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Board of Directors Agenda and Materials

8-22-2024

Advancement & Communications Committee Meeting - Open Session Book 08/22/2024

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Advancement & Communications Committee Meeting
University of California College of the Law, San Francisco
200 McAllister St., 2nd floor – ARC Room San Francisco, CA 94102
2024-08-22 09:00 - 10:15 PDT

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Advancement & Communications Committee

Meeting Minutes

University of California College of the Law, San Francisco
May 16, 2024

333 Golden Gate, San Francisco, CA 94102, 501 Deb Colloquium Rm. 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.uchastings.edu/our-story/board-of-directors/board-meeting-notices-agendas-and-materials/>.

1. Roll Call

The Acting Chair called the meeting to order at 9:03 a.m., and the Secretary called the roll.

Committee Members Present

Director Courtney Greene Power, Acting Chair
Director Mary Noel Pepys
Director Chip Robertson

Committee Members Absent

Director Shashi Deb, Chair
Director Andrew Giacomini

Other Directors Present

Director Andrew Houston
Director Claes Lewenhaupt
Director Albert Zecher

Staff Participating

Chancellor & Dean David Faigman
General Counsel & Secretary John DiPaolo
Chief Development Officer Eric Dumbleton
Legal & Executive Assistant Yleana Escalante
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

2. Public Comment

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

3. Action Item: Approval of Prior Meeting Minutes

Motion:

The Acting Chair called for a motion to approve the minutes of the Committee's February 22, 2024 meeting.

Motion made and motion seconded. The motion carried.

4. Report of Chief Communications Officer

Acting Chair Power introduced John Kepley, Chief Communications Officer. Mr. Kepley expressed excitement to be there and said he was looking forward to working together on advancing the College's strategy and mission. He reflected on his experience over six weeks at UC Law SF. He said his work involves a blend of public relations and mission-driven communications, drawn from his extensive experience in higher education and at institutions like the University of Michigan and the Gates Foundation. He emphasized his commitment to societal change and using significant moments, such as Justice Ginsburg's visit to Michigan, to communicate excellence and strategy. He also acknowledged the challenges and unpredictability of the job, likening it to keeping the world "right side up" during turbulent times.

Moving on to his priorities, he discussed the need to align communication strategies with the College's mission, strengthen the College's reputation, and maximize the impact of available resources. He mentioned developing a comprehensive communications strategy and the importance of coordinating name change efforts across external communications. He highlighted the creation of a rankings information page to clarify the College's stance and values amidst the external rankings issue. He also mentioned revamping the communications page to better tell the College's story and make it easier for the media to find experts, emphasizing the College's broad expertise in various fields.

Acting Chair Power asked about the newly developed page that highlights available faculty expertise for media and outward communication, and particularly about the faculty's feedback and their willingness to be featured on the page and his experiences working with the faculty in general so far. Mr. Kepley said that his initial sense from individual conversations has been positive. While the feedback has not been specifically about the page, the overall approach of helping faculty publicize their expertise has been well received. He mentioned that building faculty media opportunities is progressing well, and some initiatives are already in motion. He shared an example from his time at the University of Michigan, where they sent out expert advisories ahead of major events, such as court cases or significant government announcements. He expressed his interest in implementing a similar strategy at the College, emphasizing the importance of being prepared to push out faculty experts

when relevant news breaks, even in popular culture stories. He believes that having an engaged faculty is a strength and is eager to explore ways to enhance this effort. He concluded by highlighting the communications team's openness to ideas and collaboration, inviting any further questions.

