

SAN FRANCISCO STATE UNIVERSITY FOUNDATION

Board of Directors Meeting
 Thursday, December 16, 2021
 Marcus Hall and via Zoom
 San Francisco State University

Board Meeting Minutes**IN ATTENDANCE**

K. Brandon	Chair
L. Bridges	Director (virtual)
A. Chan	Director (virtual)
D. Corvin	Director
G. Cosko	Director (virtual)
D. Endo	Director
N. Fudem	Director (virtual)
S. Gen	Director
J. Gumas	Director
M. Huss	Director (virtual)
J. Jackanicz	Foundation President, VP/Univ. Advancement, SF State
T. L. Jackson	Director (virtual)
L. Mahoney	Director/President, SF State
J. Marcus	Director
H. Myers	Director (virtual)
D. Nasser	Director
N. Nobari	Vice Chair
J. Ochoa	Director
M. Rosenbaum	Director (virtual)
T. Safford	Immediate Past Chair (vir)

P. Siguenza	Director (virtual)
D. Simmons	Director (virtual)
Ca. Smith	Director
Co. Smith	Director (virtual)
R. Stanley	Director (virtual)
J. Summit	Director/Provost (virtual)
V. Thompson-Ramsay	Secretary & Treasurer

ABSENT AND EXCUSED

J. Aguilar	Director
V. Anicetti	Director
W. L. Brown, Jr.	Director
T. Griggs	Director
D. O'Donnell	Director
D. Serrano Sewell	Director
D. L. Simon	Director
L. White	Director
J. Wilson	Director/CFO and VP, Admin & Finance (virtual)

OTHERS PRESENT

A. Billa	Associate Vice President for Development, SF State University
J. Brown	Vice Provost and Dean of Undergraduate Education, University California, Riverside
G. Enriquez	IT Coordinator, University Advancement, SF State University
S. Ginwright (virtual)	Professor, Africana Studies, SF State University
C. Grutzik	Dean, Undergraduate College of Education, SF State University
G. Hodge	Founder, Khepera Consulting
J. Hurty	Director of Development, Lam Family College of Business, SF State University
C. Johansson	Senior Director, Advancement Services, SF State University and Director of Programs and Technology, SF State Foundation.
N. Lange	Associate Vice President, Alumni Relations & University Engagement, SF State University
V. Lee	Senior Director, Finance and Operations, SF State University and Director of Finance, SF State University Foundation
G. Mallinson	Director of Development Communications & Donor Relations, University Advancement, SF State University

S. McLaughlin (virtual)	Legal Counsel, SF State University Foundation
J. Moore (virtual)	Vice President, Student Affairs & Enrollment Management, SF State University
G. Nunez	Associate Vice President, Strategic Marketing & Communications, SF State University
M. Ocampo	Executive Assistant (interim) to the Vice President, University Advancement
J. Oppenheim (virtual)	Director of Communications, Foundation and Alumni, SF State University
J. Porth	Vice President, University Enterprises, SF State University
A. Sanchez (virtual)	Director of Development, College of Ethnic Studies, SF State University
E. Sivadas	Dean, Lam Family College of Business, SF State University
A. Sueyoshi	Dean, College of Ethnic Studies, SF State University
A. Todd (virtual)	Director of Development, College of Liberal & Creative Arts, SF State University

MEETING CALLED TO ORDER

Chair Kimberly Brandon called the meeting of the Board of Directors to order at 3:09 PM. She welcomed everyone to the last meeting of 2021 and encouraged them to stay for the holiday reception. She mentioned that each director would receive a framed illustration of the campus, designed by a local artist. Brandon then welcomed special guests – Shawn Ginwright, SF State’s professor of Africana Studies and Greg Hodge, principal and founder of Khepera Consulting.

REVIEW OF AGENDA

Chair Brandon asked for a motion to approve the agenda for the board meeting of December 16, 2021, which was included in the board packet and distributed in advance of the meeting. On motion duly made, seconded, and unanimously carried, the following Minute Action was taken:

MINUTE ACTION: that the board adopts the agenda for the December 16, 2021 board meeting.
Motioned by: Dana Corvin Seconded by: Don Nasser Motion: Passed

APPROVAL OF CONSENT AGENDA

The Board reviewed the consent agenda, which included the minutes from the September 22, 2021 regular board meeting. On motion duly made, seconded, and unanimously carried, the following Minute Action was taken:

MINUTE ACTION: that the board approves the consent agenda.
Motioned by: Leona Bridges Seconded by: Herb Myers Motion: Passed

