

NCAA Board Meeting

08.14.2021, 12:00 p.m. - 4:00 p.m.

Start Time: 12:05 p.m.

Present: Dan Stults, Benjamin Stork, Leslie Reinherz, Bob Freedman, Eric Gottshall, Maia Hinkle, Oliver Peckham, Chad Bickerton, Wesley Beggs, Bob Watts, Kati Baruja, Ben Brown, Glenn Whitehouse, John Connelly, Chelsea Hall, Douglas Christy, Rachel Scherer

Absent: Miles Iton

Staff & Guests Present: Kathleen McCoy, Kevin Hughes, David Fugett, Patricia Okker, MaryAnne Young, Declan Sheehy, David Disend, David Mullins, Sofia Lombardi, Sue Jacobson, Marcia Crawley, Ginger Lyon, Caitlyn Sanderson, Jennifer Lemmer Posey, Mike Palmieri, Bill Rosenberg, Douglas Locklin, Steve, Lawrence Vernaglia, Jonathan Breidbord, Aaron Philips

Dan: Welcome all. We are happy to welcome President Okker. Has everyone seen the minutes from our last meeting?
Motion to approve the June 26 minutes ; so moved ; approved?
Unanimous approval. The motion passed.

Dan: Everyone here has meaningful things to say. If you have anything to say, please say it out loud, not in chat. Now Dr. Okker will speak.

Pat: Thank you for being on this board and for your involvement in NCF. It is important to have a robust alumni association. I want to share my observations about my first 6 weeks and then open up for questions or comments. First, my impressions about the quality of the education here were strong before I applied, but now it is unbelievable. I visited two labs to meet students doing an internship. The students were working collaboratively with community organizations, doing local work in the bay. This is not hands-on learning-- it is feet-in learning. The quality of education here is incredible. There is so much passion. But it is not perfect. I hear some things in my conversations about what needs to be fixed. Perhaps there is confusion about NCF's mission outside of campus, but on campus, people are very clear. I want to share my enthusiasm and awe for what is going on here. It has been an amazing 6 weeks. I want to turn it to you for questions. Dan will moderate.

John C: Welcome. I want to know how you got your awesome (zoom) background?

Pat: I am using the blur feature.

Leslie: When you first saw the ad when you were applying for this job, what had you heard about NCF? What was your impression?

Pat: I knew of NCF. I knew it was small and had a strong academic reputation. I was immediately attracted to this job, but I wasn't sure if my family wanted to move to FL. I didn't know much else beyond the academic reputation. My colleagues were impressed that I was applying.

Chelsea: What do you see us needing to fill in terms of systemic gaps, connections between the alumni association and the college? Some people are concerned that we have too much control. What can we do to help with communication and to help the college?

Pat: I want to ensure that we have strong communication with each other. I have met with Dan already. I welcome suggestions about things I should attend or ways to communicate. Everyone has a copy of the top 10 things alumni can do. I want to challenge you. I want you to consider how you can double the impact of that work. We suffer from lack of recognition. People either think NCF is fabulous or do not know about us at all. I want to get the word out. The alumni board can get the word out, talk about the college, share it in your networks. You can't buy that kind of impact. What do you love about NCF? Double your impact.

Dan: When you and I met, you spoke about advocacy and telling our stories. Tell us about this.

Pat: In many parts of my job, I am all about data. But we inspire people through stories-- your stories. How your NCF education made your career possible, changed your life. I want you to understand the power of telling your stories to your family, your neighbors, at your business. Make sure people know you graduated from NCF. The power of your story will affect people.

Rachel: What feedback are you getting? Is this changing your priorities?

Pat: I have mostly met with staff and community members, rather than students, because students aren't on campus. Staff want more of a community culture. People feel isolated and want to be more connected to their institution. I hadn't

expected this, but I see that it's related to the work of boosting enrollment and retention. If staff are dissatisfied, it will affect students.

Glenn: I want to ask about the integration of careers and academics. I am curious about the recognition of NCF elsewhere. Corporate recruiters aren't aware of NCF. That's an important aspect of recognition. Who might hire our students?

Pat: I am aware of the mentorship program. If you have ideas about internships, get in touch with the Career Center. If you know recruiters, connect them with our students. Historically, NCF has focused on getting students to graduate school, but many students aren't doing this. We need to value career preparation in addition to graduate school.

Dan: I recommend speaking with Dwayne in the Career Center.

