



SACRAMENTO  
STATE

**The University Foundation  
at Sacramento State**

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**The University Foundation at Sacramento State Board of Directors  
Retreat and Board Meeting  
Wednesday, November 6, 2019  
Carlsen Center for Innovation & Entrepreneurship | Sacramento State**

**Members Present:**

Robert S. Nelsen, *President*  
Tina Treis, *Chair*  
Margot Bach  
Bernice Bass de Martinez  
Lisa Cardoza  
Mark Drobny  
Vanessa Guerra  
Paul Lau  
Susan McGinty  
Alice Perez  
Rhonda Staley-Brooks  
Pam Stewart  
Holly Tiche  
Donna Walters

**Members Absent:**

Christine Ault  
Craig Barth  
David Bugatto  
Sonney Chong  
Roxanne Elliott  
Bob MacIntosh  
Garry Maisel  
Gary Quattrin  
Scott Syphax

**Advancement Staff:**

R. Paul Villaluz  
Tatiana Azad  
Terance Dass

**Guests (attended all day):**

Cely Smart, *President's Office*  
Steve Weiss, *The Weiss Group*  
Richard Tollefson, *The Phoenix Philanthropy Group*  
Sara Stern, *Lipman Hearne*  
Jennifer Barber, *Alumni Relations*  
Sharon Takeda, *Annual Giving*  
Antoinette Vojtech, *Capital Gifts & Campaign*  
Lisa Woodard-Mink, *Advancement Services*  
Tracy Newman, *Development*

**Guests (Points of Pride):**

Dale Carlsen, *Carlsen Center* (morning session)  
Lindsey Herring, *Student* (afternoon session)

**Guests (business meeting session):**

Jonathan Bowman, *Administration & Business Affairs*

**Guests (afternoon session):**

Robin Carter, *Health & Human Services*  
Lisa Hammersley, *Natural Sciences & Mathematics*  
Sasha Sidorkin, *College of Education*  
Lorenzo Smith, *Engineering & Computer Sciences*  
Christina Bellon, *Arts & Letters*  
William Cordeiro, *College of Business*  
Amy Kautzman, *University Library*  
Cameron Law, *Carlsen Center*  
Mark Orr, *Athletics*  
Tim Richter, *Development*  
Tess Dyer, *Development*  
Jennifer Navarro, *Development*

**Guests (afternoon session cont'd):**

Nebrisa Fish, *Development*

Angelique Kennedy, *Development*

Lora Hollingsworth, *Development*

Kelly Siefkin, *Development*

Sara Hodge, *Development*

**RETREAT NOTES AND MEETING MINUTES**

**1. Call to order—Treis**

- a. Board Chair Tina Treis called the meeting to order at 8:45 a.m. She welcomed the attendees and provided an overview, goals, and objectives for the day.
- b. The agenda was adjusted to add the public comments section at the Board business meeting portion.
- c. Ms. Treis introduced Steve Weiss of The Weiss Group, in his 6th year of providing services to the Foundation Board for its retreats. Weiss also provided an overview and guidelines for the day. He helped lay out the day's expectations – that we be present, be honest in each attendee's presentation, be respectful, practice active listening, engage, follow the path set based on collective wisdom of the Board, and be constructive.

**2. Point of Pride—Carlsen**

- a. Dale Carlsen, the namesake of the Dale and Katy Carlsen Center for Innovation & Entrepreneurship (Carlsen Center) set the tone for the day by sharing his and President Nelsen's concept of and vision for the Carlsen Center. As part of an Anchor Institution, the Center's role is to be a regional hub for innovative collaboration. Communication has begun with other higher education institutions such as UC Davis asking them to join in, to make the region better, where everybody wins. Mr. Carlsen stated, "Students don't succeed if academia and the ecosystem don't match each other."
- b. In an effort to make the Carlsen Center a sustainable program, he encouraged the board members to fundraise, use connections, and share what we (collectively) are doing, share their time, talent, and funding.

**3. President's Report—Nelsen**

- a. Graduation Initiative.
  - i. The general population did not know that graduation rates were very low. Not all faculty believed in the students' capabilities. Four-year graduation rates have increased 126%. Last year's graduating class saved \$58 Million. The Finish in Four students had zero debt, and \$380,000 more in scholarships were awarded compared to last year.
  - ii. We are lifting all students, but there's still work to do. Male students are dropping out more to take lower-paying jobs. Organizations such as Improve

Your Tomorrow (IYT) are helping/mentoring male students to stay on the right track.

