

Advancement & Communications Committee Meeting

University of California College of the Law, San Francisco

University of California College of the Law, San Francisco 333 Golden Gate Ave., Suite 501 Deb Colloquium Room San Francisco, CA 94102

2024-11-21 09:00 - 10:15 PST

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Advancement & Communications Committee

Meeting Minutes

University of California College of the Law, San Francisco
August 22, 2024

200 McAllister St., 2nd floor – Alumni Reception Center, San Francisco, CA 94102. Participants and members of the public were also able to join via the web link or dial-in numbers listed in the public notice of this meeting linked here: <https://www.uclawsf.edu/our-story/board-of-directors/board-meeting-notice-agendas-and-materials/>.

1. Roll Call

The Chair called the meeting to order at 9:14 a.m., and the Secretary called the roll.

Committee Members Present

Director Shashi Deb, Chair

Director Andrew Giacomini

Director Courtney Greene Power (joined at 9:16 a.m.)

Committee Members Absent

Director Chip Robertson

Other Directors Present

Director Andrew Houston (joined at 9:38 a.m.)

Director Albert Zecher (joined at 9:20 a.m.)

Staff Participating

Chancellor & Dean David Faigman

Chief Operating Officer Rhiannon Bailard

General Counsel & Secretary John DiPaolo

Legal & Executive Assistant Yleana Escalante

Associate Director of Digital Communications Sarah Harris

Chief Alumni Officer & Executive Director, UC Law San Francisco Alumni Association

Meredith Jaggard

Chief Communications Officer John Kepley

Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon

Deputy Chief Financial Officer & Controller Sandra Plenski

Provost & Academic Dean Morris Ratner

Chief Financial Officer David Seward

Deputy General Counsel Laura Wilson-Youngblood

Assistant Dean of Student Services Miguel Zavala

2. Public Comment

The Chair invited public comment. No member of the public offered comment.

3. Action Item: Approval of Prior Meeting Minutes

Motion:

The Chair called for a motion to approve the minutes of the Committee's May 16, 2024 meeting.

Motion made and motion seconded. The motion carried.

4. Report of Chief Communications Officer

Chair Deb welcomed everyone to the first Advancement and Communications meeting of the academic year 2024-25 and introduced the agenda. Chair Deb then handed the meeting over to Mr. Kepley for the Communications Report.

Mr. Kepley outlined the overall communication strategy for the Office of Communications. He reviewed the primary goals, which included clarifying confusion around the name change among key audiences, strengthening and protecting UC Law SF's reputation, and supporting objectives to increase resources and drive student success. He discussed specific activities undertaken to support these goals. Mr. Kepley acknowledged the ongoing challenge of the name change and outlined efforts to address it. His team is focusing on targeted outreach to key amplifiers and high-value targets, where minimal communication could yield maximum impact. They have also worked to align visual assets, ensuring that materials communicate the name change clearly and efficiently. This was paired with a targeted ad campaign.

Mr. Kepley described the communication strategy for reaching scholars, deans, and leaders at other law schools. As part of this outreach, they worked with the Association of American Law Schools (AALS) to incorporate the phrase "formerly UC Hastings" in official communications. He presented a template for press releases and newsletters that now includes this messaging to ensure the name change is front and center. He also presented a digital campaign aimed at reaching various stakeholders. The College's ad partner created a new newsletter template designed to communicate the name change even for those who might not fully engage with the content. Initially focused on employers to address concerns about the name change impacting graduate recognition, the digital campaign has now expanded to include scholars and voters. This campaign is scheduled to launch in October.

Mr. Kepley shifted to efforts aimed at strengthening and protecting the College's reputation. He reiterated the focus on "content that performs and content that matters," and showed examples of recent stories highlighting faculty achievements. The College used "Faculty Who Lead" branding to emphasize the national and global recognition that faculty members enjoy, with graphics appearing both on campus and in external communications. He then previewed upcoming activities, including a new

visual identity in partnership with Advancement, and efforts to enhance the effectiveness of the College's national reputation campaign. Communications is producing a video to leverage national attention from a current presidential campaign involving an alum. The 2025 AALS meeting in San Francisco is another opportunity to promote the name change and the College's strengths. To close, Mr. Kepley introduced Sarah Harris, the newly hired Associate Director of Digital Communications, who will lead social media and other digital efforts. He concluded by inviting questions from the Committee.