Glenn: Combining careers with education is important. Corporations love liberal arts students, but the feeling is not mutual. It is important to help students find opportunities that align with their ideals.

Bob W: What is your impression of the self-image of the typical NCF student?

Pat: NCF is different from UM. The students there wouldn't describe themselves as different. At NCF, every student, without exception, has floored me. They are doing amazing work. But it is premature for me to characterize the students. I spoke with a student who said that she never considered going anywhere else-- that is special.

Bob W: To follow up on careers, there is a concern here about pre-career education. A preference for the simple academic pursuit. I have mixed feelings on this, but learning how to think is important for career paths. Alumni can take a more aggressive approach in mentoring. At my office, we help agencies find interns. I made sure Dwayne was aware of this. I want my kids to spread the word about NCF.

Maia: I want to know how you plan to address the student transition from NCF to elsewhere.

Pat: I do not know all the details about this. It is something we are working on with certificates.

MaryAnne: The Career Center is creating life-skill programs with a focus on conversations. We also are working on programs like pre-med and data science.

Pat: I am proposing a pre-professionalism course. We don't have majors like pre-law or pre-med because it is a narrow path. Our current degrees allow for flexibility and a wide range of opportunities. Pre-professional organizations can help students understand the breadth of opportunities in their field.

Maia: I agree. I am in IT, something I never considered at NCF.

Dan: Thank you for your time Pat. Before we move to the Sunshine Law, I want to give Ginger Lyon a few minutes to speak, then Sofia Lombardi, then Dave.

Ginger: In anticipation of Reunion 2022, I want to offer my services for an affinity group to address 'reunion reluctance'. I want to lovingly welcome all the people who don't know if they are connected to NCF. People who are scared to come to reunion because they feel like they don't belong. I want to tell them that it is okay, we want to hear their stories. They can come and walk the periphery of campus, connect their souls to the campus.

Dan: Thank you for your recommendation.

Ginger: My proposal is based on a model I worked with previously, having professors target their students. There would be a welcoming affinity group, with a designated time and place to meet. Maybe we could offer a certificate or honor badge.

Dan: Thank you. We can talk about specific strategies at a later time.

Leslie: Ben and I are the reunion chairs. We would love to discuss this with you offline. We think this is a great idea.

Dan: We will now hear from NCSA president, Sofia Lombardi.

Sofia: We have a lot going on. I am coordinating to appeal DeSantis' mas mandate ban. Orientation is going well. Four Winds renovation is still underway. We have a special focus on green work and sustainability. We want to enhance the student experience post-COVID. We plan to have walls and coups without a police presence. I want to call for your support and look forward to working with you.

Maia: Please reach out to me. I work in healthcare.

Dan: David Fugett will present on the Sunshine Law.

David presents on the Sunshine Law, using a slideshow presentation. To view the presentation, email him at dfugett@ncf.edu. Main takeaways: All NCAA meetings are public, unless there is a distinct exception. Public meetings must be open and accessible to the public. They must be formally announced and recorded in some way (in this case, through minutes). Members of the public may give brief comments. Some things do not constitute public records, including personal notes, pending litigation discussion, etc. If a member of the public wants to review our record, they must submit a public records request, which will be addressed in reasonable time. For further information, contact David at the email address above.

Dan: This applies to the board in the following ways: for any business that comes to a vote, it must be discussed in a public forum with minutes taken. This cannot happen in private phone calls or conversations. You must go through Kathleen, who can formally acknowledge the meeting.

David: Emails are also a part of this.

Leslie: Can you distinguish between these conversations with a current board member versus those who are not presently board members?

David: It only applies to current board members. However, you cannot use staff members as conduits for conversations.

Leslie: If I am talking to someone who is not on the board about board business, and they talk to someone, is that a violation?

David: That could be a conduit scenario. There is some gray area, be careful about it.

Dan: If there is a discussion that will come before the board, make your question known to Kathleen so we can notice a board meeting and have a discussion. This is the appropriate way to act in compliance.

John: If I directly emailed President Okker to ask about what she discussed and introduce her to the president of my campus. It has nothing to do with the NCAA. Does this violate the Sunshine Law?

David: President Okker is not a part of this committee, so feel free to email her. Since it will not come before the board, it is okay.

Maia: If we unintentionally violate the Sunshine Law, what are the next steps?

David: Just let me know. Don't panic, it is not my job to punish you. Just talk to me about it and we will deal with it quickly. Mistakes happen and we can learn from them.