Director Houston welcomed Mr. Kepley to the team. He then addressed a significant concern, rankings, which he acknowledged are a common issue among law schools. While he believes the College can control the narrative around many aspects of the school, such as its facilities, students, faculty, and centers, he noted that the rankings narrative has been largely dictated by U.S. News & World Report. He expressed frustration that the rankings do not accurately reflect the reality of UC Law SF. Director Houston suggested that they explore ways to take control of their own narrative regarding rankings, potentially by partnering with other schools that have opted out of the rankings or by collaborating with national news outlets to better communicate the UC Law SF perspective to prospective and current students. He acknowledged that this is a bigger conversation for another time but indicated his strong interest in pursuing it. Dean Faigman acknowledged this great point made and mentioned that he is one of the organizers of a deans' workshop scheduled for July in Seattle. He pointed out that while there are legal challenges that limit organized efforts in some respects, there is a significant alignment of views among the 53 top schools that have opted out of U.S. News rankings. Dean Faigman emphasized that the best way to replace something flawed, like the current ranking system, is with something better. He committed to bringing this idea to the deans at the workshop, appreciating the opportunity to explore it further.

Acting Chair Power welcomed the idea of a larger conversation and thanked both Dean Faigman and Director Houston for their input. She agreed that a more comprehensive and truthful review system would benefit everyone involved, though she acknowledged that it might take time to develop. Turning to the current messaging about rankings, she is curious about whether the Board, staff and administration had considered being more assertive in their communication. She pointed out that elements like the name change or other factors might have significantly impacted UC Law SF's ranking, questioning whether there were any legal constraints—such as past participation in U.S. News rankings—that would prevent them from being more transparent or candid about these issues. She also raised the point that there might be larger communication and messaging considerations in deciding how much to reveal, especially given that a more accurate ranking system will not be established for some time. With prospective students making decisions in the near future, she wondered if they should consider adopting a more direct and bold approach in their current messaging to address the issues with the rankings.

Dean Faigman appreciated Director Power's input and mentioned that he had drafted a rather punchy response that he initially shared privately with a few deans. While some encouraged him to publish it more broadly, he also received feedback suggesting it might be a bit too bold. He acknowledged that this raises an important question

about the tone and approach they should take and suggested that their communications officer might need to weigh in on the matter.

Director Robertson agreed that there needs to be a long-term approach to addressing the rankings but emphasized that, in the short term, the focus should be on controlling the messaging to specific key groups: scholars, judges, and employers. He recommended concentrating realignment and branding efforts on these three groups, as they directly impact students, faculty, and the overall quality of the institution.

Dean Faigman agreed, noting that even before the rankings were released and before Mr. Kepley joined the team, there had been discussions about focusing on those key groups. Director Robertson acknowledged that the rollout of the name change led to significant market confusion, noting it was not executed with the desired precision. He noted there is confusion even in Sacramento and suggested that there is an opportunity to reset and tell the story more effectively.

Mr. Kepley added that work is already underway to address the confusion, noting that they have engaged a firm to help with the necessary communications. He emphasized the importance of clarifying the College's identity and values.

Dean Kwon added she appreciates Mr. Kepley's contributions since he came on board and emphasized his valuable expertise in communications. She highlighted how Mr. Kepley has helped refine the College's messaging by focusing on the audience and goals, noting that his insights are making a significant difference.

Acting Chair Power acknowledged the challenges of operating without a chief communications officer during a crucial time and commended the team for managing effectively despite the difficulties. She also recognized the added complications caused by the dysfunction of U.S. News and expressed appreciation for the team's efforts during the interim period.

5. Report of Chief Development Officer Eric Dumbleton

5.1. Fundraising & Campaign Update

Mr. Dumbleton began by sharing an update on the campaign and general fundraising progress. He noted that this was his final Advancement & Communications Committee meeting, which he found to be an emotional experience. He thanked Director Deb, who was unable to attend, and all members of the Committee for their support over the years. He then provided a comprehensive update on the campaign. The campaign has a \$100 million goal, focusing on building the school's endowment. Currently, the campaign is in the quiet phase and has raised just over \$50 million through May 10. The plan is to launch the public phase in Fall 2025. He outlined the campaign priorities, including student scholarships, faculty chairs and professorships, and