- b. Strategic Plan: Anchor University Priorities
    - i. President Nelsen shared a story that highlighted the need to support the younger students and ensure they are reading at grade level. As an Anchor University, Sac State can assist by being present at high schools and also building a strong community to help the young.
    - ii. Sac State pioneered several initiatives and programs that other CSUs now implement such as the Dreamers Resource Center, Food Pantry, and are one of the four campuses to have a Veterans Success Center. He thanked the Board for being present, for caring and giving of their time and resources to assist the students.
- 4. Year in Review—Treis, Cardoza**
- a. Ms. Treis praised the organization’s accomplishments in 2018-19 fiscal year including:
    - i. Contributing \$50,000 to the Green & Gold Gala
    - ii. Adding 5 new Board members
    - iii. Revising the bylaws
    - iv. Working through the administrative services migration from University Enterprises, Inc. to Accounting Services
    - v. Welcoming Lisa Cardoza as permanent Vice President for University Advancement
    - vi. Recognition of the Comprehensive Campaign
  - b. Dr. Cardoza updated the board on the Comprehensive Campaign efforts including:
    - i. Sac State raising its highest annual total; \$26.7 Million in fiscal year 2018-19
    - ii. Seat naming campaigns for the Planetarium and University Theatre currently underway
    - iii. A very successful football season that is exciting for the campus and community
    - iv. The Alumni membership restructure from a dues-paying model to a donation-based model
    - v. The President’s Circle distributed \$20,000 to travel abroad programs, \$80,000 to the emergency fund, \$10,000 to the emergency housing fund, and \$10,000 to the student travel fund.
    - vi. Board’s annual *From Dreams to Degrees* celebration will move from the spring to fall semester so more students can attend
- 5. UFSS Infrastructure—Weiss**
- a. Board Giving Expectations
    - i. The Board engaged in a healthy discussion regarding how to handle board member giving expectations, such as:
      - 1. Personal and corporate giving

2. What/where to give (campaigns, President's Circle) versus a personal passion
3. How often to give – donor fatigue
4. Giving or getting with your personal connections/treasure
5. Defining what a “significant or reasonable gift” means
6. What's fair for one board member versus another/how much each can afford based on their means
7. Set the priority at the board retreat for the upcoming year
8. Other ways of giving besides monetary
9. Public gifts make a difference by encouraging others to give (i.e. donor wall)
10. The culture of philanthropy of this campus is still young
11. Each member is on the Board because they care for the students and about Sac State a better place.
12. Discussion notes
  - Board Giving
    - Recognition
    - How Fund Being Used (RoI)
    - Legacy Giving
    - The Power of 100% Board Giving
    - Give or Get
      - ID & Cultivation & Stewardship
    - Prioritize Initiatives
      - Where do you really need us?
    - Set minimum expectations, but consider valuing other contributions (time)
    - President's Circle Membership
  - Potential Guidelines
    - “significant”
    - Annual Gift
    - Capital Campaign
    - Give & Get
    - Personal & Corp
    - President's Circle
    - Personal Interest
    - Personal/Individualized Approach/Concierge
    - Board ‘Thank You’ Calls
  - Gift Guidelines
    - “Significant gift”
    - Annual Gift
    - Comprehensive Capital Campaign
    - Recognition, Give/Get

- Personal Gifts
    - Corp. Gifts
    - Annual Discussion Menu/Personalities
  - ii. Annual gifts are expected of the Board members
- b. Gift Fees—Cardoza
  - i. 14 campuses in the CSU are using 5%, some are higher. Due to recent historical perspective for Sac State increasing from 1% to 3%, the increase to 5% may need to wait. Another healthy discussion occurred: an increase allows us to do more (i.e. supporting the Annual Fund’s Ruffalo Noel Levitz fundraising management tool); donors give because they want to give, not because of the gift fee rate; regional comparison is also important alongside other CSU campuses; we have seen success from higher gift fees; what’s the justification of the increase; at UC Davis, there was a conversation with the deans that allowed them to change their trajectory.
    - Gift Fee
      - Where is it going?
      - How has it been spent?
      - How is it communicated to donors?
      - Regional Gift Fees
      - Projections
      - Historical #s