Dan: Thank you for being here and educating us. David is a great resource for legal and ethical issues that have to do with the school.

Ben: I have struggled with the Sunshine Law because I thought it hindered informal brainstorming. The solution is that small groups can meet informally, as long as we give public notice, it is hosted over Zoom, and there are minutes taken.

Kathleen: I am happy to facilitate meetings.

Dan: Jennifer Lemmer Posey will now talk about the mentorship program.

Jennifer: I am an alumnae and a curator at the Ringling. As soon as they launched the mentorship network (ncf.wisr.io) I joined and had several students reach out to me to talk about museum work. The mentorship network allows for students and colleagues to connect and it is a platform students seem comfortable using. Last spring, I signed up for a class for formal mentorship. I matched with a student who expressed interest in all things that led to education, including museums as a place of learning. Through the class, students do readings and exercises that help them identify their focus. They establish a dedicated relationship with a mentor. We met twice a week on Zoom to discuss career paths, courses, personal and professional concerns. This is a chance for alumni to learn about ourselves, connect with the community, and help New College.

Ben: Is there anything alumni can do to identify themselves?

Kathleen: The career center can connect you with students.

Glenn: I am the parent of a student who has underutilized the career center. What do you do for students who might not jump at this opportunity. There was a speed mentoring event-- I'd love to do something like that.

Jennifer: The staff at the career center are always looking for ways to help the students. Speed mentoring is a great idea that could happen a few times a year. There was also a virtual event where you could hop around the 'space', which was less stressful for students.

Dan: Thank you Jennifer. We will now get updates from the Foundation and the Foundation board.

Sue: The Foundation board has a business meeting on Thursday over zoom to get a few things approved and accomplished. We will have our first in-person meeting on October 1st. We are supplementing our standing committees with people who are not board members, including alumni. This is a low-commitment way to get involved and strengthen our skillset. Doug Christy is on the ambassadors committee and is an asset. The other place we are looking for involvement is the advisory group for the planned giving program, made up of estate attorneys, elder professionals, and people who are interested in planned giving. They meet 4 times a year to promote the program. We are gearing up for our first in person Clambake after COVID-19. It will be outdoors. At our October meeting, we will elect our officers, so this will be my last meeting as board chair. I will still be a board member. I have appreciated working with you. I have been chair for 3 years and have seen such positive development in the NCAA board.

MaryAnne: We have had our best fundraising and community engagement year in spite of COVID-19 because of this board and your energy. We had \$9.1 million, exceeding our goal. We also had our largest gift ever, in a \$4 million bequest. We had 8% alumni participation and 100% participation from the Foundation and NCAA board, which is your vote of support for NCF. We formally launched the Pei renovation campaign this year, after having it evaluated by an architect. It

is about a \$23 million project. We will start with Pei 1, which is an \$8.5 million project. We honored and celebrated Donal O'Shea, and raised \$500k, and created an endowment in his name. We had our virtual New Topics series. This year it will be hybrid. The investment committee selected an outside investment firm (Rothschild & Co.) and the transition is going well. We now have President Okker on board, we are securing dates for her to meet alumni across the country. We will have an alumni town hall on September 14. We have Clambake on November 4. Glenn will be joining us tomorrow for an Orientation event. I want to have more alumni working in the Foundation.

Dan: Now we will hear from Kathleen and Kevin.

Kevin: We want to promote monthly giving. We currently have 25 monthly donors, at an average of \$5-25 a month. Most of them are new donors or existing donors increasing the amount they give annually. We will be unveiling a new webpage and promoting via social media and email. We will be making a push in 2 weeks and then in January. We are about a week from going live with a 3rd-party site called GiveButter that allows giving via PayPal, Venmo, and digital wallets. We will be doing a Founder's Day campaign on October 11. Henry Smith will be joining us by contributing a matching gift. He encouraged me to reach out to other alumni to build a pot of matching dollars. We think about \$20k. I hope you will consider contributing to this pot. It would be a great way to get your annual commitment out of the way. It would be amazing if you were the first board to have 100% participation.

Maia: You mentioned Venmo. Is there an initiative for a social platform to share this? Is there a way to show our gifts on social media?

Kevin: We'd love to do that. My plan is to have a social media rollout and include it in the Nimb.e. We hope you will share this on social media yourselves.

Maia: I want to connect with you on this.

Kathleen: We are planning Thankful November. We want to engage students, alumni, and the community. We will look at 2021 end-of-year. We are also planning alumni events.