program support. He also mentioned ongoing efforts to engage stakeholders who are interested in supporting both the school and the neighborhood. He presented a visual timeline of the campaign, showing progress through May 9. He explained the difference between campaign numbers and fiscal year reports, noting that while pledges count towards the campaign goal, subsequent payments are counted separately in fiscal year reports to avoid double counting. The current focus is on raising both current and planned gifts. The campaign is aiming to have planned gifts make up 25 to 35 percent of the total and it is currently at 26 percent. He also emphasized the importance of appealing for support, making connections with key prospects, hosting and attending events, and making campaign commitments. The goal is to encourage blended gifts, which combine current use and planned gifts. He briefly covered the fiscal year 2024 fundraising progress. As of May 14, \$9,764,730 had been raised, with expectations of surpassing \$10 million once additional gifts are received. There are also four large outstanding asks, with three potentially closing within the fiscal year. He expressed enthusiasm for continuing the successful streak of fundraising efforts.

5.2. Chief Development Officer: Transition Plan

Mr. Dumbleton took a moment to express his deep affection for the school and his unwavering support for its future. He noted that his team's morale is very positive, attributing much of that to Ms. Jaggard's exceptional leadership. He shared that they have conducted both regular and ad hoc meetings to gauge staff sentiments and address any concerns. He mentioned that he is preparing detailed pipeline documents for Dean Faigman, Dean Kwon and his successor, and that he had a recent meeting with Dennis Prescott to discuss campaign strategy and continuity. He also emphasized the importance of ensuring a smooth transition by documenting and handing off various responsibilities that might not be immediately visible but are crucial for the team's ongoing operations.

Acting Chair Power expressed her gratitude and admiration for Mr. Dumbleton's work with the Committee and throughout his tenure. She acknowledged his thoughtful approach to transitioning out of his role, noting that his dedication and care in preparing for the handoff mirrored the commitment he had shown throughout his time with the institution. She thanked him sincerely for his enthusiasm and dedication, highlighting the positive impact he had made during his time here.

Director Robertson congratulated Mr. Dumbleton on his new position. He then inquired about the process and timeline for replacing him.

Dean Faigman said that the job description for the new Chief Advancement Officer has been posted for several weeks, and they are receiving promising applications. He anticipated bringing candidates in soon and hoped for a minimal gap between Mr. Dumbleton's departure and the new hire's start date, although some transition time is expected. He acknowledged Mr. Dumbleton's professionalism in creating the foundation for a smooth transition and mentioned that Dean Kwon and Professor Emeritus Leo Martinez will work with the Advancement team to maintain progress. He also expressed confidence in Ms. Jaggard, who recently earned her Ph.D. and is expected to contribute significantly during the transition. He complimented Mr. Dumbleton on his exceptional work as Chief Development Officer, acknowledging both the visible and less visible contributions he made to the school. He expressed gratitude for Mr. Dumbleton's friendship and support, noting that while Mr. Dumbleton will be missed, he will remain accessible if needed.

5.3. Alumni Engagement Update

Ms. Jaggard expressed that the past five years have been amazing and noted the significant changes that have taken place since she started. She thanked Mr. Dumbleton for his leadership and friendship, emphasizing that he would be missed.

Ms. Jaggard shared updates on various events and initiatives. Tonight, they will host the third annual "Beer on the Beach" event in Santa Monica, with 80 alumni already RSVP'd and incoming students invited. Next week's Denver meeting will involve philanthropy work, highlighting their focus on not only hosting social events but also giving back to the community. A new initiative she announced is the launch of the wine club, "The Supreme Cork," which features alumni working in the wine industry. There will be blind tastings for alumni, and she invited anyone interested in visiting the vineyards to set a date with her. They are considering future plans, such as a wine festival featuring alumni vineyards and potentially creating their own label. Feedback on the new wine club has been overwhelmingly positive, with many alumni expressing interest in participating, indicating that wine has proven to be an effective way to engage the alumni community.

6. Adjournment

Acting Chair Power adjourned the meeting at 9:58 a.m.

