for University Advancement, in collaboration with the Board Chair and the Chair of the Governance Committee, leads the outreach process to cultivate prospective candidates and assess their interest in board service.

Following these conversations, the Vice President for University Advancement, Board Chair, and Governance Committee Chair report back to the Governance Committee with feedback on each candidate's level of interest and readiness for consideration.

Outcome: Candidates demonstrate interest and alignment with the mission.

Primary Responsibility: Advancement Staff, Governance Committee, Board Chair and President

Stage 5: Nomination & Approval

Purpose: Formalize the selection process through Nominating Committee and Board approval.

Steps: Committee Review, Board Approval, and University President/VP Advancement Review.

Documentation includes Candidate Bio Sheet, Recommendation Memo, and Conflict of Interest disclosure.

Primary Responsibility: Governance Committee and Board Members

Stage 6: Onboarding & Engagement

Purpose: Integrate new members into the Foundation community.

Onboarding includes orientation, a Board Handbook, mentorship, and engagement planning.

Goal: Fully active and engaged within the first six months.

Primary Responsibility: Advancement Staff, Board Chair and Others

Stage 7: Continuous Development & Succession

Purpose: Maintain board vitality and ensure long-term alignment.

Actions include annual self-assessments, professional development, and leadership succession planning.

Summary Flow

<u>Stage</u>	<u>Focus</u>	<u>Output</u>
1. Strategic Planning	Define goals and gaps	Recruitment Profile
2. Candidate Identification	Build pool	Prospect List
3. Screening & Evaluation	Assess fit	Shortlist
4. Cultivation & Outreach	Engage	Interested Prospects
5. Nomination & Approval	Formal selection	Board Approval
6. Onboarding	Integration	Active Members
7. Development	Sustainability	Future Leaders

The University Foundation at Sacramento State

Legacy Board Criteria

Maya Angelou: "I've learned people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Purpose: The purpose of the University Foundation at Sacramento State Legacy Board is to

- Legacy status allows continuing formal connection to Sac State and the Board—reserved for exceptional service
- Keep people connected, acknowledge service, maintain donor support

Membership criteria/qualification (perhaps meet X out of X items to be considered):

- ☐ Must have served on the Foundation Board for at least two terms
- ☐ Must join and be active members of President's Circle
- ☐ Legacy gift = Legacy Board sets example (estate gift)
- ☐ Significant giving history
- ☐ Leadership role on Board (officer; program/special project lead; campaign chair; corporate/community leader; college/unit advisory board)
- ☐ Faculty/staff member - how do we set the criteria for them?
- ☐ Sac State honorary distinction/award (DAA, President's Medal, Hall of Fame, etc.)

Nomination process:

- ☐ Bio
- ☐ Nomination by others
- ☐ Once a year
- ☐ Follow a similar process with Board member recruitment. Final decision/appointment lies with President, not at Governance (more honorific)

- ☐ Have agreement like the regular board - not an appointment; not like a regular board term where you term off (add two-year review; ability to resign)

Expectations:

- ☐ Serve as University ambassadors.
- ☐ Attend and invite others to President's Circle events.
- ☐ Can serve on a committee (but need to check bylaws if they can vote or not; acknowledge appointments in bylaws).
- ☐ Regular communication touch points.
- ☐ Invited to Reception after Board Retreat.
- ☐ Champion a program/college or initiative

The University Foundation at Sacramento State

Board Member Responsibilities and Expectations

Mission Statement

“The University Foundation promotes philanthropy to provide a level of excellence at the University beyond what is possible through state funds.

The members of the Board of Directors of The University Foundation accomplish this mission by helping to raise private resources that advance the mission and priorities of the University and serving as ambassadors for philanthropy in the University community. The Board provides stewardship in the prudent investment of resources, ensuring the integrity of The Foundation through accountability and transparency in its dealings.”

Role of a Board Member

The primary role of a volunteer Board member is to assist The University Foundation's mission in providing philanthropic support for needs that are in concert with the strategic goals of Sacramento State. Board members fulfill this role as representatives by promoting the Foundation's mission in the community, being actively involved in the life of the University, and monitoring the prudent investment of the Foundation's assets.

General Obligations of a Board Member

Board members are expected to commit to the following:

- General Board membership is a three-year term. Members may be appointed to serve a shorter term as a result of current Board appointments or as a student representative.

Board Attendance

- Board members are expected to attend all Board meetings.
- It is expected that Board members residing within the greater Sacramento area will attend meetings in person, except in cases of unexpected circumstances related to employment, family obligations, illness, or other unforeseen events.

- For Board members living outside of the greater Sacramento area, when travel is not feasible, as well as for Board members experiencing unexpected circumstances:
 - The option of virtual attendance will be offered.
 - Notice of virtual attendance must be provided and verified at least one week prior to the scheduled meeting.
 - Virtual attendance does not absolve Board members of their fiduciary responsibilities or other Board member obligations.
 - All Board members, regardless of location, are expected to attend the annual Board retreat in person.
- Board members are expected to serve on a standing committee or sub-committee. Appointment to a committee will be made at the recommendation of the Chair and the concurrence of the Board members.
- Board members are expected to assist with donor cultivation. This may involve identifying donor prospects, attending cultivation meetings with prospects and University Development staff, and assisting with donor stewardship. A Board member generally will not be expected to make an "ask" for a gift unless appropriate. Board members are expected to be involved with the development of two "asks" annually.
- University Foundation Board members are advocates of the University and the Foundation. Board members should have active involvement with campus deans, faculty and staff, and University Advancement development officers to learn about campus programs and how to promote the University's philanthropic needs in the community.
- Board members are expected to attend various University and community functions as representatives of the Foundation and Sacramento State. This may include campus events such as dinners or lunches with the campus community, student or alumni recognition events, and commencement. Occasionally, Board members will be asked to attend banquets or receptions sponsored by community organizations or local government.
- Board members are expected to assist the Board Development Committee in the identification of future Board prospects.

Board Giving

Philanthropic support for Sacramento State is an integral part of Board responsibility.

- There is an expectation of 100% Board giving commitment annually.
- As part of that commitment, each Board member is expected to contribute a minimum of \$1,500 annually, with strong encouragement to join the President's Circle.
- Gifts may be directed toward Foundation initiatives, endowments, scholarships, or other approved campus programs and activities.

- There is an expectation of 100% Board participation in Give Sac State Day.

Commitment

As a member of the Board of Directors of The University Foundation at Sacramento State, I hereby agree to the responsibilities and expectations as outlined above.

Signature

Printed Name

Date

Term of Service