Minutes

A meeting of the Board of Directors of The Campanile Foundation was held at San Diego State University in the Stephen L. Weber Alumni Board Room of the Parma Payne Goodall Alumni Center, San Diego, California, on December 1, 2016, pursuant to the notice duly posted for public information.

The following Directors were present:

Joe Belch
Ed Blessing
Ed Brown
Mary Ruth Carleton
Nikki Clay
Mary Curran
Julie Dillon
Steve Doyle
Greg Fowler
Frank Goldberg
Elliot Hirshman
Jeff Jeffery
Rich Kerr
James Kitchen
Evelyn Lamden
Linda Lang
Jack McGrory
Kris Michell

Jamie Miller
Michael Pack
Tony Podell
Elsa Romero
Patti Roscoe
Jerry Sanders
Bob Scarano
Christopher Sickels
Rachel Zahn

The following Directors were excused:

Terry Atkinson
Marshall Faulk
Bill Geppert
Alan Gold
Christy Hilton
Ken McCain
Thom McElroy
Susan Salka

Jim Sinegal
Karin Winner

The following Officers were present:

Amy Harmon, Secretary, The Campanile Foundation
Leslie Levinson, CFO, The Campanile Foundation

The following University administrators and staff members were present:

Greg Block, Chief Communications Officer
Megan Collins, Chief of Staff, President’s Office
Jim Herrick, Assistant Vice President, Vice President’s Office
Chris Lindmark, Assistant Vice President of Campaign and Presidential Events
Tom McCarron, Vice President, Business and Financial Affairs
Dan Montoya, Assistant Vice President, Alumni Association
Lizette Najera, Director, Board and Executive Affairs
Leslie Schibsted, Associate Vice President, Development
Catherine Snapp, Presidential Communications Director
I. Call to Order

Chairman Jack McGrory called the meeting to order at 2:32 p.m.

President and CEO Mary Ruth Carleton thanked everyone for all the work that has been done for The Campaign for SDSU. President Elliot Hirshman also thanked the Board for their accomplishments. Over $100M of the over $750M has come from TCF Board members.

Jack McGrory called for a motion to approve resolution 16-08:

RESOLUTION 16-08
RESOLUTION OF THE BOARD OF DIRECTORS
OF THE CAMPANILE FOUNDATION
ELECTING AND INSTALLING
MARY CURRAN, STEVE DOYLE, FRANK GOLDBERG,
AND JIM SINEGAL
AS DIRECTORS OF THE CAMPANILE FOUNDATION

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 16-08.

Jack McGrory called for a motion to approve resolution 16-09:

RESOLUTION NO. 16-09
RESOLUTION OF THE BOARD OF DIRECTORS
OF THE CAMPANILE FOUNDATION
ELECTING AND INSTALLING
MARY CURRAN AS CHAIR
OF THE CAMPANILE FOUNDATION BOARD

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 16-09.

Ms. Carleton presented a crystal gavel to Jack in appreciation for his service as Chair of The Campanile Foundation Board from 2014-2016. Jack will continue to serve on the Board as Co-Chair of the Athletics Committee.
New board members Frank Goldberg and Steve Doyle thanked the Board and are looking forward to working with everyone.

Chairman Curran announced Committee updates: There is a new Stewardship Committee forming and it will be led by Chris Lindmark. The Campaign Cabinet held its last meeting this afternoon. Committee leadership updates: Nikki Clay will be taking over as Vice Chair of the TCF Government and Community Relations Committee and Jack McGrory will be taking over the TCF Athletics Committee and co-Chairing with Kit Sickels.

II. Approval of Consent Agenda / September 8, 2016

Chairman Curran requested a motion to accept the Consent Agenda.

Motion: A motion was made, seconded, and unanimously carried to accept the Consent Agenda for The Campanile Foundation Board of Directors meeting of September 8, 2016 thereby approving the minutes of the:

- Campanile Foundation Board Meeting Retreat
  Minutes of September 8, 2016
- Audit Committee Conference Call
  Minutes of September 22, 2016
- Nominating and Organizing Committee
  Minutes of October 12, 2016
- Government and Community Relations Committee
  Minutes of November 17, 2016
- Athletics Committee
  Minutes of November 30, 2016
- Finance and Investment Committee
  Minutes of November 30, 2016
- Alumni Engagement Committee
  Minutes of December 1, 2016

