A meeting of the Board of Directors of The Campanile Foundation was held at San Diego State University in the Stephen L. Weber Board Room of the Parma Payne Goodall Alumni Center, San Diego, California, on September 4, 2014, pursuant to the notice duly posted for public information.

The following Directors were present:

Terry Atkinson  Andrew Esparza  Michael Pack
Ed Blessing    Greg Fowler     Patti Roscoe
Mary Ruth Carleton  Dan Gross  Christopher Sickels
Nikki Clay      Elliot Hirshman  Jim Sinegal
Dorothy Codling  Ken McCain
Mary Curran     Jack McGrory
Julie Dillon     Mark McMillin
Bill Earley     Kris Michell

The following Directors were excused:

Steve Davis    Christy Hilton    Jerry Sanders
Diane Denkler  Rich Kerr        Bob Scarano
Marshall Faulk  Evelyn Lamden   Karin Winner
Bill Geppert    Rod Lanthorne
Alan Gold      Susan Salka

The following Officers were present:
Joanne Ferchland-Parella, Secretary, The Campanile Foundation
Sarah Slaughter, Chief Financial Officer, The Campanile Foundation

The following University administrators and staff members were present:
Greg Block, Chief Communications Officer
Megan Collins, Director of Government and Community Relations
Jim Herrick, Assistant Vice President, Alumni Engagement
Pauline Hill, Senior Assistant to the Vice President, University Relations and Development
Chris Lindmark, Assistant Vice President of Campaign and Presidential Events
Tom McCarron, Vice President of Business and Financial Affairs
Lizette Najera, Assistant to the Vice President, University Relations and Development
Catherine Terrones, Senior Director of Donor Relations
Amy Walling, Assistant Vice President, Planned Giving

The following guests were present:
I. Call to Order

Chairman Kit Sickels called the meeting to order at 2:31 p.m. by welcoming the Board and guests. President Hirshman introduced Provost Chukuka S. Enwemeka.

Provost Enwemeka thanked the grouped and shared a few words about why he chose to come to SDSU. Provost shared that he is delighted to be a part of a team that is forward thinking, progressive and understands the issues that universities face today.

Chairman Sickels welcomed the SDSU Alumni Board members and TCF board of director nominees; J. Cole, Kelly Doran, Lawrence Henry and Thom McElroy.

II. Approval of Consent Agenda / September 4, 2014

Chairman Sickels 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 4, 2014 thereby approving the minutes of the:

- Campanile Foundation Board Meeting – Minutes of June 12, 2014
- Nominating and Organizing Committee – Minutes of July 15, 2014
- Government & Community Relations Committee – Minutes of August 18, 2014
- Alumni Engagement Committee – Minutes of September 3, 2014
- Finance and Investment Committee – Minutes of September 3, 2014

III. The Campaign for SDSU

Chairman Sickels stated that at the last board meeting we celebrated reaching the $500 million goal and as of today, the Campaign stands at $514 million. Our new goal is set at $750 million.

Campaign Celebration

President and CEO Mary Ruth Carleton announced that the big celebration is September 19th. We are celebrating all the people who have invested in San Diego State in the last seven years and the Campaign extension and new goal will be announced. If you have not sent in
an RSVP, please do that soon. Ms. Carleton thanked everyone in the room for all that they've done.

Ms. Carleton announced that we are continuing on the campaign trail and we've been thinking about themes for the continuation of the Campaign. Ms. Carleton introduced Greg Block and asked him to share some ideas of making a case for support.

**Themes**

Greg Block stated that “Leadership Starts Here” is still the tagline for the University but there will be a micro campaign that will read “The Campaign for ______.” We will tell stories of the Campaign through individuals. For example, we will tell the story of Guardian Scholars through “The Campaign for Josh.” We have thousands of stories on campus that we can tell of students, faculty and staff who are impacted by the Campaign. Greg's team is developing the concept now. The branding of the Campaign will be much more aggressive than in the past.

