A hybrid meeting of the Board of Directors of The Campanile Foundation was held in the Stephen L. Weber Boardroom at San Diego State University on March 27, 2023, pursuant to the notice duly posted for public information.


**Board Members Absent:** Terry Atkinson, Mary Curran, Dan Gross, Todd Hollander, Joseph Johnson, Thom McElroy, Shawki Moore, Mike Neal, Fred Pierce, Bob Scarano, and Kit Sickels

**Staff in Attendance:** Mary Darling*, Stephanie Dathe, David Fuhriman*, Chris Lindmark, Bob Moosbrugger, Agnes Wong Nickerson, Anita Nottingham, Hector Ochoa, and Amy Walling

I. **Call to Order and Welcome**

Board Chair, Steve Doyle, called the meeting to order and welcomed everyone in attendance.

Stephanie Dathe, Executive Director, SDSU Alumni, provided an update on the [Rising Aztecs](https://example.com) who were honored at an SDSU Men’s basketball pregame reception in February. She read remarks posted on social media from Alumnus Chase Fisher who was honored. She shared that the annual Day of Giving campaign took place on March 14, 2023, with over 1200 donors who participated and supported 151 different designations raising $320k
to date. A final report will be sent to donors in mid-April. She concluded her updates announcing the success of Gradfest. In three days, the class of 2023 had 1,674 students support the class endowment by purchasing legacy cords through individual $10 donations.

Adrienne Vargas introduced Bob Moosbrugger as the new Executive Associate Athletic Director of Development SDSU. Bob previously worked at SDSU in Development. He was most recently the Athletic Director at his alma mater, Bowling Green State University. Bob provides a high level of strategic leadership needed for the fundraising efforts related to campus expansion and an upcoming Athletics facilities improvement campaign.

Bob remarked that there were many familiar individuals on the Board who he had previously worked with. He shared his enthusiasm and excitement for his future with SDSU Athletics and Development. The Board gave Bob a warm welcome.

II. Approval of Consent Agenda and Past Meeting Minutes  
Steve Doyle

Nikki Clay requested a revision to the attendance listed on the February 16, 2023, Government and Community Relations Committee meeting minutes.

Action Item: A motion was made, seconded, and unanimously passed to approve the Consent Agenda and Past Meeting Minutes.

- Campanile Foundation Board Meeting Minutes of the December 2, 2022 Meeting
- Nominating and Governance Committee Meeting Minutes of the January 11, 2023 Meeting
- Audit Committee Minutes of the February 7, 2023 Meeting
- Arts Committee Minutes of the March 3, 2023 Meeting
- Government and Community Relations Committee Minutes of the February 16, 2023 Meeting
- Athletics Committee Minutes of the February 22, 2023 Meeting
- Stewardship Committee Minutes of the February 27, 2023 Meeting
- Finance and Investment Committee Minutes of the March 8, 2023 Meeting

III. Public Comment

There were no members of the public present, and no comments were made.

IV. Executive Committee Chair’s Report  
Steve Doyle

Steve provided the following updates:
Upcoming Honorary Naming Dedications:

The Charles B. Bell Pavilion Dedication will take place on April 3 at 3 p.m. Dr. Bell taught at SDSU for nearly 20 years and was one of the leading African American Mathematicians of the 21st century.

The Ellen Ochoa Pavilion Dedication will take place on May 5 at 11 a.m. Dr. Ochoa was the first Hispanic Female Astronaut and former Director of NASA’s Johnson Space Center. She is being honored for her long-standing achievements and contributions to space exploration, and her commitment to the scientific education of young people across the country.

Steve encouraged everyone to attend the building dedications if they are able to.

Mountain West and NCAA Tournament Update:

Steve shared that after winning the Mountain West Conference, the SDSU Men’s Basketball team will be heading to Houston to play in the Final-Four game in the NCAA Tournament. Alan Dulgeroff, who attended the Mountain West Tournament in Las Vegas and dinner with the Directors Cabinet, shared his experiences while traveling and cheering on the Men’s Basketball team. Joyce Gattas, Jason Campbell, Patti Roscoe, and Jeff Glazer all shared remarks of pride for the university and the amazing success of the team.

Steve concluded his report announcing that 100 Seasons of Aztec Football, authored by former Campanile Foundation Board member, Seth Mallios, is now available. The 500-page book is filled with great stories and pictures highlighting Aztec football throughout the years and is highly recommended.