PURPLE & GOLD NUGGETS

Vice Chair Neda Nobari provided updates on the work and accomplishments of members of the SF State community, as follows:

- The Department of Speech, Language and Hearing Sciences was awarded a five-year personnel preparation grant by the U.S. Department of Education, Office of Special Education Programs for a total of \$1.25 million. Project directors and professors Gloria Soto and Nancy Robinson (emerita) will implement Project AAC for ALL (Access to Languages and Learning) to address the shortage of professionals who work with children with disabilities, who have a home language other than English and who benefit from various types of alternative forms of communication.
- The National Science Foundation recently award a \$1 million grant to the School of Engineering.

The Hispanic-Serving Institute Improving Undergraduate STEM Education grant will utilize research and advising to support and motivate students.

- A team of SF State scientists received \$2.7 million in grant support from the National Institutes of Health to study the impact of nature on the health of communities.
- The Benjamin A. Gilman International Scholarship Committee honored SF State for being a top producer of Gilman recipients over the past 20 years. During this time, 483 SF State students have received Gilman Scholarship to fund their study-abroad experiences.
- Professor Gustavo A. Yep received the 2021 Distinguished Scholar Award in International and Intercultural Communication from the National Communication Association. Yep has taught in the Communication Studies Department since 1995. He also serves as graduate faculty in Sexuality Studies and faculty in Educational Leadership. His research focuses on communication at the intersections of culture, race, gender, sexuality, nation and health in a variety of contexts.
- The Atlantic recently featured a book excerpt highlighting San Francisco State University Professor of Mathematics Federico Ardila-Mantilla's efforts to provide equitable math education. Taken from Jessica Nordell's "The End of Bias: A Beginning," the excerpt explores how Ardila-Mantilla strives to create an inclusive environment in his classroom by avoiding demoralizing language, encouraging participation and making lessons relevant to students' lives.
- SF State announced the launch of a new Bachelor of Arts degree in Bilingual Journalism. No other public university in the U.S. offers a similar degree. The program launches fall 2022.

SAN FRANCISCO STATE UNIVERSITY REPORT

President Mahoney started by welcoming her special guest, Dr. Jennifer Brown, vice provost and dean of Undergraduate Education from the University of California, Riverside. Mahoney said Brown was participating in a professional development opportunity on ascending to the presidency and that one of the hallmarks of the program was that the participant spend time shadowing a university president. Mahoney said both her and Brown's passions were aligned when it came to student success and that the key was about access.

Mahoney said she knew everyone was tired of talking about Covid-19. She said the campus opened up in the fall to over 13,000 students and several thousand employees at the height of a very scary Delta variant surge and everything went fine because of how highly vaccinated we were and the enthusiasm our community was showing, not just for vaccinations, but now for boosters. She said the campus also never let up on the mask wearing and, thanks to federal dollars, had a robust testing program (Monday through Thursday, 9 am – 1 pm, any university student or faculty can get tested). Mahoney said the campus was encouraging boosters and had hosted a booster clinic on campus in early December in partnership with Walgreens where about 700 folks got boosted (the pop-up booster clinics would continue into the new year). Finally, Mahoney said that, thanks to the generosity of the SF State Foundation Board, the university was able to offer 10 scholarships to 10 students between the ages of eleven and 17 in San Francisco Unified who received their vaccinations.

Mahoney said she got to attend her very first in person San Francisco Chamber of Commerce event and made a connection with the CFO of a construction company who was now working with the dean of the College of Science and Engineering on a pipeline for our civil engineering students. Mahoney said getting back out was important and thanked all who attended the annual Alumni Hall of Fame event at the San

Francisco Mark Hopkins Hotel. She said the next big event was the upcoming January 8 commencement ceremonies for the classes of 2020 and 2021 who were unable to be celebrated in person because of the pandemic. Mahoney also expressed gratitude for the annual Purple Out event the night before at the SF State gymnasium. She thanked director Nancy Fudem for hosting a pre-game gathering.

Mahoney mentioned that the campus had launched two big initiatives: 1) our strategic planning committee began its work so directors should expect to receive surveys and other opportunities for engagement as we near the spring and 2) our single most important initiative, which is closing the equity gaps and improving graduation rates, particularly for our black and latinx students. Mahoney said that Chancellor Castro had made the latter initiative his signature project and that she was quite fortunate to be selected to serve on the CSU Advisory Committee on what campuses need to do to make progress in this area. She said the advisory committee identified about six areas, based on best practices, that needed our focus and had pulled together a group of people to draft a plan for what needed to be done to actually move the needle on that work. Mahoney said she would be sure to share the plan with the Foundation but, as an example of some of the things the campus would be engaged in to accomplish some of the plan's goals, she said the university would partner with the San Francisco Giants on its Willie Mays Fellows Program, designed to increase college attendance for African American youth in San Francisco.