Ms. Carleton stated that one of the other themes for the Campaign Extension is legacy. The extension will give SDSU an opportunity to talk with people about leaving a legacy through a bequest or other form of planned gift. There's been a lot of success so far and we'd like to build on that success. Ms. Carleton asked Amy Walling to share her plans and how the board can help.

**Legacy Campaign**

Amy Walling shared results from the Campaign. There were 361 planned gifts totaling $129 million, that's about 25% of the campaign total. Anyone can make a planned gift at any age and leave a legacy. One third of our board members have made a planned gift. Ms. Walling projects that through the extension, we will reach $60 million more in planned gifts.

Planned Giving is collaborating with the Alumni Association, the Development Team and with professional advisors out in the community.

Ms. Carleton thanked Amy and everyone who has made a planned gift.

Ms. Carleton announced that the next stage of the Campaign will also bring more focus to research. Building the research endowment is a priority. Our vision is to be a top ranked public research university.

**Research**

Ms. Carleton welcomed Guadalupe Ayala, also known as “Suchi.” She is a Public Health Professor and Co-Director of the Institute for Behavioral and Community Health Studies. She has been awarded over $6 million in grants for research on family and community behaviors.

Professor Ayala introduced herself, her project manager and three of her students. Professor Ayala’s area focuses on preventing diseases and also helping people manage diseases such as diabetes and asthma. To capture the vision of what her research does, Professor Ayala mentioned three points: 1) Research is contextual; their research focuses on the intersection
of the physical environment and social environment. For example, working with families in their homes and encouraging families to eat meals together; not only does it promote healthy eating but it also prevents substance use, teen pregnancy, etc. Another example is working with grocery stores to increase their capacity to offer healthy choices in low-income, low-resource communities. The second attribute of their work is that it’s very inclusive. They work with community partners, organizations. The last piece is to address the issue of childhood obesity. Currently, 1 in 5 children is obese. In the population she works with which is predominately Latino and Hispanic (of Mexican origin), 1 in 2 kids is obese. This means in 5-10 years, approximately 50% of the population will have Type II diabetes. This will have a significant impact on health care costs. What Professor Ayala’s research is aiming to do is to learn how to prevent this problem.

Professor Ayala introduced the following:  
Dr. Ayana Castro, assistant professor of marketing. She works with Dr. Ayala at the Institute for Behavioral and Community Health Studies. She is studying how parents and children make food ordering decisions in restaurants to try to find ways to encourage healthier choices.

Jen Sanchez, 3rd year health behavioral doctoral student. Jen is currently funded through a diversity supplement from the National Cancer Institute and through that research she is trying to find ways to best connect smaller Latino grocery stores with farmers in order to improve the availability and quality, and selection of produce.

Christina Olsen, 2nd year masters student in Graduate School of Public Health. Christina also has a diversity supplement through the National Cancer Institute. Her project is focused on the promotion and caloric density of unhealthy products within stores around elementary schools.

Dr. Ayala closed by thanking everyone for their time.

Ms. Carleton introduced Anthony Rodriguez. Anthony is a senior majoring in Biology and minoring in Honors Interdisciplinary Studies. He is also an SDSU Ambassador. Anthony works in Kelly Doran’s Lab and he is also funded through a research supplement for diversity through NIH.

Anthony shared the research he does in Kelly Doran’s lab which is on the human blood-brain barrier and its interactions with Group B Streptococcus or GBS.

All of the presenters were available at the break for a brief Q/A.

Chairman Sickels announced a new initiative to honor former president, Tom Day. He turned it over to Nikki Clay who is leading this effort.

Day Quad/Courtyard
Ms. Clay thanked Mary Ruth and President Hirshman for including this initiative in the Legacy Campaign. She and her husband Ben are excited about this project. The Tom Day project will be tied to the new Engineering and Interdisciplinary Sciences building. The vision is that there will be some sort of courtyard, quad, or plaza that will be named after Tom Day. Tom Day was SDSU’s sixth president and was here from 1978-1996. Tom was one of the first to put emphasis on research, and development first began when Tom was still president. He is a president that Mary Ruth and President Hirshman felt needed to be honored. Ms. Clay reported that the committee had their first meeting today. Tom and Anne Day had nine children and those children along with their father have committed over $200,000 toward this campaign. Ms. Clay asked everyone to think about people you know who know Tom and would have the capacity to make a leadership gift to this campaign.