V. SDSU President’s Report

Adela de la Torre

President de la Torre provided the following updates:

Independent PhD Legislation:

AB 656, co-authored by Assembly Members Cervantes and Garcia, is supported by the California State Student Association (CSSA) and the CSU Academic Senate, and is headed to its first committee read in April. The goal is to expand affordable access to postgraduate education to students and address workforce needs in California by allowing the California State University (CSU) to offer doctoral degrees that do not duplicate University of California’s offerings in high-demand professional fields.
AB 656 would allow the CSU to offer doctoral programs without having to go to the Legislature individually for each program authorization. This will allow CSU doctoral programs to be developed in a timely manner to meet the state’s workforce needs and provide affordable access to a practical doctoral degree to more California students.

New degree programs could include a doctorate in Manufacturing Engineering, Health Communication and Counseling, a Doctor of Business Administration, and potentially more. Any CSU campus would be authorized to seek approval by the BOT to offer a doctoral degree program if they meet the required criteria. Campuses which have expressed interest in doctoral degrees include SDSU, Sacramento State, Cal State Long Beach, Fresno State, Cal State Fullerton, San Jose State, and Cal State East Bay.

**Lithium Valley:**

President de la Torre was joined by Governor Gavin Newsom and Imperial County officials last Monday at Controlled Thermal Resources (CTR) U.S. headquarters at a lithium-extraction plant in Calipatria near the Salton Sea, to give an update on progress toward the state and country’s ambitious goals for Lithium Valley.

The region was coined “Lithium Valley” following the discovery of one of the world’s largest underground reserves of the light metal, an element key for the creation of batteries and other renewable-energy technologies. Estimates place the amount of lithium available for sustainable extraction at this one site at up to 15 million metric tons, enough to supply more than one-third of global demand in perpetuity. The lithium has a potential value of $500 billion to $1 trillion.

Newsom championed an additional $80 million investment from the state in its 2022-23 budget to create a new STEM building on the SDSU Imperial Valley Brawley campus. This will allow the SDSU Imperial Valley the capacity to double enrollment, from 1,000 to 2,000 students. The STEM building is expected to open in the fall of 2025, on time and on budget.

Along with chemists and engineers needed for lithium extraction, SDSU will train graduates for other high-quality careers that will come with the region’s economic development and growing population, including health care workers, teachers, business leaders and public-service experts and will cause the creation of up to 12,000 local green jobs.
Chula Vista Film and Media Arts Program:

Adela shared that there have been delays with the Chula Vista Film and Media Arts Building. The current construct of the building is unable to support a Film Production Studio. The university is working with the city and has extended the MOU with the hopes to find a solution to build a production studio. Agnes Wong Nickerson added that the city is supportive in moving forward with this project and will face challenges that include the need for additional funding.

NACUBO Study:

The university hired the National Association of College and University Business Officers (NACUBO) as a consultant to evaluate where students are studying, the cost of degrees and how we can become more efficient with our resources. We are waiting on the final findings; however, the initial high-level information reports that roughly half of our majors (47/95) serve over 90% of our students. The top 30 programs, just 30% of all the majors offered, serve 75% of the university’s undergraduate completers.

Provost Ochoa and Vice President Wong Nickerson have been involved in this process. Provost Ochoa shared that through this process, we will be able to identify areas where we can evaluate the gap between tuition and the cost per major. The university will remain focused on providing majors where there is a need in the workforce upon graduation that will earn competitive salaries.

Jessica Sarowitz shared an example of a similar project that she was able to participate in at a different university where she serves on the Board. She expressed her willingness to share her knowledge around that process with President de la Torre and her team.

Campus-Wide Fundraising Priorities:

While we are donor centric and work to find areas of the campus of most interest to the donors, our priorities are focusing on workforce preparation and identifying endowed faculty positions that are most strategic to the majors we want to grow. The NACUBO findings will help identify these areas as we move forward. Additional fundraising priorities include the Performing Arts District, which is scheduled to open soon, and the Mission Valley Project.

Mission Valley Timeline:

Steve Doyle provided the following update on the Mission Valley Project:
The park and open space construction are ongoing. Bike and pedestrian paths are being paved, trees are being planted and play equipment is being installed. The park is still scheduled for completion at the end of the year with a grand opening date still to be determined.