**6. Board of Directors Business Meeting**

- a. There were no Public Comments
- b. Consent Calendar
  - i. The June 5, 2019 board meeting minutes and the financial statements ending September 30, 2019 were unanimously approved. (Stewart/Bass de Martinez)
- c. Planned Giving—Drobny
  - i. The report was presented in a new format by Mr. Drobny
- d. Executive Committee—Treis
  - i. 2018-19 Annual Budget Update and Fund Balance Proposal
    - 1. The board approved the motion to allocate \$22,500 of excess funds from the annual budget balance to go toward a bond for CSU, UC, and public schools (UEI will provide another \$22,500 to the same bond) and \$120,000 to fund a federal Developing Hispanic-Serving Institutions (DHSI) with a matching principal. (Treis/Stewart)
- e. Finance Committee—Lau
  - i. The Finance Committee proposed a 4% (equaling \$1.7 Million) endowment payout rate for scholarships and was unanimously approved. This proposal was possible, in part, because of the Board decision to use Sept. 30 instead of Dec. 31 as the cut-off date to review the available funding.

- ii. Currently there is a balance of \$12.7 Million in the LAIF account. The Finance Committee proposed transferring \$6 Million to a non-endowment fund managed by Sand Hill Global Advisors and was unanimously approved. A policy on what the LAIF balance should be will be discussed at the next Finance Committee meeting.
- f. Governance Committee—Bass de Martinez
  - i. The majority of the board members had an opportunity to meet with Chair Tries and Executive Officer Cardoza in the weeks leading up to the retreat. Dr. Bass de Martinez asked how the members saw themselves helping the board, by sitting on a committee and/or taking an active role on the board.
  - ii. Donna Walters will serve as the Student Representative instead of the ASI President.
- g. Audit Committee—Perez
  - i. The Management Recommendation Letter from the independent auditors K-Coe Isom reported two deficiencies in internal controls: bank account reconciliations and posting of vendor invoices in the proper periods. Jonathan Bowman, CFO and Vice President for Administration and Business Affairs, ensured that the issues will be addressed and taken care of.
- h. Alumni Update—Bach
  - i. The Alumni Association is embarking on a revamped membership model by transition from a membership dues-model to a donation-based model.
- i. Student Update—Walters
  - i. Ms. Walters reminded the board about what ASI is and the services they provide to the student body and campus, and gave insight on their internal organizational operations.
- j. Additional Topics—Treis
  - i. Board term limit implementations
    - 1. How to implement when 5-6 roll off at the same time and onboarding replacements.
  - ii. Ms. Stewart will lead a discussion about establishing a viable program, Legacy Board, to re-engage past board members at the next Governance Committee.
  - iii. Investment policy
    - 1. Review the payout rate process.
    - 2. Assess investment policy risk tolerance.
      - a. For market fluctuations, UPMIFA allows to dip into the corpus on bad years and replenish in good years, but the current policy does not allow for that, so the policy needs a review.
      - b. In cases with underwater accounts, we call donors if they are able to supplement the funding for the balance.
    - 3. Review the policy for moneys maintained in LAIF

4. We, and the CSU, divest from tobacco. An article about CalPERS and CalSTRS divestment was recently released. We should discuss the need to explore divestiture recommendations and socially acceptable investing.
- iv. New grouped contract proposals for Sand Hill Global Advisors and K-Coe Isom will come very soon for review.
- v. It's suggested to have both Alumni Association and UFSS Boards meet during the year since the Alumni Association representative only serves for one year; it's a good way to further establish the relationship between the two Boards.
- vi. Review any updates on the Board Roles and Responsibilities Form
- vii. Establish Board Engagement Form
- viii. Discuss level of board giving
- ix. Rollout of the Dashboard
- x. Provide the board with periodic updates