Director Giacomini expressed frustration with the College's focus on the U.S. News & World Report rankings, questioning the need to cater communication efforts towards ranking voters. He suggested shifting towards a long-game approach that doesn't prioritize short-term competitive advantages based on rankings. Director Giacomini also critiqued the press release language, advocating for a more direct, repetitive message. Dean Faigman responded by acknowledging the frustration with the rankings. He noted that despite the general consensus that the rankings are flawed, they still influence prospective students, employers, and even faculty. Dean Faigman cited a rise in student transfers, which he partly attributed to the rankings. He emphasized that while long-term strategies are important, the current efforts to address the name change and rankings serve both short-term and long-term goals. He reinforced the need for consistent repetition of the name change to ensure it becomes widely recognized. Director Power agreed with many of Dean Faigman's points, especially the necessity of dealing with the reality of the rankings. She recalled a table created by Dean Ratner that showed where efforts could yield the most significant impact, particularly highlighting the school's reputation score, which had taken a hit. She attributed this decline more to confusion over the name change than to a genuine change in perception of the school's reputation. Director Power suggested addressing this issue with targeted, appropriate communications for academics. Director Giacomini suggested that unless there is a strong campaign around the reasoning for the name change, the kind of language presented can create confusion and detract from the core message. Mr. Kepley clarified that the longer text in the press release is standard boilerplate material often included at the bottom of releases from companies like Google or Safeway, detailing their history. He acknowledged that this longer format may not suit all communications, particularly advertising campaigns, newsletters, and social media, which will be more concise. He emphasized the importance of creating simple, elegant, and memorable messaging to effectively reach different audiences, and mentioned that they are also striving for this in their video content.

5. Report of Office of Advancement

5.1. FY24 Review

Dr. Jaggard provided an update on the fundraising results for the Office of Advancement for Fiscal Year 2024, highlighting a successful trend of continued

annual growth over the past decade. Key gifts included the Joe Cochet gift in FY20 and the Mary Kay Kane estate gift in FY22. In FY24, both the centers and the College saw slight increases in fundraising, with the College reaching approximately \$7.7 million, contributing to a fifth consecutive year of over \$10 million combined. While the number of center donors rose slightly to 372, the College experienced a decrease to 1,479 alumni donors, reflecting industry trends in higher education. Looking ahead, initiatives to enhance donor cultivation and alumni participation include a "sticky RSVP" system for events, which has improved attendance from a historical no-show rate of 50 to 60 percent to 80 to 90 percent with a nominal fee for event participation. Additional strategies include implementing sponsorship opportunities for alumni and collaborating with the Chancellor & Dean's office to engage with alumni and donors. Dr. Jaggard mentioned that upcoming events include a Hawaii alumni chapter kickoff, meetings in Southern California, Pacific Northwest chapter launches in Portland and Seattle, and a campaign kickoff event on October 1.

5.2. Update on Comprehensive Campaign

Dean Faigman provided an update on the Comprehensive Campaign, noting ongoing meetings with Dennis Prescott to maintain momentum. He highlighted the upcoming Chancellor's Premier Reception on October 1, aimed at high-capacity donors, chaired by Joe Cotchett and Mike Kelly. Dean Faigman has upcoming trips to Southern California and Hawaii in September, with a planned visit to New York and possibly Washington, D.C. in November. He also addressed the open major gift officer position previously held by Robin Drysdale, stating that they have delayed filling it to allow the new Chief Advancement Officer to make that hire. Overall, he expressed optimism about the campaign's progress and anticipated positive developments in the coming months.