The first Residential and Retail Project is underway. AvalonBay Communities was selected through an RFP process in October 2022. The proposed project contains approximately 600 units and 30,000 square feet of retail space. The university is in negotiations on the ground lease and is hoping to bring the project to the CSU Board of Trustees for approval in November 2023. Groundbreaking is anticipated for Q1 or Q2 of 2024 and the first move-ins are anticipated for 2026.

Lincoln Property Company (LPC West) was selected through an RFP process in March 2023 as the developer for the Innovation District Project. The first phase of the proposed project contains approximately 315,000 square feet of lab, office and incubator/accelerator space and a parking structure. The university’s goal is to complete negotiations and present to the CSU Board in March 2024. The groundbreaking is anticipated for later in 2024 with the first tenants anticipated to take residence in late 2026.

An announcement is forthcoming regarding the selection of a developer for the affordable housing project. The project is expected to be approximately 180 units in the first phase and 110 units in phase 2 - both on a single parcel. The average Area Median Income (AMI) is expected to be lower than the required 60% in the PSA. A goal will be to bring the affordable agreement to the CSU Board in November of this year so that the developer can have site control and begin applying for grants and state financing. The proposal also includes an onsite childcare facility with a capacity of 70 children.

Snapdragon Stadium had a successful year of Aztec football and specialty events. The upcoming schedule is packed with events such as:

- Aztec Football, soccer, lacrosse
- Wave Women’s Soccer
- Legion Rugby
- World Lacrosse Tournament
- Major Concerts (5 announced: Jimmy Buffett, Red Hot Chili Peppers, Guns & Roses, Coldplay (2x), Pink/Brandi Carlisle)
- Dirt bike and monster trucks
- International soccer events (Manchester United)
- Many other civic, social and University related events
Community Improvements include working on Fenton Parkway Bridge in collaboration with the City EIR work anticipated for later this year. Construction is currently anticipated to begin in late 2024, with completion in 2026. Additional off-site mitigation work on the bike improvements on Rancho Mission Road.

The Government and Community Relations team continues to inform residents in the Mission Valley community and surrounding neighborhoods with the progress of the project.

There is currently a site on the North edge of the property for a hotel with a capacity of up to 400 rooms. No plans have been confirmed and the university is looking at different specialty hotel opportunities or alternatives for the site.

VI. Guest Faculty Speaker

Dr. Greg Daddis

Adrienne introduced Dr. Greg Daddis, Director of the Center for War and Society and the USS Midway Chair in Modern U.S. Military History. She shared that a $3M gift from the USS Midway Foundation was made in June 2019 to establish this endowed chair position. It is the single largest gift received by the College of Arts and Letters and is an example of the museum’s level of commitment to investing in education. After nearly a year-long search, Dr. Daddis was appointed chair in 2020 making SDSU the only public university on the West Coast with an interdisciplinary program in modern U.S. military history.

Dr. Daddis announced that he will finish the semester at Pembroke College, Oxford University in England on a Fulbright scholarship to teach and lecture on the topic of America’s experience with the Cold War and the post-World War II era in the United Kingdom.

The mission of the Center for War and Society is to provide a nationally recognized academic and professional forum for SDSU faculty and students, Southern California community leaders, and national policymakers to engage with vital historical questions on war as a human phenomenon. The center aims to become a national resource for studying the causes, conduct, and costs of war from a historical perspective thus enabling critical public policymaking and informed citizenship. SDSU is one of a handful of universities in the nation that has both an endowed chair in Military History and a center that studies the relationships between war and society.
The center is designed to be a leadership hub for decision-makers interested in the social, political, cultural, and economic consequences of war and examine broad conceptual, historical, and policy issues relating to three main areas of exploration:

- How societies go to war, experience and are shaped by war, and cope with war’s consequences.
- How war has shaped societies national security, domestic, and foreign policies.
- How societies remember and consider war through history, myth, and memory.

Daddis shared the background and experiences of two graduate students; Carrie Giardino, Foreign Service Officer U.S. Department of State and Captain Taylor Gugel, U.S. Army. Carrie and Taylor are currently attending SDSU after serving complex and dynamic tours with the U.S. Military. Upon graduation, Taylor will teach in the Department of History in the United States Military Academy at West Point.

The MA program in the department of History accepts 20-25 students each year and has funding to support one foreign service officer per year. The major is based in the History department; however, students receive interdisciplinary studies through an immersive approach. The history department works with cultural anthropology, political and social science, and environmental specialists to broaden the scope of learning.