Respectfully submitted,

John K. DiPaolo, Secretary

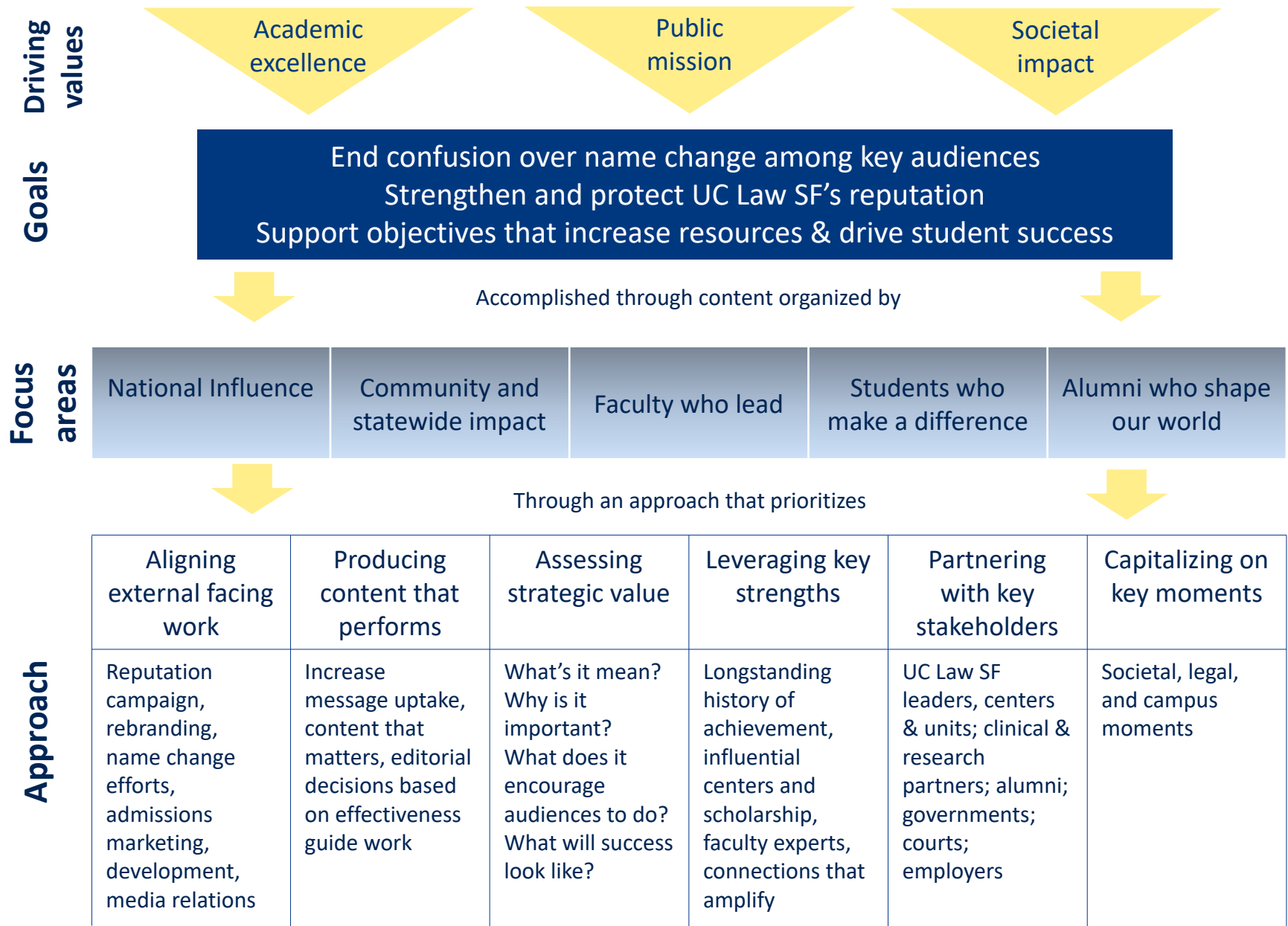
John Kepley

Chief Communications Officer

Aug. 22, 2024



UC Law San Francisco



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

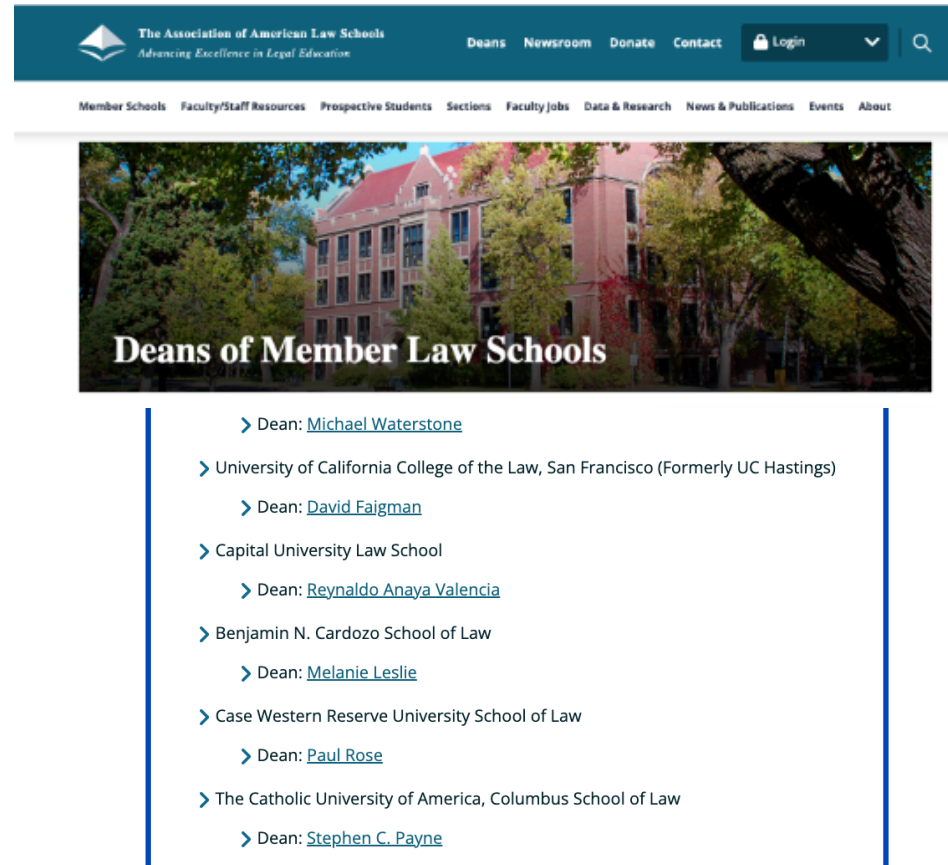


End name change confusion with key audiences

- Outreach to key amplifiers
- Align visual assets
- Leverage name-change efforts in targeted campaign



End name change confusion with key audiences



End name change confusion with key audiences

UC Law San Francisco
FORMERLY UC HASTINGS

Excellence
and innovation
have a new name.

UC Center for Business Law San Francisco

Annual Report 2023-2024

This year marked significant growth for the UC Center for Business Law San Francisco. CBL launched a new executive education program for directors of venture-backed companies, expanded its CBL Scholars program, and created a new Startup Litigation Digest. The Center aims to be the leading business law venue in San Francisco, one of the world's great centers of commerce, finance and technology.

[Read the Full Report](#)



**Examining Cutting-Edge Challenges: Digital Asset Litigation, Stablecoins, Liquidity Management**

The CBL Roundtable on Financial Policy & Regulation included discussions on the evolving landscape of litigation of digital assets, the future of stablecoins, and the role of liquidity management in financial services. The event promotes dialogue and thought leadership around the evolving regulatory frameworks for new financial products and services.

**6th Annual UC Law SF, UCLA San Francisco Economic Outlook**

Co-hosted with UCLA Anderson Forecast and the Bay Area Council Economic Institute, the outlook addressed the prospect of recession, higher inflation, and higher interest rates. Experts from law firms, public/private sectors, and academia discussed the implications for the future of tech and trade.