## **7. Campaign Messaging—Tollefson, Stern**

- a. College Deans, Program Coordinators, and Directors of Development joined in for the afternoon session. Richard Tollefson of The Phoenix Philanthropy Group and Sara Stern of Lipman Hearne prepared interactive presentations with goals for the meeting:
  - i. Key items for the campaign
  - ii. Positioning for visionary ideas/priorities
  - iii. Messaging for the campaign
- b. Story Sharing Exercise—Stern
  - i. Campaign messaging: worked on amplifying, for specificity, and context
  - ii. Campaign Audiences to target. Audiences should involve people who have the capacity to give and continue to engage them. We have to convince people who haven't given. Our message is not of giving to a Sac State need but how we can benefit society. People aren't giving specifically to Sac State, they are giving through Sac State for a bigger idea. We want to place Sac State into a bigger idea. "Think of it as a superhero. We want to place Sac State in the shoes of a hero trying to tell a story."
    1. Tier 1: Insiders – High net worth, who already know Sac State
    2. Tier 2: Prospects – Alumnus, Philanthropic, high net individuals in the region.
    3. Tier 3: Influencers – Regional Media, Partner Organizations, and Influential higher-education voices
  - iii. Key Messages (Slides presented long messages)
    1. California
    2. Sacramento
    3. Students

4. Growing the Middle Class – at scale
  5. The Campaign
- c. Group Activity
- i. Group 4 – Changing Individual Lives
    1. Target audience: alumni who became faculty
    2. Ryan Coogler example: He originally had no interest in film (wanted to play football) and discovered a new passion (film). This has helped change the narrative of Sac State.
    3. We change the narrative of Sac State by targeting members of the community, helping students find new passions while at Sac State, and changing the perception of stereotypes in certain fields.
    4. Faculty Members are always giving and teaching. How can they continue to give through Philanthropy? How might they give after retirement?
  - ii. Group 5 – Growing the Middle Class
    1. Brandon Jackson’s story is of a single father and basketball player who entered the middle class and became successful.
    2. Businesses love the influence Sac State provides. Alumnus have “grit”
    3. Because of affordable opportunities, we are able to push students to become more successful.
  - iii. Group 1 – Changing Individual Lives
    1. Identify key characteristics such as investment of time and purpose of driven people.
    2. Some examples they related to were: Michael Lynch creating group that helps young men of color get to and through college and Nikolas Hasting’s willingness to take risks.
    3. The results were that Sac State saw transformations on campus. This change led to confidence boosts and the feeling of a safe place for all.
  - iv. Group 3 – Changing Individual Lives
    1. Used a student-centered approach, so that housing insecurity will not impact their graduation.
    2. Sac State’s Uniqueness
      - a. Programs like Project Rebound and Veteran Success Center
      - b. Faculty members developing scholarships for students to become doctors.
    3. Feedback on slides: Liked “Growing Economic Prosperity at Scale” not “Middle Class.” Lack of Diversity inclusion in messaging.
  - v. Group 2 – Growing the Middle Class
    1. Most diverse generation ever
    2. Services for 1<sup>st</sup> generation students

- a. Neighbor who has multiple disabilities. Lisa's connections were able to help this semester helping somebody who may never get the opportunity in education or a career.
    - b. Library offers Wi-Fi and we provide a no excuse to fail.
  - 3. What make us unique?
    - a. We are here to connect them to industry
    - b. Sac State is truly being inclusive
    - c. We are not perfect but we are definitely putting in the work to get there.
- vi. Success of Graduation Initiative
  - 1. We found something easy to understand and catchy: "finish in 4 and through in 2"
    - a. Next session think of things like this. The right message placed behind the right support to provide success in the campaign.
- d. Visionary Ideas Workshop—Tollefson
  - i. Spoke on vision, desired outcomes, audacious philanthropy, and provided stories of experiences with donors.
  - ii. Visionary Ideas
    - 1. Top 4 Ideas/Initiatives
      - a. Student Success
      - b. Science and STEM
      - c. Entrepreneurship and Innovation
      - d. Athletics/Wellness
- e. Group Activity (Top 4 Ideas/Initiatives)
  - i. Science and STEM Workforce Group
    - 1. Unique
      - a. Nothing that is completely unique but focus on our strengths
      - b. Demographics are fairly unique for Sac State
      - c. Transforming lives
      - d. Access to quality education "Just because they pay less, doesn't mean they get less"
      - e. Why not more doctorate programs? Real research opportunities to chase
      - f. Density of Bachelor's Degree
        - i. We are well below like Denver or Austin
        - ii. Focus on that by moving needle
        - iii. Increase it by X percentage
        - iv. Bring in more people with those degrees
        - v. Invest in those k thru 12
        - vi. Reimagining access
          - 1. What that actually means?