5.3. Update on Chief Advancement Officer

Dean Faigman provided an update on the Chief Advancement Officer position, sharing that he made an offer to an excellent candidate and is optimistic it will be accepted. He mentioned having a positive conversation with the candidate and has given them until Monday to respond. Although he refrained from sharing names due to the sensitivity of the matter, he indicated plans to hire a major gift officer quickly after the new Chief Advancement Officer starts. He acknowledged the hard work of Dr. Jaggard and the entire Advancement team, commending Eric Dumbleton for establishing a strong office. He also recognized Dean Kwon for her support in managing various responsibilities.

5.4. Alumni Association Update

Dr. Jaggard provided an update on the Alumni Association, highlighting the success of the Supreme Cork Wine Club launched at the end of May, which now

has 85 members. The first shipment is set to go out on October 14. A notable aspect of this initiative is that the wine club vendor donates 18 percent of sales and memberships towards scholarships, amounting to about \$4,000 for the first shipment. She also mentioned an upcoming wine tasting event with an alum who owns a vineyard on Treasure Island. Advancement has secured alums for the wine club shipments for the next year and a half. Additionally, Dr. Jaggard shared that they recently launched a pilot program providing UC Law SF branded sweatshirts to students. A total of 105 alumni sponsored these sweatshirts as gifts, contributing to student scholarships. Director Power emphasized that the branding of those sweatshirts was great. Dr. Jaggard said she was happy to hear that. She then shared details about upcoming chapter launches in Portland (September 10), Seattle (September 12), and Hawaii (September 25), with more launches planned for next year. She highlighted an upcoming joint mixer with Berkeley Law on August 29 taking place on the sky deck, which will feature around 75 attendees from both schools. Additionally, she mentioned a New York happy hour on September 5, hosted by Charan Brahma, and the Contra Costa Alum of the Year reception on October 10 honoring David Pearson. Finally, she announced that the date for Spring Week 2025 is set for April 1 to April 6. Spring Week will include the UC Law Day of Giving, an alumni party at City Hall honoring classes ending in 0 and 5, a reunion jazz brunch, and a VIP party for the Giants' opening weekend against the Marlins.

Director Giacomini thanked Dr. Jaggard for stepping in and helping fill this big gap. Chair Deb expressed her gratitude to the entire Advancement team for their efforts during the interim search period. She specifically acknowledged Dr. Jaggard for taking on a significant leadership role and congratulated her on earning her PhD. Chair Deb also thanked Dean Faigman and Dean Kwon for their contributions during this time.

6. Adjournment

The Chair adjourned the meeting at 9:49 a.m.

Respectfully submitted,

Laura M. Wilson-Youngblood, Deputy General Counsel

John Kepley

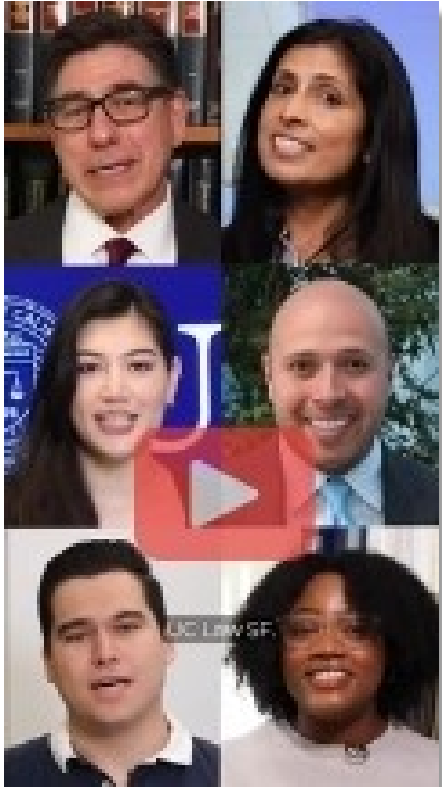
Chief Communications Officer

Nov. 11, 2024

Goals

- End confusion over name change among key audiences
- Strengthen and protect UC Law SF's reputation
- Support objectives that increase resources & drive student success (e.g. alumni engagement, advocacy, academic partnerships)