San Francisco
UC Law

News Release

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The University of California College of the Law, San Francisco was established by statute in 1878. Formerly known as UC Hastings, the College became the University of California College of the Law, San Francisco – or UC Law SF – on Jan. 1, 2023, after AB 1936 was signed into law, striking the name “Hastings” from the school.



San Francisco
UC Law

End name change confusion with key audiences

Letter from the Chancellor & Dean
UC Law San Francisco
FORMERLY UC HASTINGS

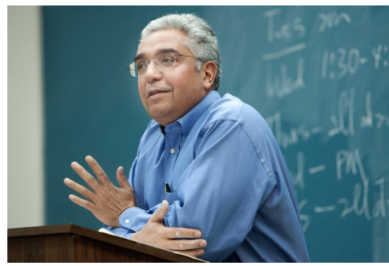
Excellence
and innovation



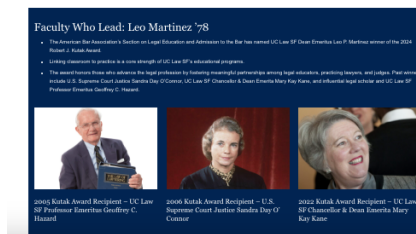
Digital ad campaign

- Employer-facing ads were initial focus of name-change campaign.
- Additional scope for academic-facing assets.
- Links name change and excellence to bolster reputation.
- Will be in market in October.

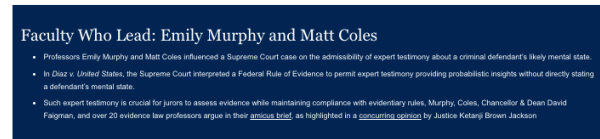
Strengthen and protect UC Law SF's reputation



UC Law SF Dean Christine Lee '78 speaks at the National Association for Legal Education and Admission to the Bar (NALA) conference for strengthening connections between legal education and practice.



Professors Emily Murphy and Matt Coles' arguments were cited in a concurring Supreme Court opinion that could shape how expert testimony is used in future criminal trials.



UC Law San Francisco professors played an important role in a recently decided Supreme Court case testing the limits of expert testimony in criminal trials. In a case challenging whether experts can opine on a defendant's likely mental state, Supreme Court Justice Ketanji Brown Jackson penned a [concurring opinion](#) citing arguments co-written by Professors [Emily Murphy](#) and [Matt Coles](#) along with University of Utah Law Professor Terence Brown.



Strengthen and protect UC Law SF's reputation

Faculty Who Lead: **Zac Henderson**

"Innovation inevitably raises important and often surprising legal and ethical questions, most of them interdisciplinary, and all of them interesting. As a technology lawyer, I have an opportunity to join the many important debates and discussions we have ahead of us as a society—and I find that work endlessly compelling."



Experience:

- General counsel of Levels, a digital health company
- Has designed and implemented AI policies
- Advisor to hyper-growth tech companies
- Litigation associate at Kirkland & Ellis
- Law clerk, U.S. Seventh Circuit Court of Appeals



UC Law San Francisco

Faculty Who Lead: **Seema N. Patel**

"Law and justice are not the same thing. Even those laws on the books – ones that were meant to confer rights and protections – require advocates to uphold them. I want students to do more than just learn the law. I want them to see themselves within the law, to really find their place within the broader system."



Experience:

- White House labor policy reform coordinator
- U.S. Department of Labor trial attorney and appellate litigator
- S.F. Office of Labor Standards Enforcement deputy director
- Labor rights organizer



UC Law San Francisco



UC Law San Francisco

Upcoming work in support of goals

- Visual identity in partnership with Advancement and Alumni Relations.
- Changes to enhance effectiveness of national reputation campaign.
- Video to leverage national attention of presidential election.
- '25 AALS Annual Meeting in San Francisco.



