

The Regents of the University of California

**SPECIAL COMMITTEE ON STUDENT LIFE  
AND ALUMNI AFFAIRS**

February 5, 2009

The Special Committee on Student Life and Alumni Affairs met on the above date by teleconference at the following locations: UCSF-Mission Bay Community Center, 1675 Owens Street, San Francisco; 931 Southwood Boulevard, Incline Village, Nevada.

Members present: Regents Cole, Island, Johnson, Scorza, Shewmake, Reiss, and Ruiz;  
Advisory members Bernal and Stovitz

In attendance: Faculty Representative Croughan, Secretary and Chief of Staff Griffiths,  
Interim Senior Vice President Dooley, Vice President Sakaki, and  
Recording Secretary Lyall

The meeting convened at 12:13 p.m. with Committee Chair Shewmake presiding.

1. **PUBLIC COMMENT PERIOD**

There were no speakers wishing to address the Committee.

2. **REMARKS OF THE INTERIM SENIOR VICE PRESIDENT FOR EXTERNAL RELATIONS**

Prior to Interim Senior Vice President Dooley's remarks, Committee Chair Shewmake discussed the purpose of the Special Committee and read the Committee on Governance action of May 14, 2008 which established the Special Committee on Student Life and Alumni Affairs.

Mr. Dooley began his presentation by giving an overview on alumni relations and discussed how it relates to the overall advocacy and communications strategy. During the ongoing restructuring process of External Relations at the Office of the President, the officers of the Alumni Associations of the University of California (AAUC) have been in communication with Mr. Dooley regarding ways to incorporate the alumni concerns into the process. In addition, the campus vice chancellors have been consulted on the appropriate role of Alumni Affairs at the Office of the President. Mr. Dooley noted that the Office of the President has an obligation to help the alumni Regents as well as assist the AAUC. He advised that the goal is to continue to maintain these functions without intruding on the responsibilities and functions of the individual campus alumni associations.

Restructuring has consolidated the communication functions and individuals are being hired to fill leadership positions in External Relations. Mr. Dooley announced that Lynn

Tierney, Associate Vice President for Communications, will be heading the Communications department. In addition, Jason Simon recently joined the department as the Director of Marketing and Communication Services. Under Ms. Tierney's leadership, all external and internal communication efforts will be incorporated into one unit. The department continues to recruit for several positions.

Mr. Dooley expressed his view that communications and advocacy have to be linked closely. The next step is to begin developing a strategic communications plan that outlines the goals that President Yudof has for higher education as well as provide communication support for the University of California offices in Sacramento and Washington, D.C.

Faculty Representative Croughan opined that she has been pleased by the communication services provided to the Academic Senate, and she indicated that the Senate should also be a part of the communications plan. She cited the hard work that the communications unit has done on the eligibility reform proposal and expressed her gratitude.

Mr. Dooley expressed that both Alumni Affairs and Institutional Advocacy can be strong allies with the University in cultivating relationships with alumni and other external friends who can engage on behalf of the University. His premise is to combine Alumni Affairs and Institutional Advocacy, which would allow for support to continue to be provided to the AAUC and alumni Regents as well as incorporate the task of identifying influential alumni who are interested and willing to advocate for the University. He explained that a systematic process should be developed so that the University can cultivate and maintain relationships with its alumni. This allows alumni to be informed and engaged in the decisions of the University. Over the next few months, he is hoping to create a specific restructuring proposal that outlines the budgetary and FTE needs to accomplish the combining of the departments.

In response to a question asked by Regent Reiss regarding the mission statement of the Committee, Mr. Dooley stated that it is to strengthen connections between Student Affairs and Alumni Affairs.

Mr. Dooley noted that the AAUC went on a tour to discover alumni relations best practices that are used at other higher education institutions. The tour included visits to the University of North Carolina, University of Virginia, and Texas A&M. From this tour, the AAUC developed new approaches to enhance alumni relations programs. These ideas will be incorporated into the development of the mission of the restructured unit. Many of these best practices are focused on getting students involved with alumni during the college experience. The probability of alumni being engaged in an alumni group is significantly enhanced by their involvement as students.