Regarding budget, Mahoney said the California State University (CSU) had made a historic ask of the Governor and the Legislature. She highlighted graduation rates, closing the equity gap and employee compensation as three important things included in the ask. Mahoney said, locally, the focus was on housing, in particular student housing and had met with her colleagues and student representatives to make a pitch for state funding to help build student housing. She said there were two such housing projects that would be submitted for review – a new residential housing complex on West Campus Green that would house a new facility for student health services and a renovation of the Marys, which would generate 1,100 additional beds on campus. Mahoney said the campus was also launching a study about employee housing needs, and thanked Foundation director Sheldon Gen, principal investigator of the study.

Mahoney concluded her report by sharing news of what she called “San Francisco State Making Waves”. First, she shared that Zay David Latt, director of government relations, who joined us over the summer from Speaker Nancy Pelosi 's office, was just sworn into the San Francisco Immigrant Rights Commission on December 1st. Second, she mentioned that Professor Russell Jeung, co-founder of STOP API Hate was named by Bloomberg Businessweek as one of the 50 most important people who defined global business in 2021. Third, SF State tied for third in the nation for collegiate environment, according to The Wall Street Journal's 2022 Best Colleges list. She said the environment ranking measured the diversity of students and faculty, the percentage of undergraduates receiving Pell Grants and the percentage of international students. She said SF State tied for third with Cal State Northridge and UC Irvine. Finally, Mahoney said SF State ranked 117 in the nation overall, 51 in Public Colleges and 27 in the West, according to Forbes' 2021 list of America's Top Colleges.

SAN FRANCISCO STATE STUDENT REPORT

Student director Joshua Ochoa gave the report. He said he had been engaged in quite a bit of advocacy meetings during the semester, including meetings on student housing. He said housing was extremely difficult to obtain in San Francisco, especially affordable housing and so his focus had been on affordable housing for students. Ochoa said he and a few AS board members met with two CSU Trustees to talk about investing in basic needs across the CSU, supporting affordable housing for students in the CSU, securing state and federal funding to support undocumented students on campus with jobs and income opportunities, providing additional support programs for survivors of sexual violence, and reimagining public safety on campus (i.e. investments toward basic needs and mental health services) instead of armed

police on campus.

Ochoa said for the upcoming semester, he was looking forward to attending his first in person plenary for a company called 16 Association, statewide CSU student government association. Ochoa said they will be pushing for a variety of issues as well as planning their California State Student Association (CSSA) advocacy event, where they advocate for students with State Assembly members and state senators about CSU priorities. He also mentioned that they were working to expand the Gator Pass to include SamTrans and other transportation systems such as CalTrain and Golden Gate Transit. Ochoa said AS was also planning to host more convenings like town halls and open forums for students to share their concerns or issues AS should focus on before the end of the academic year. Finally, Ochoa informed the board that student government elections would begin in April 2022 with applications opening in February.

FOUNDATION PRESIDENT REPORT

Foundation President Jackanicz started out his report by highlighting some of the Foundation's important accomplishments in 2021, not the least of which was a return to in person, on campus meetings. He said the Foundation added five (5) new directors to the board – Lisa White, Patricia Siguenza, Teri Jackson, Coraetta Smith and Amy Chan. Jackanicz said the Foundation and University were also able to celebrate the dedication of Marcus Hall, one of the very first opportunities to come together and celebrate. He also shared that the Foundation was engaged in two separate audits in 2021 (an independent financials audit and an endowment audit) and received no observations or findings. Jackanicz said another really important point of pride was that the endowment had reached an all-time high of \$184 million as of June 30. He said it was 30% higher than the previous fiscal year and 293% increase in growth over the past 10 years and thanked staff and directors for their hard work in making that happen. In addition, Jackanicz said the Foundation helped fund the comprehensive strategic enrollment branding and marketing initiative that launched during the year. Jackanicz said another core investment was the migration to a new CRM tool – a new alumni and donor relations database – to provide better stewardship of our donors and alumni as well as allow us to identify new prospective donors more effectively.