Questions?

Report of the Chief Communications Officer
Aug. 22, 2024

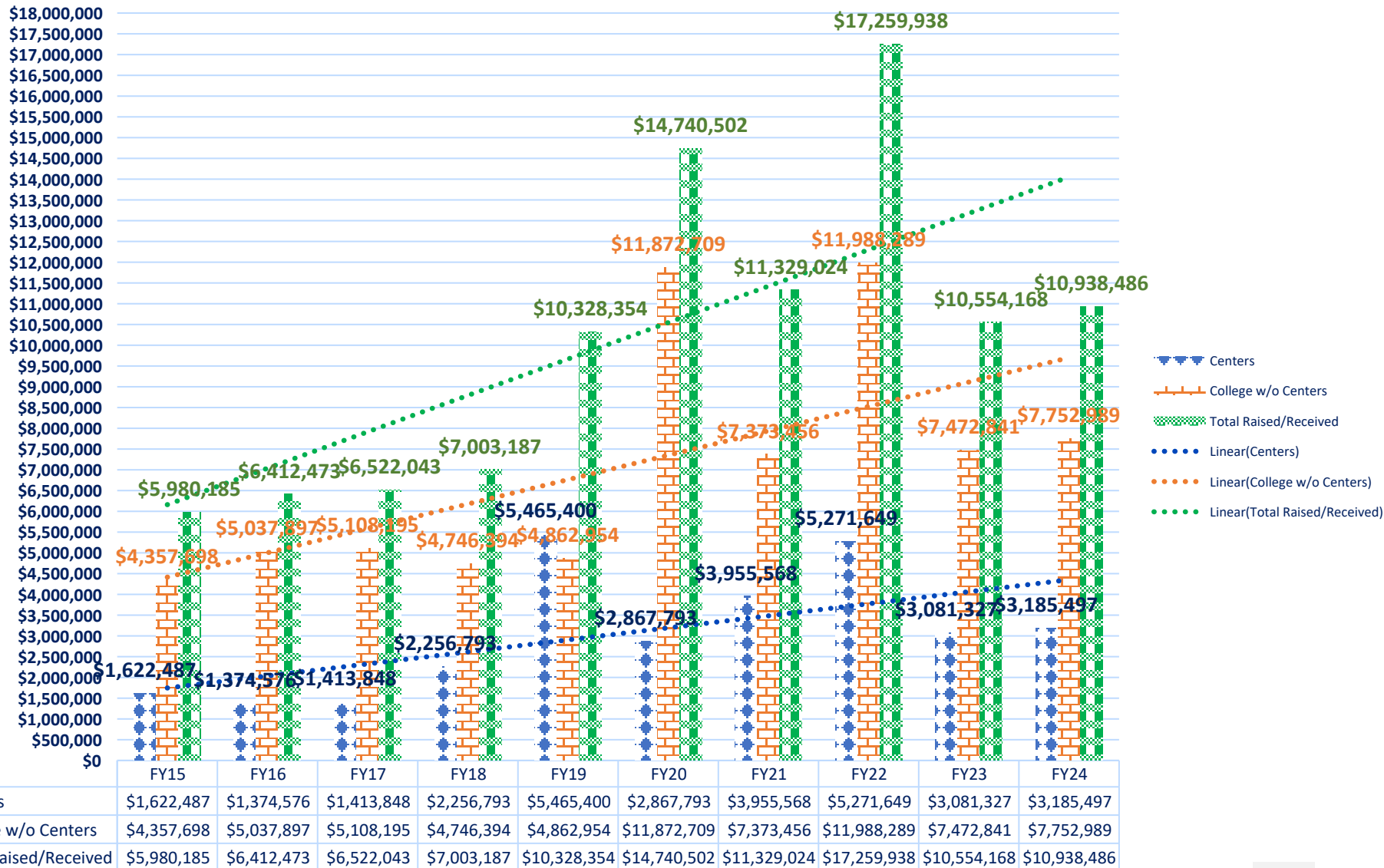