End brand confusion



“Where Did Kamala Harris Go to Law School” video

39,820
Views

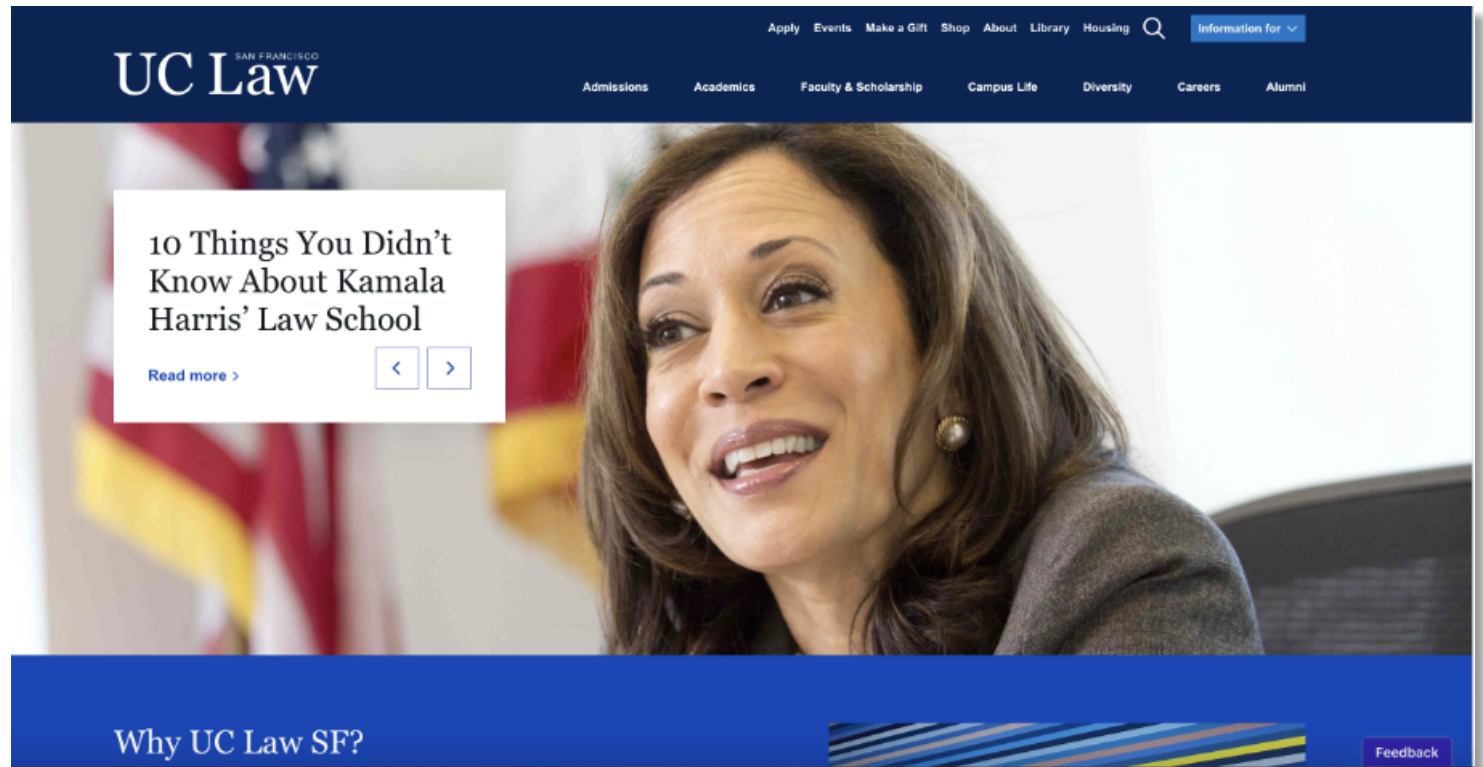
Launched Sept. 24, 2024

End brand confusion

10 Things story:
29th in page views

Story on Harris
launching campaign:
78th in page views

(includes all UC Law SF websites,
including admissions,
course catalog, etc.)