Jackanicz said he had two action items for full board approval and ratification. One was to ratify the Executive Committee's approval of \$100,000 in scholarships for the vaccine incentive program discussed earlier by President Mahoney. On motion duly made, seconded, and unanimously carried, the following Minute Action was taken:

MINUTE ACTION: that the board ratifies the approval of \$100,000 for the SF State Vaccine Scholarship Program.

Motioned by: John Gumas Seconded by: Joshua Ochoa Motion: Passed

Jackanicz said, secondly, he was requesting the board's approval of a new endowment distribution policy. He said the Foundation had updated its policy to adhere more closely to industry best practices. He said the change would reduce the amount of time between when a donor makes an initial gift to establish an endowment fund and when a distribution occurs. Jackanicz said the current policy can result in nearly three years for an initial payout to happen, while the proposed policy would shorten that gap to 12 months. On motion duly made, seconded, and unanimously carried, the following Minute Action was taken:

MINUTE ACTION: that the board ratifies the proposed endowment distribution policy approved by the Executive Committee at its November 17, 2021 meeting.

Motioned by: Camilla Smith Seconded by: Dana Corvin Motion: Passed

Jackanicz said another important matter he wanted to discuss with the Board was the Foundation's structural surplus and how best to have meaningful impact with these funds. He said he was in conversation with university leadership about support for career services and leadership development programming – a critical need for our students – with specific focus on renovating the current facility. Jackanicz said more information would be provided at the board retreat next March but wanted to plant the seed now as this was an extraordinarily high priority for President Mahoney.

In his fundraising highlights, Jackanicz said because of all the incredible growth in the endowment, we awarded 1,300 scholarships totaling almost \$3 million. He said that, as a basis for comparison, at the beginning of the comprehensive campaign only 900 scholarships were awarded totaling \$1.4 million. He also mentioned that we were making great progress on our fundraising this year with \$6.5 million so far. He said we had 160 pending solicitations valued at about \$14.5 million and thanks directors who had already made their annual gift and encouraged the rest to get their gift in before the year ended to meet the 100% board giving goal.

DEI DEEP KNOWLEDGE

Greg Hodge said he and Professor Shawn Ginwright, as a prelude to the Board Retreat next March, were going to share some basic definitions around equity and how we can understand some concepts together. Hodge said the definitions were aspirational generally and so as we think about these definitions we should think about this continuum of diversity, inclusion, equity and belonging (DEIB). Hodge said that during the period of affirmative action the goal was making sure that only two people who looked different were in the room. However, because we know that when you have diverse perspectives in a room the conversation will be a lot more robust, as a society we have moved a lot of ways past diversity. Hodge said that inclusion was not just about being in the room, but having a voice, having power, having decision-making authority. Furthermore, he said, it is really through organizational culture that inclusion becomes part of the DNA of an organization. Hodge said it is not just about including people, but people actually feeling like they belong. Hodge also spoke about racism having a three-part definition that is institutional, structural and individual (i.e. our system of governance, our system of delivering education, our system of public health where opportunities and value have been assigned in a certain kind of way based on a social interpretation of how we look). Hodge said, as a fourth piece that is sort of the under belly, is internalized racism. He said this will be explored in detail at the board retreat in March. Hodge went on to discuss equity and said that people often conflate equity within equality. He said equality fundamentally meant giving everybody the same thing even though people are differently situated, equity was about applying differential resources and economy to level the playing field as needed.

Ginwright talked about his experience serving on The California Endowment and the three biggest mistakes he made in trying to influence a \$4 billion investment using a racial/equity strategy and what he learned from that process. He said believing he did not know enough about investments as an African American Studies professor was his first mistake. His second mistake was believing he could get the Foundation to move their \$4 billion of assets by demanding immediate change. He said he felt much frustration with an entrenched culture in the investment team. Ginwright said his third mistake was expecting people to think like him, to have an equity mindset and not realizing that they came from an investment space and not social justice. He said these three mistakes led him to think about racial equity and investments as more of a journey, than a linear process, that involved these types of deep learning. He said Hodge led them through a number of important processes that allowed their board to really lean into and sink into the values that allowed them to make courageous and bold decisions that other foundations were not making but were now emulating.

