













uncertainties. About half were first-time or lapsed donors. Staff were working to engage first-time and lapsed donors to give consistently.

One notable trend was the rise in support for the UC Berkeley Division of Equity and Inclusion, for which \$60 million was raised in FY 2018–21, up from \$15 million in FY 2014–17. Another trend was how difficult it has been for auxiliaries, such as athletics, museums, and performance venues, to raise money during the pandemic. Endowment giving had also declined but could be correlated to the pandemic-related giving. Widespread, international attendance at UCB's first all-virtual Homecoming and Parents Weekend activities demonstrated the value of digital engagement even after the pandemic. Challenge and matching funds have been powerful tools for the campus' current campaign. An anonymous donor gave \$10 million to launch a graduate fellowship endowment matching campaign, resulting in 11 new graduate fellowships thus far. These fellowships were distributed over a wide array of disciplines, including those that were not as well-known in private philanthropy. Bob and Colleen Haas personally donated \$24 million, \$14 million of which went to the Haas Scholars Program and \$10 million of which went to a matching campaign for undergraduate scholarships like the Fiat Lux Scholarship.

Regent Lansing underscored the success of online fundraising during the pandemic. Giving from the comfort of home has become attractive to donors, and she knew of some organizations that have opted to fundraise entirely online. She suggested holding some fundraising events online and some in person after the pandemic and comparing the results.

Regent Muwwakkil asked whether the Office of the President (UCOP) had a central role to play in fundraising. He observed that the pipeline from undergraduate education to the professoriate, which could span multiple campuses, could be funded philanthropically. Ms. Holmes replied that she could relay this suggestion to President Drake and the campus representatives, who meet with UCOP three times a year to discuss initiatives and projects. Campaigns typically evolved organically. UCOP was not staffed to engage in direct fundraising, and campuses determined opportunities. Ms. Hooper added that UC Berkeley and UCSF were collaborating on fundraising and shared a full-time employee. Sandy and Joan Weill had given a joint gift that went to both UC Berkeley and UCSF. Executive Vice President and Chief Financial Officer Brostrom noted that UCOP's involvement in philanthropy was matching funds. Then President Napolitano had matched funds for endowed chairs, which was very effective. UC Berkeley was able to create fungible sources of money from restricted giving. Endowed chairs or graduate student fellowships would otherwise come from core funds. Funds raised for the Data Hub New Academic Building at UCB have helped with seismic issues.

UC Riverside Vice Chancellor for University Advancement Peter Hayashida stated that this was a record fundraising year for UCR despite the pandemic. The campus closed "Living the Promise," its first comprehensive fundraising campaign, on December 21, 2020 and surpassed its goal of \$300 million two months ahead of schedule. Over ten percent of living graduates participated. UCR doubled its endowment and endowed chairs, due in part to matching funds from then President Napolitano. Donors were becoming more interested in supporting UCR students. Of undergraduate students at UCR, more than half

were first-generation, more than half were eligible for the Pell Grant, and 97 percent were California residents. Since the onset of the pandemic, the number of unrestricted gifts increased by 25 percent, a good sign of confidence in the campus, and the number of gifts supporting students rose 40 percent. For FY 2020–21, total dollars raised so far grew about 13 percent over FY 2019–20; this was UCR’s best first half-year performance. The campus also had its strongest Giving Tuesday, with half of the gifts coming from first-time donors and 18 percent of gifts from graduates of the last decade. UC Riverside’s next campaign would be a three-pronged initiative. The first prong, expanding access and opportunity, would entail fundraising for traditional scholarships and fellowships with matching and challenge grants, as well as for mentoring and pipeline and summer bridge programs. The second prong was energizing learning and discovery through internships, experiential learning, and creating inspiring spaces for exploration. For the third prong, enhancing students’ health, well-being, and sense of belonging, UCR would work with donors to address basic needs, transportation, childcare, and financial literacy, and to strengthen honors programs, transfer student success efforts, and ethnic and gender resource centers. The Riverside campus’ mission of advancing equity, social justice, and inclusion resonate with its donors. Being a younger campus and recent growth presented challenges to fundraising. Half of UCR alumni were under age 40 and had not yet reached the typical age of major gift donors. The strength of UC Riverside’s resolve, combined with the exceptional partnership of visionary academic leaders, committed volunteers, and talented staff, would continue drive the campus’ success. UCR’s values led *U.S. News and World Report* to rank it number one in the nation in social mobility for the past two years. Mr. Hayashida concluded his presentation by stressing that UCR students should enjoy the richness and depth of experiences comparable to those at better-resourced institutions.