Nikki Clay volunteered to connect with Dr. Daddis to provide information on the JCOC Program.

Dr. Daddis thanked The Campanile Foundation and the USS Midway Foundation for their support and for providing the opportunity to serve as the inaugural chair and shared that it has been a highlight and honor of his career.

VII. Get to Know Your Fellow Board Members

Adrienne introduced Steve Doyle, Chair, The Campanile Foundation, as the featured Board member in the “Get to Know You Series”. She shared that Steve was interviewed as the guest speaker at a recent URAD Division meeting and she received many positive remarks from the development staff who enjoyed the opportunity to get to know Steve better.

Steve shared remarks about his personal and professional life and his relationship with SDSU. His father was in the Navy for 37 years. His relationship with the military provided an opportunity to live in San Diego and attend SDSU where he received his bachelor’s degree in Civil Engineering. He later went on to earn his Juris Doctorate from the
University of San Diego School of Law. He is a proud supporter of the USO and had the opportunity to makeover the downtown USO utilizing his connections as a developer.

He is a registered professional engineer and a licensed attorney in California. He earned an Honorary degree from SDSU in 2021. Steve is proud of his San Diego heritage having first come to San Diego in 1968.

His extensive work as a civil engineer includes Pardee Construction where he worked on the Del Mar Highlands Community project and the Baldwin Company where he worked on entitlements for Otay Ranch along with fellow Board member, Kim Kilkenny, and the Davidson Communities Group. In 2013 he started Sandy Point Properties, where he holds the title of president and owner and his wife, Lynne, is the CFO.

Steve and Lynne have been married since 1985 and have three grown children and three grandchildren.

Julie Dillon recalled meeting Steve in the mid-80s and asking him to serve on the Building Industry Association (BIA) Board. He went on to be elected as President of the San Diego BIA and later was elected as President of the California BIA.

Nikki Clay remarked on how powerful his message to the Engineering graduates was during his Honorary degree speech. Steve shared his reasons why Aztec Engineers are set up for success and are well equipped to be productive in their work. The school prepares their students not only by teaching the technical side, but also teaching how to communicate and work on a team. Additionally, through the advisory Board, the faculty are able to understand the current needs of the industry.

**VIII. Nominating and Governance Committee Update**

Patti Roscoe

Patti announced that the Board is not in active recruitment. The committee is however continuing to identify potential future Board members by assessing affinity, capacity, and diversity – with a current focus on diversifying the Board to better represent the diverse student population. There was a discussion on how best to address requests for individuals to join the TCF Board when not in an active recruitment phase and a list of opportunities for engagement on campus was provided for review.

She shared that the committee discussed the importance of active engagement and chairs were charged with assessing members of each of their respective committees along with committee attendance and identifying who may need to be more engaged, or if there are members who may be candidates to serve on the Board in the future. A recommendation
was made to add the word “active” to the Board Responsibilities document to read: “Attend in person a minimum of two of the four Board meetings per year and participate as an active member on at least one committee”.

There was a discussion regarding the number of meetings annually needed per committee to be able to accomplish their responsibilities in that timeframe and a decision was made that the Stewardship Committee will meet three times annually, beginning next year.

A recommendation was made to form a Presidential Advisory Group inclusive of the past and current TCF Board Chairs as a way of keeping this important group of individuals engaged with the university. Both Adrienne and President de la Torre are in favor of the idea. There will be future discussions regarding the implementation and long-term vision for this group.

IX. Audit Committee Update

Alan Dulgeroff

Alan shared that there was a FY 22/23 audit planning presentation at the February meeting and Grant Thornton will conduct the audit again. The committee reviewed and approved the Form 990 Tax Return.

X. Finance and Investment Committee Update

John Wills

John reported that in light of the unstable financial situation in the world, the endowment continues to do well. Over the last year it lost 1.5 %, which is 2% better than the benchmarks. There is $55M cash available in fixed income which is in the process of being moved from Gilliard to UBS soon. In the last quarter, the endowment is up 2%. Given the volatility in the market, the asset allocations are set to provide us protection on the downside.

XI. Conclusion of Meeting

Steve Doyle

Steve announced that the next meeting is scheduled for Thursday, June 8, 2023, and adjourned the meeting at 4:59 p.m.