III. The Campaign for SDSU

President and CEO Mary Ruth Carleton shared that after almost ten years of steady fundraising the $750M goal has been met but there is more to be done. The expectation is to be at $800M at the end of the fiscal year. There are three important initiatives that we still need to work on in the next six months and they are: The Engineering and Interdisciplinary Complex, The Fowler College of Business Challenge, and building the endowment. The EIS Complex has raised $6M and we would like to raise another $24M; for the Fowler Challenge, we are under $3M and have $22M to go; and endowment is currently at $220M. The development staff will be checking in with board members and asking for ideas and suggestions you may have in each area.
Many of you participated in the first annual Great Give on October 25. We have a great start on bringing in new donors for annual gifts by building the pipeline. Ms. Carleton introduced Dan Montoya, Assistant Vice President for Alumni to report on the numbers. Mr. Montoya reviewed the final report and it can be found on page 72 of the board packet.

- Total raised was $137,901
- 783 Donors participated
- 135 Donors made a first-time gift to SDSU
- 486 Alumni Donors; 96 Student Donors; 94 Friends of SDSU; 67 Faculty and Staff Donors; 40 “Other”

Mr. Montoya thanked everyone for participating and a special thank you to Jack McGrory and Kit Sickels for their matching gifts.

Ms. Carleton recapped events that took place in October. There was a celebration for the fundraising efforts for the Thomas B. Day Quad; a Topping-Out ceremony and donor lunch for the EIS Complex; dedication of the Clay Gateway; and the Ron and Alexis Fowler naming of the Fowler College of Business. Ron and Alexis Fowler were very touched with the event; many of their friends were there and faculty, staff, and community members.

Ms. Carleton reviewed the Major Gifts list from September 9, 2016 to present. There have been many new gifts to support our students, faculty, and programs. Stewardship of these new gifts and the thousands of other gifts will be key to the next campaign. Chris Lindmark will be the staff lead for this new effort – the TCF Stewardship Committee. Ms. Carleton introduced Chris to present her plans.

### IV. Stewardship Starts Here

Chris Lindmark presented her plan for the Stewardship Committee. This can be found on page 57 of the board packet. The purpose of the Stewardship Committee is to determine best practices to thank donors to The Campaign for SDSU. It will also establish a base for future giving and illustrate to the donors the impact of their gifts. The Committee will work with the University Relations and Development team to develop a plan to steward all donors to The Campaign for SDSU, create opportunities for board and committee members to actively steward donors including thanking individual donors, represent and speak on behalf of TCF at stewardship events, develop a system and set of metric to show the impact/effort of TCF members in stewardship activities, and to evaluate select stewardship events.

Currently, the committee consists of board members, Mary Ruth Carleton, Julie Dillon, Thom McElroy, Elsa Romero, Patti Roscoe, and Karin Winner; Dean Joyce Gattas; University Relations staff liaisons, Cathy Terrones, Cheryl Lemox, and Marla Mumford; and non-voting members; Matt Dathe and Stephanie Dathe, Bill Earley, Richard and Sharon Fogg, Karen Gammier, Sheila Lipinsky, Mary Podell, Jill Singer, Kathy Taylor, and Sandra Williams.
President Hirshman acknowledged Chris Lindmark and her team for their work – they have sustained excellence throughout The Campaign.

V. President's Report

President Hirshman stated that the campaign is in the last phase—the stewardship phase. There is a lot of work to do before the end of the fiscal year. The Board will be essential in promoting private philanthropy and in laying the foundation for the next campaign. The first comprehensive campaign has been a success and is setting a new standard for what the Aztec family can achieve.

President Hirshman reported on some recent events and activities:

President Hirshman welcomed John David Wicker back to campus as the new athletic director. Last year, our teams won five conference championships, three finished in the top 25 in the nation and our scholar-athletes had a record GPA of 3.01. Our football team is bowl-eligible for a 7th consecutive year and we are very excited to be playing Wyoming in the Conference Championship.

The War Memorial held in October was the largest ever and we were honored to have Admiral Scott Swift, Commander of the U.S. Pacific Fleet and an alumnus, class of ’79 as our speaker.

In the Arts, this evening is the first night of the large-scale production of “Jesus Christ Superstar in Concert.” It combines talents of the musical theater students, theater arts students, choir, orchestra, and rock ensembles. It promises to be spectacular.