Patti Roscoe asked what the goal is for this campaign. The goal is $2 million.

Ms. Clay thanked Elsa Romero, Sean Kilkenny and the entire SDSU Alumni Board for their involvement in the campaign.

Chairman Sickels introduced Joanne Ferchland-Parella to discuss a new list of prospects for the Engineering and Interdisciplinary Sciences building.

Prospect List Review
Joanne Ferchland-Parella directed everyone on the board to review the list that was placed at each board member’s seat. She asked the board to review the information and provide feedback. Ms. Ferchland-Parella asked that everyone return the confidential lists to her office in the self-addressed stamped envelope or leave at the table for pick up.

Greg Fowler suggested that each board member receive their own wealth ratings and provide anonymous feedback to us in regards to the accuracy of the ratings. This is voluntary and you can let us know if you are interested in participating. The reasoning behind this is so we can tell if the ratings we provide are too low or too high. Once we receive everyone's feedback, we can work to better project the wealth ratings for prospects.

IV. Back to School Video
Chairman Sickels announced that classes are back in session. He introduced the Move-In video produced by Greg Block’s team.

V. President’s Report

President Hirshman thanked Greg and his team for the video.

President Hirshman stated that this year we have a special opportunity; we are in a period of financial stability and combining that with a tradition of achievement, it puts us in a position to establish ourselves as one of our nation’s leading public universities.
President Hirshman shared some of our recent achievements:

Last year we competed against NC State and Michigan State to win the largest grant in our history – $30 million to offer degree programs in the nation of Georgia. This is an unprecedented and unique opportunity to build an international partnership.

Washington Monthly Magazine ranked us 4th in the nation for being a national university that contributes the most value to their students. The top five are University of Florida, Georgia Tech, UNC Chapel Hill, San Diego State and Texas A&M.

Entrepreneurship is another area of distinction, Forbes Magazine ranked us 18th in the nation.

Our faculty, staff and student researchers had an extraordinary year. They have brought in over $108 million to the university last year.

Biology professors Walt Oechel and Forest Rohwer were both named to the list of the “World’s Most Influential Scientific Minds.”

It was an incredible year in terms of scientific discovery; recently Rob Edwards and his colleagues made headlines for discovering a virus that affects digestion in over half of the human population.

It was an incredible year of development on campus. The Conrad Prebys Aztec Student Union opened, we completed renovation of Storm-Nasatir-Hostler Hall, and we are currently renovating the College of Business Administration as well as Zura Hall. We’ve begun construction of the Jeff Jacobs JAM Center.

This was the first year of the implementation our Strategic Plan. We have established an Honors College, Commuter Resource Center, Aztec Scholars Program, Aztec Mentor Program, Pride Center and Writing Center. The Arts Alive SDSU initiative brought pop-up concerts and visual arts to the entire campus. Attendance at arts events on campus nearly doubled this past year.

One of the Strategic Plan’s goals is to engage the broader community and last year over 1,000 students participated in the Sage Project with National City. These students are working on issues of sustainability and quality of life in National City.

We are also building the Aztec Community and rethinking how we connect with over 289,000 alumni. We are creating Regional Councils and holding student sendoffs for new students in their hometowns. Two were recently held in Seattle and Northern California.

The Campaign is critical to our new financial model. Since 2007, we have moved from being a state supported university to a university that is a public-private partnership. As a public-private partnership, our core financial model is based on funds from both public and private
sources. We will continue to develop our relationship with the State of California but to meet
the aspirations of this board, faculty, students and staff, we need to be stronger. The
Campaign extension and reaching $750 million is the legacy that this group/board will carry
forward. Through the extension we will endow more scholarships for students, more faculty
endowments and bring a National Academy member to SDSU. We will increase our research
and honors college endowments and build an Engineering Interdisciplinary Sciences
building.