Harris news outcomes

Application Surge

64%
yoy increase

Name Clarity

2.83 : 1 before
2.17 : 1 after

'Hastings' v. 'UC Law SF' story ratios
before and after video



Concurrent Digital Ad Campaigns

Employers

- Major law firms
- Public agencies including
 - National, CA DAs associations
 - U.S., California DOJ's
 - U.S. Attorneys Offices, EPA
 - Office of the NY AG, Manhattan DA

Reputational Key Audiences:

- Faculty, Deans, Chancellors, professors at key non-West Coast law schools
- Judges located outside the west coast
- Employees of law firms with >1,000 associates

Brand = Reputation & Name Change

Employer Ads

Simple messaging

Values + name change



Each unique.

Discover top talent for your legal team.

UC Hastings is now
UC Law SAN FRANCISCO



All prepared.

Discover top talent for your legal team.

UC Hastings is now
UC Law SAN FRANCISCO




Ready to deliver.

Discover top talent for your legal team.

UC Hastings is now
UC Law SAN FRANCISCO

Brand = Reputation & Name Change

Our law school
stands for
innovation



Reputational Ads

Our law school
stands for
innovation and justice



Simple messaging

Now our name does too.

values + name change

UC Hastings is now

UC SAN FRANCISCO Law

Brand = Reputation & Name Change

Reputational Newsletters

- Tailored scholarship and news targeted to faculty in 13 specialties
- Message from Chancellor and Dean Faigman
- Built accurate audience lists to reach targets
- Includes Harris content, AALS meeting invitation



The screenshot shows a newsletter header for UC Law San Francisco, formerly UC Hastings. The header features the university's name in gold and white text on a dark blue background, with the tagline "Excellence and innovation have a new name." in white. Below the header is a yellow banner with the text "Constitutional Law Scholarship and Impact". The main content area includes a photo of Kate Weisburd, a new faculty member, and a headline "New Faculty Add to Constitutional Law Strength". The text describes her background at George Washington University and her research interests. Below her photo is a photo of Prithika Balakrishnan, another new faculty member, with text describing her previous roles at UC Law San Francisco and her research interests.

UC Law San Francisco
FORMERLY UC HASTINGS

Excellence and innovation have a new name.

Constitutional Law Scholarship and Impact

New Faculty Add to Constitutional Law Strength

Kate Weisburd joins the UC Law San Francisco faculty from George Washington University School of Law, where students voted her professor of the year. Weisburd's articles, which focus on intersections of criminal and constitutional law, have appeared in the Virginia, California, and UCLA Law Reviews, among others, and have won multiple peer-conferred awards.