The expectations are also high for our academic program and research efforts. We have hired Dr. Martin Sereno from the University of London. He will be the new director of the new brain imaging facility. He’s a well-regarded pioneer in functional MRI research and ran a neuroimaging center in the University of London system.

San Diego State was recognized recently by Princeton Review as one of the nation’s top universities for undergraduates.

A few benchmarks to review:

- Graduation rate rose to a record 74% – an increase of nearly six percentage points in one year.
- Nearly 3,400 students had internships last year – many hired by SDSU alumni. An increase of 42% since we began our new program.
- A record 2,660 students studied abroad last year – that is a 65% increase in five years and we rank 9th in the nation.
- The Aztec Mentor Program paired over 1,200 students with alumni mentors – a 264% jump since AMP began.
Budget Update:

We will get the governor’s final budget proposal in the spring semester. The CSU is asking for $343.7M in state funding – $157M above the governor’s current plan – to help fund higher employee compensation, increased enrollment, infrastructure repairs and mandatory costs.

President Hirshman held a brief Q&A.

VI.  Associated Students Report  
Jamie Miller

Jamie Miller reported on this year’s Aztecs Rock Hunger Campaign. The totals will be announced tomorrow. **Update: Aztecs Rock Hunger Campaign raised 448,240 pounds of food.** This year, 20% of the donations will go back to the campus Economic Crisis Response Team. There’s a new program on campus, a Mobile Food Pantry, in place that provides a week’s worth of free groceries to students in need. The Associated Students served over 90 students on the first day. Student are able to swipe their Red ID and they will receive their groceries with no questions asked. The Mobile Food Pantry is available once a week on Thursdays.

Advocacy Update: AS rocked the vote. The Rock the Vote Campaign resulted in over 1,300 students registering to vote. Montezuma Hall was the largest polling site in the county. Homecoming was a success. The past, present and future leaders event had a few A.S. alumni come back and share their experiences transitioning from college life to professional life. Senator Ricardo Lara was one of them.

The new recreation field has opened. This field will serve club athletes, intramural sports, and students in general that want to use the facility.

VII. Nominating and Organizing Committee Report  
Patti Roscoe

Vice Chair Patti Roscoe called for a motion to approve Resolution 16-10:

RESOLUTION NO. 16-10  
RESOLUTION OF THE BOARD OF DIRECTORS  
OF THE CAMPANILE FOUNDATION  
COMMENDING  
DIANE DENKLER, ANDY ESPARZA, CHRISTY HILTON  
RICH KERR, AND KIT SICKELS  
FOR THEIR SERVICE TO  
SAN DIEGO STATE UNIVERSITY
Motion: A motion was made, seconded, and unanimously carried to approve Resolution 16-10.

Ms. Carleton presented Rich Kerr and Kit Sickels with gifts to commend them for their service.

Vice Chair Patti Roscoe called for a motion to approve Resolution 16-11:

RESOLUTION NO. 16-11
RESOLUTION OF THE BOARD OF DIRECTORS OF THE CAMPANILE FOUNDATION GRANTING DIRECTOR EMERITUS STATUS TO CHRISTOPHER “KIT” SICKELS

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 16-11.

Vice Chair Patti Roscoe called for a motion to approve Resolution 16-12:

RESOLUTION NO. 16-12
RESOLUTION OF THE BOARD OF DIRECTORS OF THE CAMPANILE FOUNDATION ELECTING AND INSTALLING MARY RUTH CARLETON AS PRESIDENT AND CEO OF THE CAMPANILE FOUNDATION

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 16-12.

Vice Chair Patti Roscoe called for a motion to approve Resolution 16-13:

RESOLUTION NO. 16-13
RESOLUTION OF THE BOARD OF DIRECTORS OF THE CAMPANILE FOUNDATION ELECTING AND INSTALLING LESLIE LEVINSON AS CFO AND AMY HARMON AS SECRETARY OF THE CAMPANILE FOUNDATION

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 16-13.

Vice Chair Patti Roscoe called for a motion to approve Resolution 16-14:
RESOLUTION NO. 16-14
RESOLUTION OF THE BOARD OF DIRECTORS
OF THE CAMPANILE FOUNDATION
RE-ELECTING AND INSTALLING
MARSHALL FAULK, BILL GEPPERT, EVELYN LAMDEN,
JERRY SANDERS, KRIS MICHELL,
MIKE PACK, SUSAN SALKA, AND KARIN WINNER
AS DIRECTORS OF THE CAMPANILE FOUNDATION

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 16-14.