Staff Advisor Tseng asked whether campuses were fundraising from staff. Ms. Hooper replied that UC Berkeley fundraised annually for its Basic Needs Center from staff. There was no comprehensive staff campaign, but many faculty and staff donated to the Big Give. Last year, Professor Emeritus Gordon Rausser gave \$50 million to name the College of Natural Resources, \$30 million of which went to a dean’s discretionary fund. A staff and faculty campaign could be launched at the end of the public phase of UCB’s current campaign, but the announcement of furloughs made it challenging. Mr. Hayashida stated that UC Riverside was engaged in a small, focused campaign for an employee emergency assistance fund. Chancellor Wilcox challenged campus leadership to raise an additional \$100,000, and the campaign had raised \$58,000 so far. Ms. Tseng underscored the importance of incorporating staff into the University’s culture of philanthropy.

Regent Muwwakkil asked how UCR fundraised for bridge programs. Mr. Hayashida replied that the campus gave donors options that appealed to their passions. The Inland Empire had very low college attainment and access to healthcare, so UCR’s summer bridge and medical summer bridge programs were very popular among donors. Messaging has focused on the lifecycle of a contributing, educated member of society. Some donors were interested in career pathways, and bridge programs seemed to be a part of that.

## 5. STUDENT SUPPORT FUNDRAISING



[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Chancellor Khosla began his remarks by emphasizing that all aspects of the University existed because of students. In 2012, UC San Diego launched a ten-year campaign to raise \$2 billion; in its ninth year, the campaign was on track to raise \$3 billion. UCSD has tried to change the culture to inspire feelings of connectedness and demonstrate the value of a UCSD education. The \$280 million raised for student support and success in this current campaign accounted for 45 percent of gifts but 11 percent of the dollars given. The many who were interested in student support were not large donors, and large donors were interested in giving to research. There were 1,051 UCSD undergraduate students who were guaranteed a loan-free education, which cost about \$10,000 per student per year and was supported by direct fundraising and the endowment. One creative approach that UCSD has taken was using endowment payouts for mortgage payments and student support. With this approach, UCSD has put millions of dollars into student support programs. The payout from endowed professorships supported the endowed faculty member's supported salary, which was typically supported by State funds, and then those State funds would go to student support and success. Not every aspect of a campus had to be supported in a silo. By setting the right goal for the community to support, UCSD also raised \$6 million for a COVID-19 relief fund in ten days, which enabled the development of testing and campus reopening strategies. In addition, 1,473 students had received COVID-19 relief grants to cover textbooks, transportation costs, laptops, and other expenses.

Chancellor Khosla expressed both pride in UC San Diego's ability to support student basic needs but also sadness that students experienced basic needs insecurity. About 5,700 students were receiving support from the campus basic needs center, and there had been 20,000 visits to the campus food pantry. UC San Diego Foundation trustees, along with Chancellor Khosla and the Office of the President (UCOP), were working to eliminate hunger on campus, and, since December 2019, trustees had committed more than \$100,000 to the food pantry. Forty students were in the temporary housing program. Mental health services were supported by internal resources, and students added a mental health fee that went to services and financial aid. Donors were supporting initiatives such as the Black Academic Excellence Initiative and the Latinx/Chicanx Academic Excellence Initiative. Chancellor Khosla stated that he took a holistic view to fundraising.

Regent Muwwakkil complimented Chancellor Khosla on his attention to student basic needs. Chancellor Khosla stated that funds raised had an impact on high-need students. Thirty-three percent of Chancellor's Associates Scholarship recipients were transfer students, and more than 60 percent of recipients were first-generation students.

Regent Zettel thanked Chancellor Khosla for his leadership and passion for addressing student needs.

Chancellor Christ stated that, since the launch of UC Berkeley's "Light the Way" campaign in 2014, has it raised over \$247 million from over 32,000 donors for undergraduate student support. One key to this success was creating Student Experience and Diversity (SED), a

unit in the development office that focused on raising money for the Divisions of Student Affairs, Equity and Inclusion, and Undergraduate Education. SED raised money for K–12 programs, scholarships and student aid, internships, undergraduate research, student health and well-being, and increasing a sense of belonging among underrepresented students of color. Another key was setting a campaign goal of raising \$400 million for scholarships and creating 300 new graduate fellowships. Light the Way raised \$3.5 million for basic needs, and UCB made a commitment to raise \$1.5 million annually. Student support was very attractive to a wide range of donors during the COVID-19 pandemic. In fundraising for student housing, UC Berkeley received two extraordinary gifts, one that fully funded an apartment for graduate students and another that fully funded a dormitory for transfer students. Both donors required that the money saved from the absence of debt service would go toward financial aid for graduate and transfer students, respectively. UCB saw an increase of over 80 percent in giving for diversity, equity, inclusion, and belonging. For example, the Evelyn and Walter Haas, Jr. Fund gave \$10 million to such programs. The campus also partnered with the San Francisco Foundation for the African American Initiative and for other student groups that historically faced prejudice and discrimination. Some of UC Berkeley's most successful campaigns involved matches, such as the \$10 million gift for the Fiat Lux Scholarship.