Mr. Dooley noted that he would like to begin developing these initiatives or best practices on a small scale first, to ensure their success, and then broaden them. He noted his enthusiasm at the positive responses he has received from the AAUC and others.

In response to Regent Reiss' interest in the number of current active alumni, Committee Chair Shewmake was unsure of the exact number but stated that he will provide that information to the Committee at a later date.

In response to questions asked by Regent Reiss, Committee Chair Shewmake explained the structure of the alumni organizations and the AAUC. Each campus has an alumni association with an executive director and president. The AAUC, which meets three or four times a year, is comprised of all ten campus executive directors and presidents.

Regent Reiss stated that it would be helpful for the Committee to be informed about the current alumni-student relations programs, both formal and informal, on the campuses. The Committee would then know how to build upon these ideas and programs.

Committee Chair Shewmake explained that there were several ongoing programs, but the staff in the Alumni Affairs office has been reduced, due to the restructuring at the Office of the President. He expressed his hope that Mr. Dooley would consider more staff hires in this area so that these types of programs can continue in the future.

Regent-designate Stovitz recalled that, historically, the AAUC has provided support to the campus alumni associations in the development of their programs, especially on the smaller campuses that do not have ample staff. He expressed his hope that this service would continue under Mr. Dooley's reorganization.

Committee Chair Shewmake stated that the programs vary, depending on the campus. However, the AAUC has developed a strategic plan that was very well conceived based on advocacy and student involvement. Each campus is incorporating parts of the plan in different ways. The plan will be distributed to the Committee members at a future meeting.

Regent Scorza expressed his enthusiasm about the Committee meeting and indicated that this may be the first time that students and alumni have been brought together to discuss ways to improve practices.

Regent Island indicated that there are two roles for alumni; one aspect is as a financial resource and the other is as an advocate for the University. He felt that the more important aspect was the latter so that the University is able to address alumni interests independently of any possible financial gain. Alumni have a vested interest in the well-being of the University. Regent Island emphasized that he felt the University has not done a good job in engaging alumni aside from the financial aspect. He indicated that it would be a misuse of time for the Committee to focus on the alumni as a financial resource.

Mr. Dooley concurred with Regent Island and noted that it would be inappropriate for the Office of the President to be involved in alumni fundraising. This responsibility lies with the campuses. He explained that his focus would be to develop a mechanism by which

alumni can be informed about the focus of the University as well as to indicate how alumni might be interested in advocating for the University. He acknowledged that it takes a concerted effort to keep alumni engaged.

Regent Island noted that the Regents have utilized alumni input in several ways, most productively in presidential and chancellor searches. He indicated that the goal, at this point, is to determine the role of the Committee and whether it is needed.

Regent Reiss concurred with Regent Island and stated that there need to be specific goals outlined to fulfill the mission of the Committee. As an example, the Committee meetings may be a good place for students to voice their opinions and concerns.

Regent Island observed that, in the restructuring process at the Office of the President, the Committee should not lose sight of the alumni concern for the well-being of the University, separate from financial considerations.

Mr. Dooley concurred and noted that the purpose for his presence at the Committee meeting was to provide information on alumni affairs. He noted that this can be a starting point for the discussions on the purpose of the Committee. He indicated that he will look to the Regents for counsel as he moves forward on some of the restructuring decisions.

Regent-designate Bernal concurred with Regent Island. He acknowledged how important the student-alumni relationship is in the connection that students can have to a campus, especially campuses that do not have football teams, which tend to assist in campus comradery. Events where students of color connect with alumni of color can be invaluable experiences that can help to create an open climate on campuses.

Regent-designate Stovitz noted that today's alumnus or alumna may be tomorrow's investor in the University, a donator of land, a supporter to local media, or a parent to a future UC student. He emphasized his hope that Mr. Dooley will restructure the Alumni Affairs and Institutional Advocacy lead position to not be solely focused on advocacy efforts.

Mr. Dooley explained that restructuring the Alumni Affairs office is a delicate matter as there is tension surrounding the alumni relations programs on the campuses and the role of Alumni Affairs at the Office of the President. Some alumni associations on the campuses believe very strongly that the Office of the President plays little to no role in alumni affairs. The smaller campuses believe there is a larger role that the Office of the President can play. The challenge is to find a proper balance between the differing views.