Vice Chair Patti Roscoe called for a motion to approve Resolution 16-15:

RESOLUTION 16-15
RESOLUTION OF THE BOARD OF DIRECTORS
OF THE CAMPANILE FOUNDATION
RE-ELECTING AND INSTALLING
ELSA ROMERO
AS ALUMNI REPRESENTATIVE OF THE CAMPANILE FOUNDATION

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 16-15.

VIII. Regional Update Leslie Schibsted, Tony Podell, Kit Sickels

Ms. Leslie Schibsted, Tony Podell and Kit Sickels reported on the inaugural Fall Forum which took place on Homecoming weekend. The Fall Forum brought members of the National Leadership Council and regional councils back to campus to meet one another, share best practices, and to enjoy Homecoming Week activities.

The National Leadership Council is co-chaired by Kit Sickels and Mary Podell, Tony’s wife. Mary and Tony are current SDSU parents and members of the Los Angeles Regional Council. About 40 council members from the Bay Area, Orange County, Los Angeles and the Pacific Northwest attended the two-day event.

Members attended the SDSU Homecoming football game, learned about research being conducted by several SDSU faculty members and listened to President Hirshman outline the university’s academic, research and athletic achievements.

Plans are underway to hold a second annual Fall Forum next year.
IX. Audit Committee Report

Vice Chair Blessing provided a report on the conference call held September 22, 2016.

FY 2015-16 Audit Presentation by Grant Thornton: Grant Thornton’s audit team discussed the results of the FY 2015-2016 audit. The audit manager noted that everything went very smooth with this year’s audit and all timelines and deliverables were met by both TCF Management and Grant Thornton. Grant Thornton found no instances of any significant deficiencies or material weaknesses during the course of their audit and accordingly, did not issue a formal management letter. Rick Wentzel, audit partner, reviewed new accounting pronouncements with the Committee that may or may not impact TCF in future years.

X. Government and Community Relations Report

Vice Chair Jack McGrory gave the following update:

Campus Updates
- Sophomore Success Program Update
  - Goal of the program is to increase sophomore retention rates. The program will be phased in over the next several years. SDSU has also implemented a peer mentor program for sophomores to be mentored by upper-classmen.
  - City Council approved mini-dorm ordinance. SDSU did not take an official position.
  - SDSU is looking into building or buying additional housing to accommodate the Sophomore Success Program.
  - SDSU will be briefing the city council and ask the committee for assistance reaching out to individual council members.
- Budget
  - Trustees have made a $343 million budget request to the Governor. The Governor has indicated that he will stick with his proposed $157 million budget. A significant budget gap remains. A formal budget presentation is set for January.
  - Tuition increase: there is reluctance from the board to consider a tuition increase at this time. The trustees will discuss a tuition increase in March 2017. The increase would have a $270/yr. maximum.
- Stadium discussions continue and SDSU is currently working on a Qualcomm stadium lease extension.

Election Discussion and impact on SDSU – Group Discussion
- SDSU had 5,000 students registered to vote this year.
- Measure A did not pass.
- Measures C & D did not pass. The future of the Chargers in San Diego remains ambiguous and the effect on SDSU is unknown at this time.
- Prop 55 passed. SDSU did not advocate.
Prop 64 passed. Megan informed the committee that SDSU will continue to adhere to federal laws regarding the use of marijuana. Students, staff, and faculty have been notified that the use of marijuana is prohibited on campus and in the dorms.

Toni Atkins was elected to California State Senate. She will be sworn in on December 5th.

Increased interaction between the university and the city is anticipated in the coming year and SDSU will be looking to the committee for assistance.

XI. Finance and Investment Report

Leslie Levinson/Elsa Romero

Ms. Elsa Romero presented the TCF Operating Budget to Actuals report for quarter ending September 30, on page 69 of the board packet. Committee members were satisfied with the report and no detailed questions arose. The detailed numbers are on page 70 of the board packet.

CFO Leslie Levinson led the discussion of the Campanile Foundation’s Investment Performance Review for the period ending September 30th, 2016. The Foundation’s portfolio had a positive 4.9% return for the quarter ended 9/30/16. The longer-term returns are 9.1% and 5.3% for the 5-year and 10-year periods respectively. Discussion ensued regarding the investment performance including the various market factors impacting returns.