We have an extraordinary alumni and community supporters. We are fortunate to have
many friends. The Board’s leadership has been the critical ingredient in building that
strength. President Hirshman reminded everyone that the goal is to build not just a good
university but a great one.

President Hirshman thanked everyone for all they do for the university.

Ms. Carleton asked President Hirshman to explain the notion of bringing in a National
Academy Member. President Hirshman explained that we have many faculty who could be
National Academy Members but the way the National Academy works is that you have to be
a member to nominate others. Usually those members nominate faculty at their own
institution. We need to fund-raise a Chair so we can get our first member and that member
can come and begin nominating our own outstanding faculty.

President Hirshman was asked about the goal to be a great university; where does he see
SDSU now? President Hirshman answered that we are a great university now but we need to
build on all our current achievements. It is important to look at the national rankings like the
US News and World Report. President Hirshman would like SDSU to move up to the top 50.
We are at 81 now and we’ve moved about 31 ranks in the past three years; we are definitely
moving toward that goal.

President Hirshman agreed to provide dashboards of the major rankings that show where
SDSU ranks among other universities.

President Hirshman asked Greg Block to share what he and his team are doing with the
national branding and marketing campaign through social media.

Greg Block shared that the national branding and marketing campaign launched in October
2013; primarily social media advertising targeting very specifically our alumni, prospective
students and their parents across the country sharing various stories of SDSU (rankings,
research, entrepreneurial, etc.) Marketing & Communications is working with Enrollment
Services, Alumni Association and others across campus to tell the stories.

VI. Nominating and Organizing Committee Report Patti Roscoe

Patti Roscoe reminded everyone to review the Board Member Responsibilities and Conflict
of Interest forms at the table. She asked every board member to sign both forms as they are
required to do so annually. Ms. Roscoe also reviewed the nomination process that the Committee follows and reminded everyone that the names on the Nominating and Organizing Committee minutes are very confidential.

Ms. Roscoe asked for a motion to approve Resolution 14-09, electing and installing Lawrence Henry and Thom McElroy to the Board.

RESOLUTION OF THE BOARD OF DIRECTORS
OF THE CAMPANILE FOUNDATION
ELECTING AND INSTALLING
LAWRENCE HENRY and THOM McELROY
AS DIRECTORS OF
THE CAMPANILE FOUNDATION BOARD

Motion: A motion was made, seconded, and unanimously carried to accept Resolution 14-09.

Mr. Henry introduced himself and stated that he is honored to be a part of The Campanile Foundation Board.

Mr. McElroy shared that he is here for the students and the leadership of the University. He is an alum of SDSU and shares great memories of his time as a student including meeting his wife here. His son is now a student at SDSU.

Ms. Roscoe then asked for a motion to approve Resolution 14-10, electing and installing Kelly Doran to the Board.

RESOLUTION OF THE BOARD OF DIRECTORS
OF THE CAMPANILE FOUNDATION
ELECTING AND INSTALLING
KELLY DORAN
AS A FACULTY REPRESENTATIVE OF
THE CAMPANILE FOUNDATION BOARD

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 14-10.

Ms. Doran introduced herself and shared that she is honored and excited to be a part of The Campanile Foundation.

Ms. Roscoe asked for a motion to approve Resolution 14-11, electing and installing Jonathan “J.” Cole to the Board.

RESOLUTION OF THE BOARD OF DIRECTORS
OF THE CAMPANILE FOUNDATION
ELECTING AND INSTALLING
J. COLE
AS STUDENT REPRESENTATIVE OF
THE CAMPANILE FOUNDATION BOARD

Motion: A motion was made, seconded, and unanimously carried to approve Resolution 14-11.

Mr. Cole introduced himself and thanked everyone for the opportunity to be a part of The Campanile Foundation.