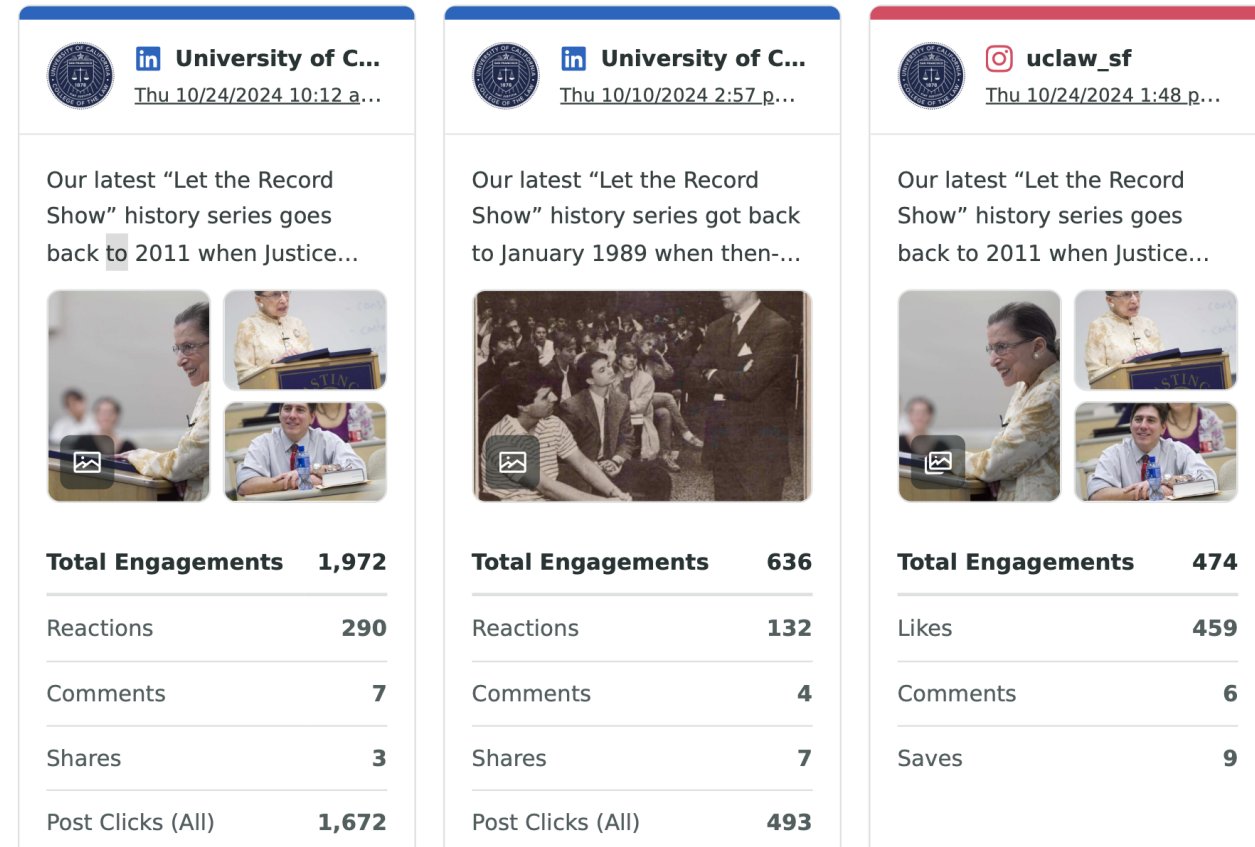
Prithika Balakrishnan, who was previously the C. Keith Wingate Visiting Professor at UC Law San Francisco, has joined the faculty full time. She previously was a federal public defender, union organizer, and Peace Corps volunteer. Her article *Mass Surveillance as Racialized Control* recently was

Brand = Reputation & Name Change

AALS Annual Meeting Sponsorship

- Briefcases
- Lanyards (all events in 2025)
- Campus event

Support objectives that increase resources



Let the Record Show

Launched: Sept. 10, 2024

73,647
impressions

5,314
engagements

Support objectives that increase resources

Academic Village Showcase Page

Goals:

- Engage AV partners in telling their (and our) stories
- Promote the AV benefits to professional audiences
- Reach key decision-makers in government, business, higher ed

Engagement results:

- 8,222 impressions; 1,160 engagements

14.1% engagement rate

UC Law SAN FRANCISCO

San Francisco's Academic Village
Our history and location give UC Law SF the foundation on which to build an extraordinary future.
Higher Education · 174 followers

+ Follow Message

Home About Posts

Overview

The Academic Village reimagines interdisciplinary education and creates a hub of innovation, co-mingling professionals, and students from multiple institutions on a shared campus that promotes excellence in law, medicine, business, and other fields of educational pursuit. Integral to this ... see more

Show all details →

Page posts

San Francisco's Academic Village 174 followers · 1d · 🌐

This Veterans Day, the [University of the Pacific, Arthur A. Dugoni School of Dentistry](#) is offering free dental and hearing screenings for ...more

- ✓ Learn how you can become a patient and get discounted dental care
- ✓ Free health goody bags ✓ Snacks and refreshments