Kevin: Alumni participation is frequent conversation. I want to increase this metric. On an annual basis, we submit alumni giving statistics via the VSE survey, managed by CASE. US News & World Report obtains their data through this. CASE defines alumni as any student who attended NCF in any capacity. It is broken down into 3 categories - undergraduate degree holder, graduate degree holder, alumni without a degree. US News only takes into account degree holders. They weight this data at 3% of our rating and only use the 2 most recent years. There is a trend of decreasing alumni participation statistics. There are many factors. Revenue per donor is at an all time high. It is difficult to keep track of our alumni without mailing addresses. Our participation is higher for alumni with a degree. We are higher than many Florida universities in terms of alumni giving. We are also doing well in COPLAC. We have work to do in comparison to peer and aspirant institutions.

Eric: Given that we have the new data program at NCF, can we give this data to students to analyze?

Kevin: That is a great idea. Caitlyn and I are hoping to do this.

Ben B: This is interesting and more in-depth than anything I've seen before. I think we should share this data with alumni. It is motivating.

Kevin: One of our strategies is the Novo Volunteer program.

Bob W: Have we made efforts to try to find those lost alumni?

Kevin: We do this through various data sources. We also are doing 'peer review' where we consult alumni about individuals they might know.

Mike: I am in the general public, not part of the board. Have you ever collected qualitative data about why alumni do and don't give? I give every year but have never been asked about my practices. It might be helpful to find this information. I would love to help.

Kevin: Not on a mass scale. We did an alumni survey a few months ago.

John: Do we outsource looking for donors or is it internal? Is there distinction between big donors and small ones?

Kevin: It is done internally. We use different strategies depending on the individual.

Caitlyn: I do prospect management, so it is my job to find information on donors who could be giving more to NCF.

Break 2:40-2:50

Dan: We want to determine what you want to accomplish in the year ahead. We need to increase engagement, deliver a good reunion, support the new president, participate in local and virtual meetings with other alumni, execute President Okker's 'Top 10', engage alumni to tell their story, and increase participation. I appreciated Mike's comment earlier. Next time we are together, we should discuss specific responsibilities for the coming year. How can we be the best board we can be? How can we invigorate the board? We want you to consider your role and what you would like to accomplish. We also need to decide how to choose the next set of board members, to have an increasingly good board over time. Right now, individuals identify themselves and are voted on. Is this the best way to do this process?

Bob F: What is the role of the board? A New College-y answer is that it should be what we want it to be. We need to clarify what everyone can contribute to the board.

Leslie: Thank you for giving a rundown of what your goals are. We need to make these topics more specific and concrete and decide our duties. I have been on the board for 6-7 years and have been concerned about the lack of participation in specific tasks, such as reunion. Time commitment is a second issue. We need to make sure people have time to accomplish these tasks.

Chelsea: People should familiarize themselves with the role of the board and offices on campus. We need to understand what we are doing.

Leslie: For the next election cycle, we can send a packet with detailed information about the work and time commitments that are a part of this board. We are not making big impact tasks that change the college, we are doing small scale things that help the college make a big impact.

Eric: We need to do something about the tools we use. We should have a Microsoft teams site where we can collect information. We should better utilize LinkedIn.

Chad: I hear your concerns about building the board. Much of this is already part of the vetting process. I would always tell people about the time and commitment of this role. We do not appoint people, but we have an election plus system. Alumni tend to get riled up about appointments. We should discuss what information to share during the vetting process.

Glenn: Many nonprofit organizations ask people to do specific things.

Leslie: There is a lot of work to be done for Reunion. I hope that we have a good board presence this year.

Doug: Have we ever given consideration to chronological diversity on the board, representation from alumni of all years?

Dan: Are there criteria that would help us get the best future board in place?

Maia: Is there consideration for positions that are not full-time (meaning the 4 meetings a year)?

Dan: Yes, we could have a more specific committee.

Rachel: The vetting process is a bit too late to implement these things. I would have benefitted from a clearer understanding of the position earlier. I agree with Eric's comments about tools.

John: Can someone give me information on how to recruit people in Sarasota?

Bob W: I haven't seen a lot of effort towards tapping into the existing skills of new members who have experience with nonprofits. No one has asked me what my skills are. The applications focused on professional experience, but volunteer work could be more relevant.

Dan: The Foundation has fielded a questionnaire to their members asking about their skills and interests. As we think about the year ahead, what skill sets can we tap into?