Committee Chair Leib asked Mr. Cash what percentage of giving should go to student support. Mr. Cash replied that it depended on the campus and the student population. The challenge in fundraising for student support was acquiring large gifts. Scholarship and student support were appealing during Big Give, and increasing alumni support towards student support was more effective than raising unrestricted giving. Every dollar had value, and the goal was to grow the amount raised, not reduce funds in one area to increase funds in another. Chancellor Khosla expressed agreement. He stated that campuses needed to assess how much was needed for student support based on current educational programs and student demographics. About 20 percent of that need met should be met with fundraising. Chancellor Christ stated that the frame of reference must shift from what the State was not giving UC to regarding philanthropy as a central strategy.

Regent Zettel asked whether funds raised for food and housing security could benefit both graduate and undergraduate students. Chancellor Christ replied that funds raised for student emergency and basic needs was for graduate and undergraduate students. Funds raised for graduate student fellowships were specifically meant to attract the best graduate students.

Regent Muwakkil recognized Chancellor Christ for focus on graduate student fellowships. He commented that academic affairs and student services were inadvertently seen as separate, but, in his view, student support and research support were intertwined. UC should see student experiences as aligned with the success of its research endeavors, and this should be reflected in philanthropic support. For instance, the McNair Scholars Program and Mellon Mays Undergraduate Fellowship Program provided financial and mentorship support. This would align UC's goals of access and equity with its goal of research excellence. Chancellor Christ stated that UCB has had success raising money for similar programs, such as the Haas Scholars Program and the Miller Scholars program.

Chancellor Muñoz shared how student support programs at UC Santa Barbara and UCLA had helped him as a student UC should publicize widely, especially to stakeholders, how the combination of philanthropy and public support was producing excellence across all its campuses, which had an impact on the prosperity of the state. These conversations and fundraising successes were not the norm in other states. Committee Chair Leib praised Chancellor Muñoz's efforts at UCM and hoped that campuses were sharing best practices with each other.

Regent Stegura stressed the importance of building a culture of philanthropy. Those who were able to make larger gifts also attended UC when it was funded largely by the State, and they assumed that this was still the case. The UC Davis Student Foundation was created as part of the UC Davis Foundation to build that culture of philanthropy among students and share with them what philanthropy could do and why it was necessary.

Committee Chair Leib noted that some students did not choose UC, believing that they could not afford attendance, and because they did not know about the programs available to assist them. This was also a message that should be communicated widely.

## 6. STATE GOVERNMENTAL RELATIONS UPDATE

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Kieran Flaherty stated that the federal funding that would have restored the \$300 million cut in ongoing funding that the State made last year cut did not materialize. In November, the Regents requested \$518 million from the State to restore that cut; funding for medical education, mental health support, and student equity; and \$250 million in one-time funding for deferred maintenance and energy efficiency projects. Governor Newsom's proposed State Budget in January would provide a \$104 million partial restoration in funding; \$12.9 million for the UC Programs in Medical Education (PRIME); \$15 million in ongoing funds for student basic needs, which included mental health support and technology purchases; and other one-time funds, such as \$175 million for deferred maintenance and energy efficiency projects. The proposed State Budget did not remove the line item for the Office of the President (UCOP) budget, an issue that State Governmental Relations (SGR) planned to pursue with the Legislature.

SGR was tracking the more than 500 bills that had been introduced since the Legislature convened on January 11. Some bills proposed that UC enhance its admissions practices based on recommendations from the State audit and aligned with UC's own internal audit. A \$15 billion educational facilities general obligation bond could go on the 2022 ballot. SGR would continue to work with the Legislature on UC capital funding and on community safety and policing. President Drake had been tirelessly meeting with State leaders to build relationships, highlight UC priorities, and discuss partnerships. SGR would soon be meeting with the UC Legislative Roundtable, a group of legislators who had a UC location in their district. At the Regents' request, SGR had scheduled meetings between Regents and key legislators. Nearly 1,300 people pledged to join SGR's State budget

advocacy campaign, including hundreds who were new to UC advocacy. Campaign partners included the California Coalition for Public Higher Education, students, faculty, and alumni, and other advocacy groups. Mr. Flaherty thanked chancellors and campus leadership for their advocacy work in Sacramento as well. He ended his remarks by indicating that the State must restore cuts to UC's budget in order to ensure student success and equity. UC had an obligation to help California meet workforce, healthcare, and research demands, so the University was both a worthy investment and the solution.