Monday, November 11, 2024
10:00 am to 12:30 pm

LOCATION
University of the Pacific, Arthur A. Dugoni School of Dentistry
155 Fifth Street (at Minal) | San Francisco, CA 94103
Located just 1.5 blocks from BART/Muni Powell Station

Free Dental and Hearing Screenings for Veterans
1 page

👍❤️👍 7 · 1 repost

San Francisco's Academic Village 174 followers · 1w · 🌐

UC Law San Francisco welcomed our neighbors to campus for family-friendly Halloween games and treats. UC Law SF and student groups ...more

1/6

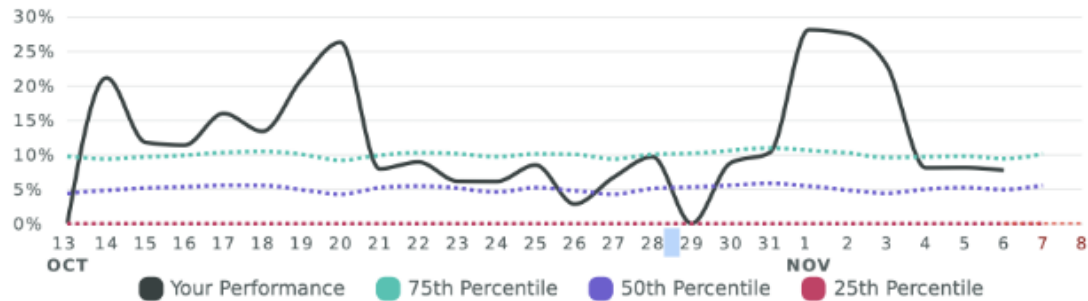
👍❤️👍 44 · 2 comments · 1 repost

18

Academic Village Showcase Page

Network Benchmarks

See how your profiles' performance compares to all other profiles connected to Sprout. Engagement Rate (per Impression) by Day compared to Network Benchmarks



Engagement Rate Metrics	Rate
Your Engagement Rate (per Impression)	14.31%
50th Percentile Benchmark	8.23%

Your performance ranks in the **80th percentile**

Audience By Seniority Level

Senior	52
Entry-level	38
Director	25
Vice President (VP)	8
Chief X Officer (CXO)	6
Manager	5
Training	4
Partner	4
Owner	3

Audience Top Job Functions

Business Development	25
Legal	24
Education	20
Marketing	8
Operations	8
Program & Product Managem...	8
Community & Social Services	7
Arts and Design	6
Media & Communications	6

Questions?

Chief Communications Officer

Nov. 11, 2024

Report of the Chief Advancement Officer

November 21, 2024



UC Law San Francisco

Advancement Vision

At UC Law SF, we serve society as a center of higher learning committed to exceptional teaching, influential scholarship, and exemplary public service.