VII. Break

VIII. The Campanile Foundation Review Report

Chairman Sickels introduced Professor Seth Mallios to give a report of the TCF review. Seth Mallios shared that the San Diego State University Senate policy requires a review of all auxiliaries. This is the first time The Campanile Foundation has been reviewed. Seven members composed the review committee. The review process starts with TCF submitting a self-study. The committee reviews the self-study and meets with the president.

There are five issues in the self-study:
1) Identify the Mission
2) Outline the Strategies
3) Examine the Organizational Structure
4) Review Resource and Stewardship
5) Identify Goals and Plans for the Future

After the committee reviewed the self-study, they were charged by the president and it was made clear that the point of this review was to evaluate whether we have what we need to raise $100 million per year. The review panel was then charged by the University Senate to address five issues:

1) Evaluate how well TCF supports the university
2) Examine how well it manages its resources
3) Assess the direction and appropriateness of growth
4) Recommend change or need for further support
5) Examine day-to-day management of the organization

The following recommendations were made:
1. It is imperative to keep the momentum from the successful initial campaign.
   a) Celebrate the milestone met through completion of the initial capital campaign ($500 million by 2014).
   b) Follow TCF Board recommendations on how to extend the campaign goal.
c) Specify direction for campaign (comprehensive, capital, or both).

II. Formulate plan to increase the fundraising capacity of TCF.

a) Identify URAD personnel and infrastructure needed to achieve and sustain President Hirshman’s $100 million/year benchmark. Consider what capacity would be needed to achieve much larger campaign targets and move toward establishing that level of infrastructure.
b) Such a plan would include identifying personnel (e.g., gift officers, human resources, and data analysts) as well as the technological infrastructure, as well as an associated timeline for reaching this new capacity.
c) This effort may be served by hiring outside consultants to help develop a new strategic plan.

III. Update TCF goals and re-design them to use measurable outcomes that evaluate TCF’s effectiveness in meeting these goals.

a) Revise the current set of organizational goals to include goals with measurable outcomes.
b) Monitor and document progress toward these goals on an annual basis.
c) Use goals with explicitly measurable outcomes to make adjustments that might otherwise be overlooked in a single-criterion system that gauges success only in terms of total revenue generated.

IV. Relationships between TCF and Academic Affairs should become more fluid, and certain aspects of the existing development culture should be more inclusive.

a) Seek out specific recommendations from the academic deans and TCF board members for improving communication between the two groups.
b) The SDSU Provost or designee should be an ex officio member of TCF Board of Directors.
c) Continually work to keep individuals who develop the initial relationship with donors (be they faculty, development officers, deans, etc.) updated for the duration of the cultivation process with a better scheduling system, personal phone calls, and better managed contact reports.
d) Increase communication between TCF and college-based Development Officers.

V. Be more inclusive with the next review.

a) Evaluation reviews benefit from multiple perspectives, transparency, and detailed reflection. For the future, this Review Panel encourages the involvement of more TCF Board of Director members in the review process from the outset as well as more extensive interviews with a more rigorous sample of different people involved with TCF.
Professor Mallios explained that the University Senate is comprised of about 80 members. A large majority of members are faculty but also includes administrators, staff and students.

IX. Associated Students

J. Cole shared that A.S. is having a great year so far. They have over 500 first-time freshman sign up to join Associated Students. Two initiatives that they are working on is the Aztec Mentor Program. The goal is to have over 350 students to partner with mentors, currently there are 200. The college councils are all helping to grow the program. Associated Students is collaborating with University Relations and Development and Career Services to hold the event, “Evening with Industry” on Sept. 17. This is a speed networking event that will allow students to network with Aztecs who hold executive positions and Aztecs in the corporate world in various industries. J. Cole also shared that he is collaborating with Student Affairs in developing a co-curricular transcript. This transcript will allow a student to document everything they have done outside of the classroom in terms of high-impact practices. It will allow students to record this information on an e-online portfolio. This will give students a competitive advantage. The Alumni Association can also use this as a tool in the future to see what alumni participated in when they were students.