- vii. Spokespersons
      - 1. Carlsen/GSAEC
  - ii. Athletics/Wellness Group
    - 1. Unique
      - a. No venue like this event center in Sacramento.
      - b. Bringing people to our campus that otherwise would not come to our campus.
        - i. High school youth events, sac state events, concerts, family shows
      - c. Competitiveness and success leads to enormous amount of pride
        - i. Living in Sac, this initiative supports the community
      - d. Sports Complex on corner of campus
        - i. Initiatives that allows for sports, kinesiology, intramurals, etc.
        - ii. Not a lot of outdoor space for more
          - 1. Lit outdoors/activity
      - e. Spokesperson
        - i. Steve Patterson – passionate about Sac State
      - f. Event Center could bring in corporate partners/business partners
      - g. Student stories and success
- iii. Entrepreneurship/Innovation Group
  - 1. Taking a different approach. Working with colleges around the region to boost education.
  - 2. Not just tied to business, 60 to 70% stay in the area. Once they are done, will make people want to stay.
  - 3. Shifting the mentality of the entire region.
  - 4. Ultimate goal: thought process behind entrepreneurship
    - a. Spirit and being able to work across company lines. Work amongst everyone.
    - b. Integration of different sectors (government/health)
  - 5. Wants to invoke the idea that everyone has the entrepreneurship SPIRIT
    - a. Push people to think that they are entrepreneurs too
  - 6. Ensure sustainability in the Carlsen Center to continue growth
  - 7. Champions: Cam Law, Pres Nelsen, Dale Carlsen
- iv. Student Experience
  - 1. Performing arts complex
    - a. Enhancing student experience and success
    - b. It's not just outward looking, its transformation of the student experience

2. Graduates
  - a. They become the workforce; what does that mean?
  - b. This priority is unique and impactful
  - c. When we can expand on student's opportunity to succeed through affinity groups, grants, scholarships, and support them, they become the success they see.
  - d. Think of Sacramento as the capital of the 5<sup>th</sup> largest economy in the world
  - e. Students transform the world by positions they hold!
    - i. Develop the policies that become part of the world
  - f. Preparing our students to be transformative in a transformative state/world
  - g. University Anchor
    - i. No matter how successful they are, if they are financially insecure, food insecure, insecure at all, they will not succeed.
    - ii. As we secure their experience, they participate, they grow, they expand, and give back
  - h. Significant
    - i. Beyond just the transactional, beyond the degree (paper)
    - ii. This becomes the opportunity for the students to eventually lead us
      1. Might start with us pursuing some degree and meet a professor that changes their course and life.
      2. Support them in these changes as well
  - i. Community Leaders?
    - i. Political leaders, Economic leaders, and all agreed that leaders should be alumnus
    - ii. Not just alumnus but inside their communities as they understand it.
  - j. Who are the groups and who are the partners (no specific people)
8. Board Accountability and Collaboration with University Advancement—Cardoza, Weiss
  - a. Ways to give
    - i. Time, Treasure, and Talent
    - ii. Time- how much of your time
    - iii. Treasure- annual, plus additional optional
    - iv. Talent- Creative ways
    - v. Interviewing board members
      1. There wasn't a lot of follow up
      2. Create an accountability sheet

- b. Action Items
  - i. Lisa to provide data on gift discussion
    1. Informed discussion on increasing gift fee
  - ii. Expectation venue that you will submit
  - iii. Workshop activity will come back (language/examples)
  - iv. Campaign will evolve to include visionary ideas
  - v. Participation to Giving Tuesday
    1. Day of Giving
      - a. Can only designate one fund to give to. Emergency fund most global (Sharon)
  - c. Lisa thanked the Deans and DODs for the long process and feedback
    - i. Be comfortable being uncomfortable
    - ii. Make one vision
9. Point of Pride—Herring
  - a. Student Lindsey Herring shared her journey as a student that ultimately led to creating the Grace Project, a program that supports STEM students with financial hardships. President Nelsen presented Lindsey with a check for \$10,000 to help fund the Grace Project.
10. Adjournment
  - a. Board Chair Treis adjourned the retreat at 4:04 p.m. A reception followed.

Respectfully submitted,



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R. Paul Villaluz for Susan McGinty, *Secretary*, the University Foundation at Sacramento State

**ACTIONS:**

- A policy regarding a LAIF transfer will become available by the next board meeting
- UPMIFA policy for market fluctuations. UPMIFA allows to dip into corpus on bad years and replenish in good years but our policy doesn't allow for that. We want to look at that policy as well.