LAM FAMILY COLLEGE OF BUSINESS

Dean Sivadas shared what he called the Lam Family College of Business' dream big strategy. He said the college was one of the largest undergraduate business colleges in the United States and had been accredited since 1964, which put them in the top 5% of all business schools worldwide. He said the college attracted a very high caliber faculty and dedicated staff but faced the same challenges of enrollment declines and resource constraints. As such, the goal of the dream big strategy is for students to have an experience that was comparable to the high-touch, private colleges by focusing on the whole experience and not just a place where students take classes and leave. Sivadas said he wanted to rewrite the script of what made a great business school because the original script was about being as selective as possible with your students, have your faculty become famous professors and spend a lot of time on research. He said he was trying to create a different model that would strengthen the academic programs, engage students, advanced faculty, empower service- inspired collaboration, and focus on graduate education. Sivadas said he wanted the college to be a leader in experiential learning, focus on diversity, equity and inclusion, alumni and community engagement.

He listed seven priorities for the college that included student success, curricular innovation, diversity and inclusion, faculty research, scholarship, community engagement and fundraising, and building our brand. He said the college formed seven priority groups that included faculty, staff, students and alumni and conducted surveys, focus groups, town halls and reviewed various historical documents. Based on the feedback around these priorities, Sivadas said the college worked with alumnus Chris Larsen to revise his transformational gift to fund these priorities. Specific initiatives included traditional career services and mentoring, fellowship programs (in commercial real estate, innovation and entrepreneurship, fintech and international business), distinguished professorships, a program to track student employment outcomes, and a Center on Ethical and Sustainable Business. Community engagement initiatives, including a financial literacy program for high-school students in the Oakland Unified School District, a Women's Emerging Leadership Forum as well as community-engaged research and teaching. Sivadas said one of their signature programs staged competitions with mentors and judges where students present their ideas. Sivadas said their biggest dream was to have a community engagement launchpad where anyone can come and get help with their business (i.e. website development, financial advice or legal advice). Finally, Sivadas mentioned that the college had also established a student sustainability investment fund (SSIF) with \$250,000 from the SF State Foundation aimed at teaching students to invest in socially progressive and environmentally conscious companies. He said four students had been selected and the trading would launch in the new year.

CAMPUS HOUSING

Vice President Porth started out by thanking the board for the invitation to speak about the university housing efforts. He said SF State has a crisis among its students, faculty and staff population. He said almost 18% of our students claim some sort of homelessness over the course of a certain period of time in the last 12 months, a percentage that was higher than the CSU average but unacceptable at any number. Porth said there was a similar problem with our faculty and staff. He said the campus had 4,500 beds for students. He said the waitlist had gotten to a high of over 2,500 beds, which could impact enrollment. Porth then discussed some possible solutions, including putting 750 beds of student housing on West Campus Green with support from the state, renovating the Marys (Mary Ward and Mary Park) and bringing them up to code to reconfigure from two-bedroom to three-bedroom units. Porth said about 50% of our first year students live on campus but then they have to get into the San Francisco housing market for the next 3 or so years where a one bedroom averages \$3,000 per month. He said this has caused a retention problem for the university. Porth said President Mahoney had instructed staff to start developing a toolbox that can help faculty and staff identify their best housing option.

Director Gen mentioned that about three or four years ago, the Academic Senate's Strategic Issues Committee identified housing as the strategic threat to our university, particularly as a barrier to our ability to recruit and retain top talent. Gen said one of the things to do was to figure out what exactly are the needs of our faculty and staff, with respect to housing, and then figure out how we can meet them at their needs. He announced that the SF State Foundation, and the University Corporation had pulled together a small fund to conduct initial research (needs assessment) of staff and faculty housing. Gen said he was working with Professor Anoshua Chaudhuri, Chair of Economics in the Lam Family College of Business. Gen the needs assessment will consist of two components: a measure of demand for different kinds of housing assistance and a measure of supply of current services and assistance available to faculty and staff on campus and throughout the State of California. Gen said the survey will go out to all faculty and staff in the new year. Additionally, Gen said he is working with an MBA student to inventory current housing assistance programs available to San Francisco State employees. Gen said that by measuring the differential demand across our staff and faculty and taking a look at the supply of current housing assistance programs in the area, we will be able to find the gaps, prioritize our efforts to fill those gaps and hopefully keep more faculty and staff at SF State.

DIRECTOR'S OPEN FORUM

There was no discussion.

ADJOURNMENT

Chair Brandon asked for a motion to adjourn the meeting. Camilla Smith made the motion to adjourn the meeting; Don Nasser seconded the motion. There being no further business, the meeting was adjourned at 5:05 PM.

Dated: December 16, 2021

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DocuSigned by:

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Venesia Thompson-Ramsay, Secretary