X. Finance and Investment Committee Report

A. Chair’s Report

Terry Atkinson reported that The Committee met on Wednesday, September 3, 2014.

The endowment investment pool returns were:

- 17.6% positive return for the Fiscal Year (Policy Index: 15.6%)
- 3.7% positive return for the quarter (Policy Index: 3.9%)
- 3-Year: 9.1%  5-year: 13.4%  10-year 7.9% (All equal to or greater than Policy Index)

Asset Allocation
57% Total Equity
34% Domestic Equity
23% International Equity

24% Total Fixed Income

19% Total Alternative Investments
  6% Real Estate
13% Alternative Investments

Sarah Slaughter presented, & the committee reviewed, the following information as of June 30, 2014 – beginning on page 49 of your packet. A narrative is on page 50.
- TCF Operations: Budget to Actual Financial Report
University Relations and Development (URAD) Division Budget Funding Analysis

XI. Government and Community Relations Committee Report Jack McGrory

Mr. McGrory reported that at the last committee meeting, CSU trustee Adam Day was the invited guest. He is one of Tom Day’s nine children. Adam Day provided an overview on the State of the CSU and the wrapping up of this year’s legislative session.

Mr. McGrory shared a brief Sacramento update:
There is a bill pending for the CSU System to receive $50M for deferred maintenance. The bill is on the Governor’s desk. The Extended Studies bill was unsuccessful.

XII. Alumni Engagement Committee Report Andy Esparza

A. Chair’s Report

Mr. Esparza reported that the Committee met Thursday morning. The Alumni Engagement Committee continues to look at ways to engage with alumni. This year’s goal is to increase the donor base by 10% from last year.

The committee discussed the various ways to utilize the student engagement callers to cultivate and connect alumni to SDSU that included: thanking donors for their gifts, invitations to events, and asking questions to discover what they are passionate about. Greg Block recommended the students find alumni on LinkedIn and to begin connecting with them there. Mary Curran suggested we work with the regional councils and connect existing donors with alumni in the councils.

Mr. Esparza reported that the Austin Regional Council has grown to 17 members and they continue to build momentum.

XIII. Regional Report

Mr. Sickels reported that there have been two sendoffs this year. One was in the Bay Area and the other was in Seattle. Joanne Ferchland-Parella commented on the networking event in Los Angeles; about 150 juniors and seniors attended with their parents. This was hosted by two parents of our Regional Council. In Danville, the sendoff was hosted at one of our alum’s home. It was a casual BBQ. There were a lot of connections made between parents and students. Ms. Ferchland-Parella also shared that the Seattle sendoff was attended by President Hirshman and Mary Ruth Carleton. Jim Sinegal was the keynote speaker. Mr. Sinegal shared that he and Janet had dinner with President Hirshman and Mary Ruth and regional council members the night before. The next day, about 75 students and their parents attended the event. There was an unexpected visit from former Aztec and now
Seattle Seahawk Eric Pinkins. The Seahawks rookies were staying at the hotel where the event was held and he popped in to say hello to everyone.

Ms. Carleton introduced the “Roadshow” video that is being shown at regional sendoffs and other events.

Chairman Sickels reminded everyone about the Campaign Celebration on September 19 at the Conrad Prebys Aztec Student Union.

Chairman Sickels shared that he is hosting an event at his home on October 23rd. He is helping ramp up efforts to build a regional council in La Jolla. Everyone is invited to get more people on the board.

XIV. Dean Dinners

Ms. Clay announced that she is hosting Provost Enwemeka and his wife at her home so they can meet others from the community. Patti Roscoe and Julie Dillon have agreed to host a dean in the future.
She announced if any others are interested in hosting a dinner at their home, please contact Mary Ruth Carleton. It is a great opportunity for the deans, especially new to the area, to meet with various people from around the community.

Chairman Sickels adjourned the meeting at 5:05 p.m.

Christopher Sickels, Chairman

Attest:

Joanne Ferchland-Parella, Secretary