Regent Reiss concurred with Mr. Dooley, noting that the real goal is to determine how to connect students and alumni.

Mr. Dooley expressed his commitment to the Committee to assist them in any way needed to further their goals and priorities.

### 3. REMARKS OF THE VICE PRESIDENT FOR STUDENT AFFAIRS

Vice President Sakaki expressed her excitement about the Committee and its role in engaging students around issues that are important to them. She explained that in order to engage students, it is crucial to know about them and the issues they are facing. Also, it is important to acknowledge and learn about the different programs that are already established on campuses.

Ms. Sakaki noted that during the best practices tour, which Mr. Dooley discussed, it was discovered that students who were engaged early in their educational experience continued to be engaged throughout their college years and as alumni. The younger campuses do not yet have the same established educational experiences and traditions to assist in encouraging student involvement.

Ms. Sakaki outlined the current profile of students. She specifically addressed the demographics of the students, including the percentage born outside the U.S., percentage of first-generation college students, percentage of students from low-income families, and percentage of students from high schools with a low Academic Performance Index score. She presented data regarding students' views on their sense of belonging to their campus as well as their satisfaction with the academic and social experience.

Regent Ruiz questioned if this profile information was tracked on a year-to-year basis and inquired how this changed over the years.

Ms. Sakaki stated that the data was received from an annual University of California Undergraduate Experience Student Survey, and that the data has changed dramatically over the years.

Regent Ruiz requested to see the student data to compare student profiles over a period of years. He observed that many Regents may be surprised at the changes.

Ms. Sakaki explained that the data was important because it helps to know who the students are as the Committee moves forward to develop programs. The profile of students directly relates to the students' sense of belonging. Data such as this is given to the campuses so that they can enhance programs and further engage students.

Regent Reiss inquired about the number of questions on these surveys, and requested that the Committee receive a sample of the most recent questionnaire.

Regent Ruiz expressed his disappointment in the lack of communication the Regents have with students. He noted that Regents should have respectful interaction with the students so that both groups can learn about the relevant issues facing the University. He praised the Irvine campus' strategic plan presentation, which was given at the February Board meeting, as this provided the Regents with information on campus life, activities, and research.

Ms. Sakaki praised the Committee on its eagerness to be more connected to students. She encouraged the Committee to promote a positive student presence at Board meetings.

Regent Ruiz acknowledged Regent Johnson's efforts in pioneering the interaction between Regents and students, including organizing meetings with students.

Regent Johnson explained that she meets with students on campuses during the Board meetings to discuss the issues facing campuses from the student perspective.

Regent Scorza recalled that Regent Johnson's efforts to meet with students greatly influenced him, and that one of his first encounters with Regents was attending a lunch that she hosted.

Regent Reiss praised Regent Johnson for her efforts, and indicated that she would like to have more interaction with students. Furthermore, she requested that the Committee receive a master list of all student associations and the number of students involved in each association. She suggested that the Committee invite different caucuses to attend each Committee meeting in order to express their concerns.

Ms. Sakaki explained that the University of California Students Association (UCSA) is the recognized body of students but there are hundreds of other groups on each campus. She indicated that she will provide a list of student associations to the Committee.

Ms. Sakaki stated that there is rich data that provides information on how comfortable students are on specific campuses. For example, if Jewish or African American students feel less comfortable or less a part of the campus, that information can be used to assist the campus in learning how to improve the climate for specific groups.

Regent Cole believed that the relationship between alumni and students is crucial. The University will not have engaged alumni unless they are engaged as students. In order to continue to have alumni support, alumni have to be engaged, at some level, as students in undergraduate or graduate life. She noted that this Committee is important because it provides a link to foster relationships between students and alumni.

#### 4. **OUTSTANDING STUDENT LEADERSHIP AWARD**

Regent Scorza discussed campus student groups, including the University of California Students Association (UCSA), which includes representatives from each of the campus governments. There are thousands of other student groups who organize systemwide events and do important work on behalf of the University.