Bob W: I can't give a ton of money, but I can give my time. We are looking for the reward of giving back to the organization. If you can give someone discrete, accomplishable tasks, they can get involved.

Leslie: Maybe we should circulate a survey where people can list their skill sets.

Dan: I want to take this offline and talk to people about how to accomplish this. We will skip to ad hoc committees and discuss the bylaws later.

Kathleen: We have reunion coming up. We have fundraising and novo volunteering. We have a committee that did a survey. They will reconvene and may need new members.

Leslie: We need to re-energize the survey committee. If anyone wants to join, that would be very helpful. Regarding reunion, we need help designing events, input on storytelling. We need to brainstorm now and make things happen in January/February.

Volunteers for Reunion Committee: Ben Stork, Bob Watts, Ben Brown, John Connelly, Kati Baruja, Eric Gottshall, Maia Hinkle

Kathleen: You will hear from Kevin and I.

Leslie: Everything gets funneled through Kathleen, so if you have ideas about new committees, send them to her.

Rachel: What is the expected time commitment for these committees?

Dan: Each one is different.

Leslie: For the survey committee, we start with an hour long meeting, then have little tasks to do, then meet again in two weeks. I estimate 2-3 hours a month, but timeliness and responsiveness is important.

MaryAnne: You do not need to do logistics. You have the ideas, the brainstorming, and we will find vendors, do setup, etc.

Chelsea: For the survey committee, we have only had 5-6 hours of meetings. We haven't gone through the data. To collaborate on this work, we have to go through Kathleen so it is publicly noticed.

Ben S: Can we collaborate on Google Docs?

Dan: I want to check in on this with David Fugett.

Maia: We might be able to make a Google Doc public.

Leslie: We can function in whatever the legal constraints are.

Dan: We will now talk about the motion. We received the following proposals: proposal to make formal announcement of right of alumni to attend NCAA meetings, and availability of means of remote virtual attendance. Proposal to make formal announcement that the Board will no longer require in-person attendance of its members, and that those considering running for the Board should not view impediments to in-person attendance as an obstacle to candidacy.

Bob F: There is currently a requirement in the bylaws that each member must attend at least one meeting in person and there is a recommendation that we attend as many in person as possible. COVID-19 has shown us that it is possible to get work done virtually. Many people don't have the financial means or time to travel a lot. This proposal says that the mandatory one meeting should not be required, encouraged for sure, but not required.

Ben B: This is a good proposal. It should be expanded to say that this is encouraged and part of our values. We should make it clear that not being able to attend in-person is not an impediment to membership.

Leslie: I want to add a clause that this does not excuse anyone from jobs they need to do. It is not an exemption from board service.

Bob F: We should keep it very narrow.

Dan: There are two pieces to this motion; the requirement to attend one meeting in-person is struck from the bylaws and we will make a public announcement about it.

MaryAnne: I want to clarify, are we going to require board members to attend online?

Dan: In the bylaws, I believe non-attendance at two consecutive meetings is means to kick someone off the board.

Bob F: I will make sure that striking this section does not affect other parts of the bylaws.

Chad: I want to make sure that it is clear on the record that we are proposing to cut the specific section that says directors shall attend one of the regular meetings in-person each year.

Motion to approve the proposal ; so moved ; approved?

Unanimous approval. The motion passed.

Bob: When the next election comes up, this change will be clear in the materials.

Dan: My hope is that it will go on social media.

Ben B: I think we should formally announce this. The other aspect is to make available the means of remote attendance. We should invite people to come to meetings. This is a motion submitted through chair Dan Stults of the right of alumni to attend meetings and to make means of attendance known.

Motion to approve the proposal ; so moved ; approved?

Unanimous approval. The motion passed.

Kathleen: Orientation is tomorrow. We are doing a small reception which will be a nice way to welcome first-years. October 1st pizza party in the Keating Center parking lot. We will extend this invitation to the alumni association board and the Foundation board.

Dan: Motion to adjourn. so moved ; approved?

Unanimous approval. The motion passed.

Adjourn

Motions Passed:

Motion to approve the June 26 minutes

Motion to strike from our Bylaws the final sentence of Article III, Section 2(a)(i), and make a formal public announcement that inability to attend Board meetings in-person is not an impediment to Board candidacy.

Motion to make a formal, public announcement, through our Chair Dan Stults, that alumni have the right to attend Board meetings and that means for remote, virtual attendance are available.