Committee Chair Leib credited Regent Lansing with suggesting that Regents meet with legislators via teleconference and thanked Mr. Flaherty for arranging them. Chancellor Wilcox thanked the Regents for their efforts with the Legislature. Regent Lansing shared that she participated in several very effective meetings with legislators via teleconference. This was a good time for advocacy. Committee Chair Leib shared that legislators were eager to work with President Drake.

Student Observer Amine El Moznine urged the Committee to be ambitious in its State funding advocacy now that there was an ally in the new Biden administration and there was more money in the proposed State budget. UC could not return to how it had been prior to the COVID-19 pandemic. He called for building momentum on the recent successes in acquiring basic needs funding by seeking targeted funds for student success. There was an opportunity to require even higher standards for campus mental health professionals than what was provided in State Senate Bill 660, and UC should pursue the suggested financial aid reforms laid out by the California Student Aid Commission. Students who are engaged early in the advocacy process would help maintain enthusiasm and be able to share memorable narratives with legislators. UC could also align its goals with student-led advocacy groups. Mr. El Moznine shared that the UCweVote campaign invited Regents to join their efforts to make voting easier for students, which could mean more votes for legislators who care about higher education.

## 7. **FEDERAL GOVERNMENTAL RELATIONS UPDATE**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Chris Harrington stated that the inauguration of U.S. President Biden and Vice President Harris showed the resiliency of the country and its democracy, in contrast with the Capitol riots in Washington, D.C. on January 6. The Biden-Harris administration faced daunting challenges, and its success would be determined by its accomplishments in the first 100 days. UC received \$11 billion to \$12 billion in federal support every year, and this was sustained this fiscal year. In this package, the Pell Grant maximum was increased to \$6,495, the first of UC's four targets toward doubling the maximum Pell Grant by 2024. There was funding for a basic needs pilot program and funding increases to the National Institutes of Health, National Science Foundation, and the U.S. Department of Energy Office of Science—all critical to UC research. There was also funding for 1,000 Direct Graduate Medical Education slots, \$900 billion in COVID-19 relief, and UC anticipated receiving some funding from these. UC would receive more

than \$391 million in higher education relief funds from the emergency spending package passed in December 2020. The package also funded research, contact tracing and testing, vaccine efforts, and the Public Health and Social Services Emergency Fund, and Federal Governmental Relations (FGR) would continue to work with the Office of the President, the campuses, and medical centers on accessing more of these funds. Among the executive orders President Biden signed after his inauguration were extending the Deferred Action for Childhood Arrivals program, rejoining the Paris Climate Agreement, and extending the pause on interest and principal payments for direct federal loans until September 30, with more executive actions expected. UC faculty, staff, and alumni were poised to hold positions in the new administration. After Election Day, UC leadership met with the Biden-Harris transition team multiple times to discuss UC budget and policy priorities. FGR would continue to engage the new administration. Congress must write spending bills for fiscal year 2022 and consider a number of reauthorizations, the Biden-Harris administration was expected to begin releasing its budget in April, and UC would present its priorities in March. Sequestration expired, which hopefully meant more robust funding for UC priorities.

Regent Stegura asked how Regents could help with federal advocacy. Mr. Harrington replied that FGR could build a model similar to that of State Governmental Relations (SGR) and facilitate similar conversations.

Committee Chair Leib asked which California members of Congress FGR wished to engage. Mr. Harrington responded that UC could enhance its relationship with the 55 California members of Congress. FGR welcomed Regental engagement with new Senator Alex Padilla, as well with more Republican representatives.

Committee Chair Leib asked if there were California members of Congress who took a position on higher education. Mr. Harrington replied that the House Committee on Education and the Workforce was reorganizing. Congresswoman Susan Davis had stepped down from her role there. Other members were attuned to UC issues.

Regent Lansing asked that SGR and FGR provide Regents with talking points for advocacy efforts. Mr. Harrington stated that he could provide them to Regents. FGR tailored its advocacy by seeking members' priorities that aligned with UC priorities. Associate Vice President Kieran Flaherty added that Regent Stegura has helped him maintain focus on the strategic imperative.

Regent Zettel stated that UC could engage with Congresswoman Sara Jacobs, who was part of the Jacobs family, a great supporter of UC.

Senior Vice President Holmes stated that SGR and FGR were now part of an integrated division that was able to share resources for all levels of advocacy. There has been a high volume of federal and State engagement, and Ms. Holmes' team was now better able to collect data to target its outreach to grassroots UC advocates. She encouraged the Regents to invite people from their network to join advocacy efforts as well.

The meeting adjourned at 12:30 p.m.

Attest:

Secretary and Chief of Staff

Pending Approval