Regent Scorza proposed the creation of a leadership award that would recognize students who dedicate time and energy to coordinate UC systemwide events, programs, and conferences. He explained that this award would recognize students' value, leadership and service to the University.

Vice President Sakaki noted that California State University (CSU) has a similar award that recognizes students for their contributions. She explained that the CSU award has specific criteria. Students are requested to submit an application and a review committee analyzes each candidate.

Regent Reiss inquired about the guidelines for CSU's award. In addition, she questioned whether the scholarship portion of the award is funded through its general budget or a donor. Ms. Sakaki noted that the CSU award is underwritten by a donor. Regent Scorza explained that he did not envision having a scholarship associated with the UC student leadership award. Regent Reiss offered to assist in finding an underwriter for the award.

Faculty Representative Croughan noted that she received a similar award when she was a student. She recalled that being acknowledged in this way was an important honor, even though her award was not monetary. She expressed her concern that the award Regent Scorza is suggesting is too focused on students planning or leading events. The criteria should be expanded to include students who are leaders in their fields. She cited the examples of students who organized intercity tutoring programs working with youth or medical students who started the medical students' homeless clinic. She praised Regent Scorza for his idea, but was concerned about the parameters of the award criteria and believed that they should be broadened.

Regent Island praised Regent Scorza for his work on this award, but questioned whether students would want to receive an award from the Board. He explained that, historically, Regents have not had positive engagement with the student community. The typical interaction between students and the Board occurs during the public comment period at the Board meetings. During public comment, students sometimes take confrontational positions before the Board and some students have been arrested or removed. He indicated that the award may become a "political football" and this would not be a positive situation for the Board or students. The Committee should consider having the UCSA suggest an award in order to eliminate any strain that might occur between the students and the Board.

Regent Ruiz explained that he feels there is a wall between students and the Board. He opined that the Regents should foster relationships with students. This would provide the Regents with a better understanding of students' goals as well give students a better idea of what the Regents are attempting to accomplish.

Regent Scorza commented that the purpose of the proposed award is to begin to break down the wall between the students and Regents.

Regent-designate Bernal recalled that, prior to joining the Board, he had misconceptions of the Regents. He opined that the misconceptions that students have is why the Board should create the award. He acknowledged that the Board has changed, and this image needs to be reflected to the students. The leadership needs to come from the Board so that

the correct message is communicated. He explained that UCSA currently does have systemwide awards that acknowledge campus organizations and student leaders.

Regent Reiss concurred that the Committee should partner with the UCSA in the establishment of the award. Regent Island believed that UCSA partnering with the Regents was an excellent solution.

Regent Scorza indicated that he has discussed the award with UCSA. He explained that the CSU award was a good model for UC to use in moving forward in the establishment of a student leadership award.

Regent Reiss requested that the Committee develop further specific qualifications for the award criteria so that the UCSA is able to make an informed decision about their joint participation with the Regents.

Regent Island thanked Committee Chair Shewmake and Regent Scorza for their work on this award. He urged Regent Scorza and Regent-designate Bernal to continue to work on the specifics of the award. He believed that they are headed in the right direction but cautioned them to think about the politics that might be associated with a student award given by the Board.

Ms. Sakaki noted that the Council of Vice Chancellors for Student Affairs may be of some assistance in the selection process of this award.

Regent Scorza indicated that he did not want to limit this award to student government only.

Regent Reiss stated that it is crucial for the students to be an integral part of the presentation and selection of this award.

Regent-designate Bernal encouraged the Regents to share the information discussed regarding the award with other Regents who are not serving on the Special Committee. He believes that this award needs the approval of the entire Board in order to make the recognition strong, solid, and sincere.

Committee Chair Shewmake noted that in his time on the Board, there has been great support of student recognition items. He believes that the Board will widely accept the idea of the award.

Ms. Sakaki noted that the Committee should be aware of the restructuring of Student Affairs at the Office of the President. There is a proposal going to a review committee which recommends moving the outreach and academic preparation programs out of Student Affairs.

Regent Island expressed concern that the programs currently under Student Affairs may be transferred to this new unit and eliminated.



Faculty Representative Croughan noted that she is on the restructuring committee, and the intent is not to eliminate programs. She recalled that prior to Ms. Sakaki joining the Office of the President, the two units were separate.