Ms. Levinson reviewed her memo and analysis regarding the ongoing effort for the Outsourced Chief Investment Officer (OCIO) RFP process. The RFP was sent out to all 23 firms that responded to the original RFQ and all 23 of the firms responded to the RFP. Management’s recommendation was to go forward with interviewing three of the firms, after further discussion the Committee agreed to interview a total of four of the firms for possible consideration in the OCIO selection process.

XII. Alumni Engagement Committee Report

Dan Montoya

Due to Vice Chair Thom McElroy’s absence, Assistant Vice President Dan Montoya reported on Alumni Engagement. Mr. Montoya reviewed the committee’s mission statement. The SDSU Alumni mission statement is to be repurposed to be a vision statement and adopt a new mission.

Mission Statement:
“Enhance and grow the engagement and interaction all alumni and students to the fullest extent, tailoring opportunities to best fit interests in time, talent, and treasure and meaningfully benefiting students, alumni, and the university.”

Vision Statement:
“To forge beneficial and measurable lifetime relations between all Aztecs and the university.”
The committee discussed the various ways to message lifetime members, tier memberships, brand name, ‘Lifetime member vs SDSU Alumni member’ with the goal of increased annual giving to SDSU. It is imperative for the Alumni board members be invested in this effort.

Aztec Mentor Program (AMP) and Aztecs Hiring Aztecs (AHA)
- AMP - 1,250 pairs for the fall semester, which is doubled from last year.
- AHA advertising via Southwest and San Diego magazine ads.

Alumni Board Update:
- Nominating committee is reviewing the criteria for future board member recruitment and on-boarding those new board members.
- Add 3-5 new board members
- Implement an orientation and mentoring program for new board members.

Next Steps: Continue to develop pipeline strategies for all areas of alumni activity and create a proposed new structure for the lifetime membership program.

XIII. Athletics Committee Report

Co-Chair Mary Curran reported on the Committee meeting from November 30. The meeting started off by welcoming new athletic director, John David Wicker and new committee members, Allan Wasserman and Jack McGrory. Jack will be joining Kit Sickels as Co-Chair of the TCF Athletics Committee.

Ms. Curran and Mr. Wicker shared a few highlights:
- Thanks to the Athletics Committee, football attendance numbers are up
- SDSU plays for its second consecutive Mountain West (MW) title on Saturday in Wyoming; next will be a Bowl game
- Fall Sports Update: Women's soccer lost the MW championship game vs. UNLV in penalty kicks; Men's soccer lost to UNLV in NCAA tourney in penalty kicks. Cross Country program competed in the NCAA Regionals in Sacramento. Men's Basketball is off to a great start.
- Aztec Football swept the MW player awards: Pumphrey was chosen as the MW Offensive Player of the Year, Kazee the MW Defensive Player of the Year and Penny the MW Special Teams Player of the Year.
- Construction Updates: Track will be resurfaced during the break; locker room renovations for Lacrosse and Football

Gensler architects, Mr. Rich King and Mr. Luis Quijada presented preliminary designs of the football locker room. There will be a large improvement in showcasing branding, a new centralized space for athletes that encourages team comradery, and the addition of a new player lounge overlooking the practice field. The locker room design was inspired by the Aztecs helmet and what the Aztecs are about; Aztec pride and team spirit will be embodied throughout.
More fundraising needs to be done to raise $1M for this project. Project timeline: Construction to begin August 2017.

**Athletics Subcommittee Recaps**

- Three crowds at over 40,000 at football this season; average attendance is at 37,139 (2nd highest in 23 years)
- Revenues are up for football: $477,503
- Group numbers were very good this year; we will continue to steward the companies who supported group sales this year
- Football season tickets prices for 2017 were shared; prices are increasing. As an incentive, season tickets sold prior to Feb. 1 will be about 10% less than tickets sold after Feb. 1; there is one more home game next year (7 total) than there was this year; great schedule next year to include Boise and Stanford
- Men’s Basketball is sold out and the renewal rate for season ticket holders is 97-98%. Tickets prices did not increase this year.
- Save the Date: A Night with the Aztecs: May 5th at the Altman home

A reception followed the meeting to welcome John David Wicker.

Chairman Curran adjourned the meeting at 4:45 p.m.

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Mary Curran, Chairman

**Attest:**

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Amy Harmon, Secretary