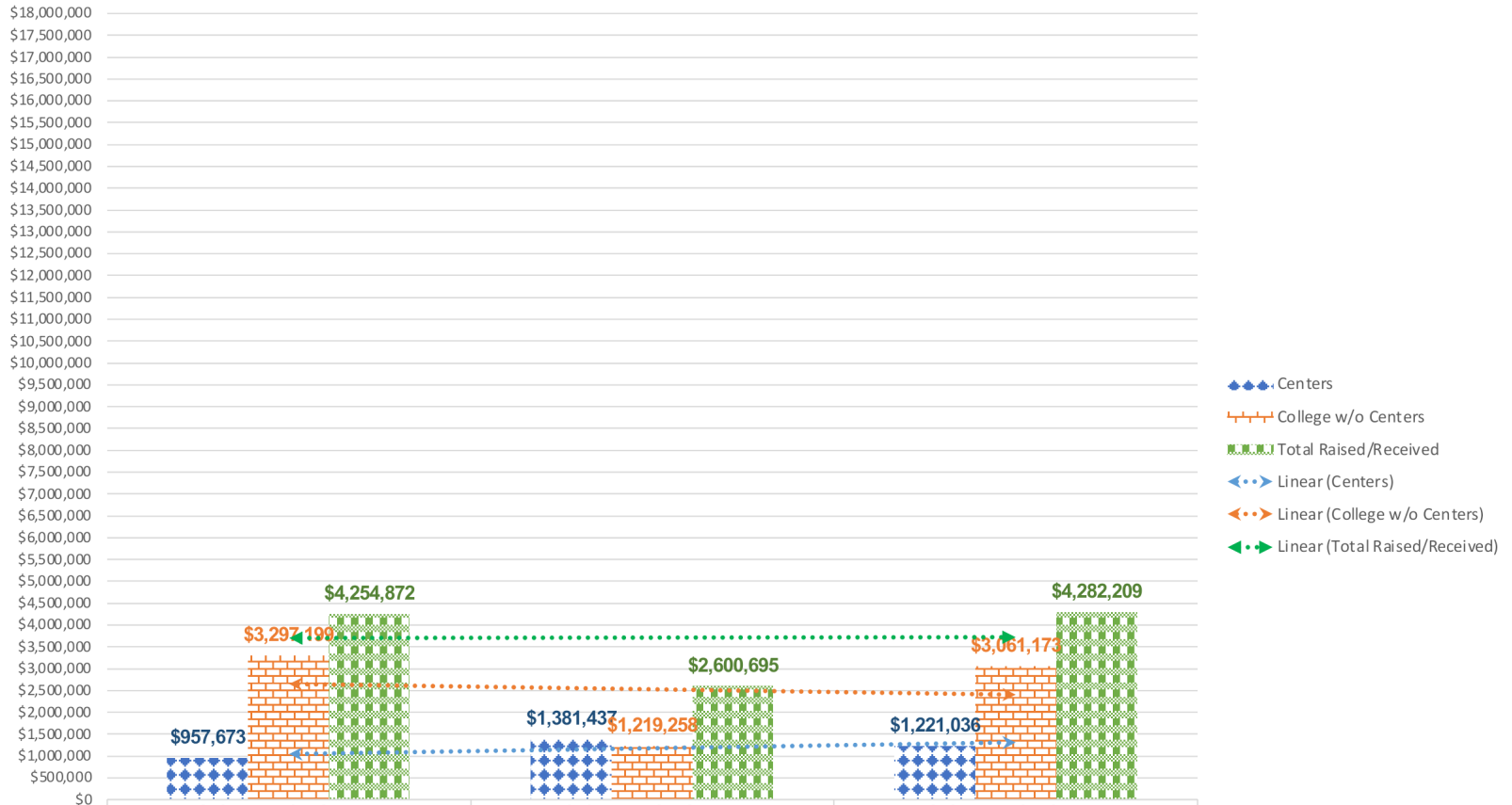
We are embarking on the College's largest private fundraising effort in its history to invest in student scholarships, faculty support, and program enhancements, which will reinforce UC Law SF's important role as an innovative law school that others look to for inspiration and best practices. With the Academic Village and key program offerings, we will extend our relevancy and impact on the city of San Francisco.

Advancement Priorities

- Build culture of philanthropy across staff, faculty, and boards.
- Accelerate campaign fundraising through prospecting, strategic and timely outreach and follow-up, building urgency and support by leveraging other donations and compelling vision for the campaign and future of UC Law SF.
 - Focus fundraising on three areas: 1) increasing support from current donors, 2) new donors (alumni and friends of the college), and 3) donor retention.
- Deepen and expand alumni engagement to support fundraising efforts, with increasing alumni participation as donors as one metric of measuring engagement.

Advancement Financial Reporting Through 11/6/2024

Centers and College Year-to-Date Comparison Report



	7/1/22 - 11/06/22	7/1/23 - 11/06/23	7/1/24 - 11/06/24
Centers	\$957,673	\$1,381,437	\$1,221,036
College w/ o Centers	\$3,297,199	\$1,219,258	\$3,061,173
Total Raised/ Received	\$4,254,872	\$2,600,695	\$4,282,209

Advancement Financial Reporting Through 11/6/2024

Centers and College No. of Donors Year-to-Date