Regent Ruiz questioned if this decision was motivated by budgetary issues or organizational efficiencies. Faculty Representative Croughan responded that both factors contributed to the decision.

## 5. IDENTIFY TOPICS OF FOCUS FOR SUBSEQUENT MEETINGS

Committee Chair Shewmake discussed possible topics that the Committee can address related to Alumni Affairs. These items were discussed with the campus alumni affairs directors as well as Regent Scorza and others, and included scholarships funded by alumni, researching better methods to get first-year students involved with alumni relations, and developing ideas for student-alumni collaboration at UC Day held in Sacramento.

Ms. Sakaki stated that the Vice Chancellors for Student Affairs have suggested several issues for the Committee to consider; these include veterans' services and educational policy. She pointed out the work that Regents Lansing, Reiss, and Scorza have done in the area of veterans' services.

Faculty Representative Croughan asked if the Special Committee should be discussing issues related to educational policy. She noted that the Committee on Educational Policy would have jurisdiction over these matters.

Secretary and Chief of Staff Griffiths indicated that, in supporting creation of the Committee, Regents Blum and Lansing stressed to the student representatives, the importance of avoiding overlap between issues addressed by the Special Committee and by the standing committees, especially matters addressed by the Committee on Educational Policy.

Regent Reiss concurred that the Special Committee should be careful not to address matters that fall within the jurisdiction of a standing Committee.

Regent Scorza agreed with Regent Reiss, but stated that the Special Committee cannot address the student experience without touching on matters concerning educational policy.

Regent Island indicated that the challenge for this Special Committee is to find its purpose and reason for continuing.

Regent Scorza noted that there are several issues, such as veteran students and foster care youth, which do not fall within the authority of a specific standing Committee. He indicated that these are the issues that the Special Committee should be focused on. He stated that another important issue that needs to be addressed is civil engagement and

concerns about student liability and insurance. Students who perform community service could be held liable if involved in an accident while serving.

Regent Reiss concurred with Regent Scorza but reiterated that the Special Committee should not address matters that other committees discuss. In addition, she indicated the importance of dealing with other issues so the Committee can uniquely justify its existence.

Regent Island expressed concern whether this Committee would replace the voice of UCSA, which addresses the Board at every meeting.

Committee Chair Shewmake indicated that this Committee's role is to enhance the voice of UCSA, not replace it. The Board receives reports from the students each meeting, but this may not be followed by any action. He explained that his hope is for the Committee to be able to take the student ideas and create items that will later be presented to the Board.

Faculty Representative Croughan suggested that another topic that the Committee might address is the establishment of an alumni database on every campus. The Office of the President could assist in creating, developing, and launching the software needed to maintain these databases. She noted that the database could help greatly with advocacy efforts by containing information about alumni who are willing and able to be a UC advocate in specific areas. This will allow for the Office of the President to reach out to the campuses when there is a specific need, and then action could be generated by the campuses.

Regent Reiss concurred with Ms. Croughan, and suggested that this item be a topic addressed by the Committee.

Faculty Representative Croughan noted that she discussed this matter with Associate Vice President Ernst and that he concurred. She indicated that a faculty list should also be established, similar to the alumni database.

Committee Chair Shewmake stated that a list of possible topics will be prepared for continued thought and discussion.

Ms. Croughan requested that the Committee hear the opinion of the students present at the Committee meeting. The students commented positively on the meeting discussion, and they suggested that the Committee outline their priorities and communicate suggestions on how they can best address these matters.

Regent Reiss proposed that the Committee receive a list of the top three student affairs priorities on each UC campus. The Committee can then discover if there are similar priorities throughout the system that can be addressed, in conjunction with UCSA. She indicated that the structure of the Board meetings makes it very difficult to interact with students. This is portrayed as Regents not being interested, which is not the case.

Regent Ruiz concurred and expressed his concern about not being able to interact more with students.

Regent Reiss requested that the Regents receive the UCSA meeting schedule so that they can make time to possibly participate at some of these meetings.

The meeting adjourned at 2:00 p.m.

Attest:

Secretary and Chief of Staff

Pending Approval