Office of Advancement Fundraising Results FY24

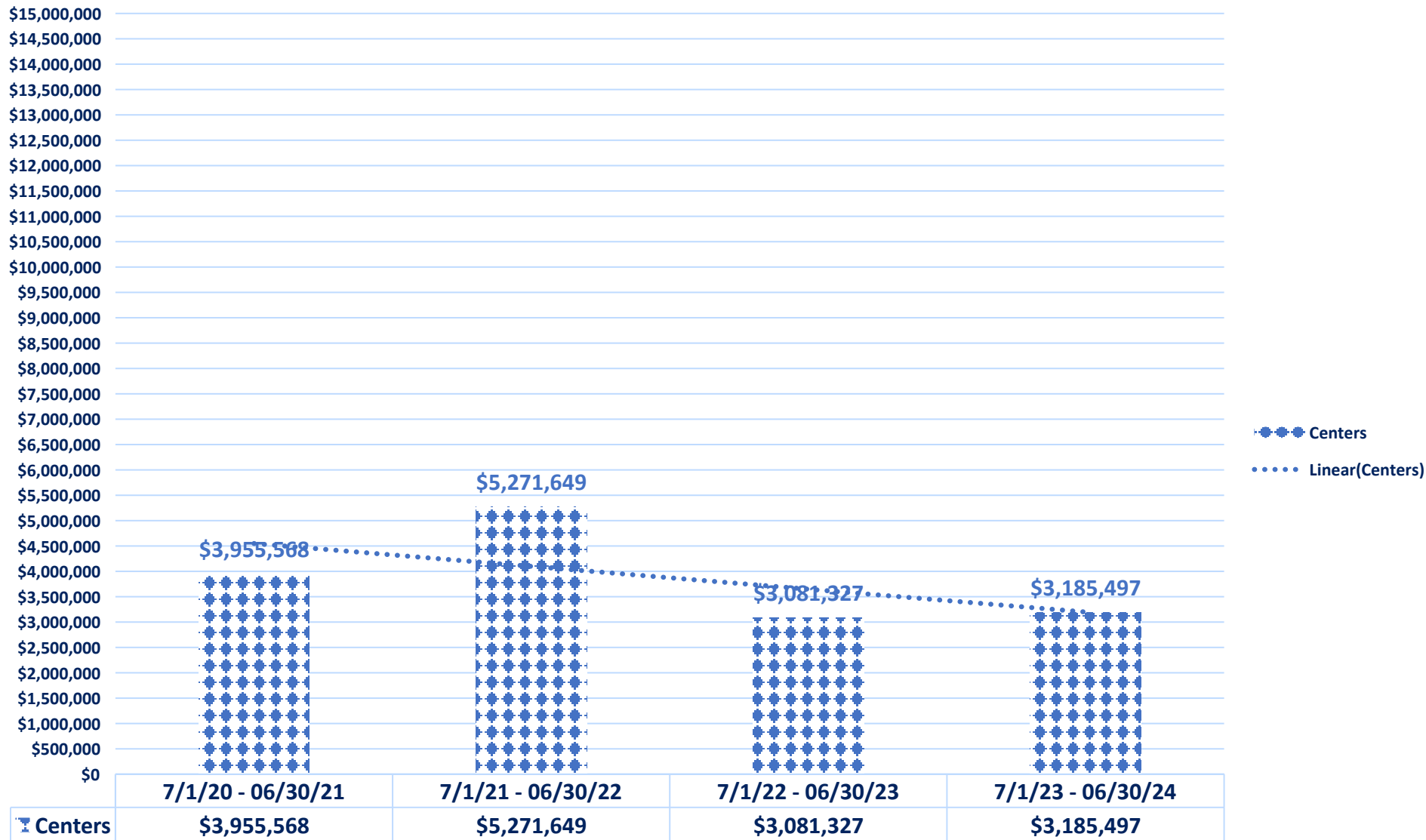


UC Law San Francisco

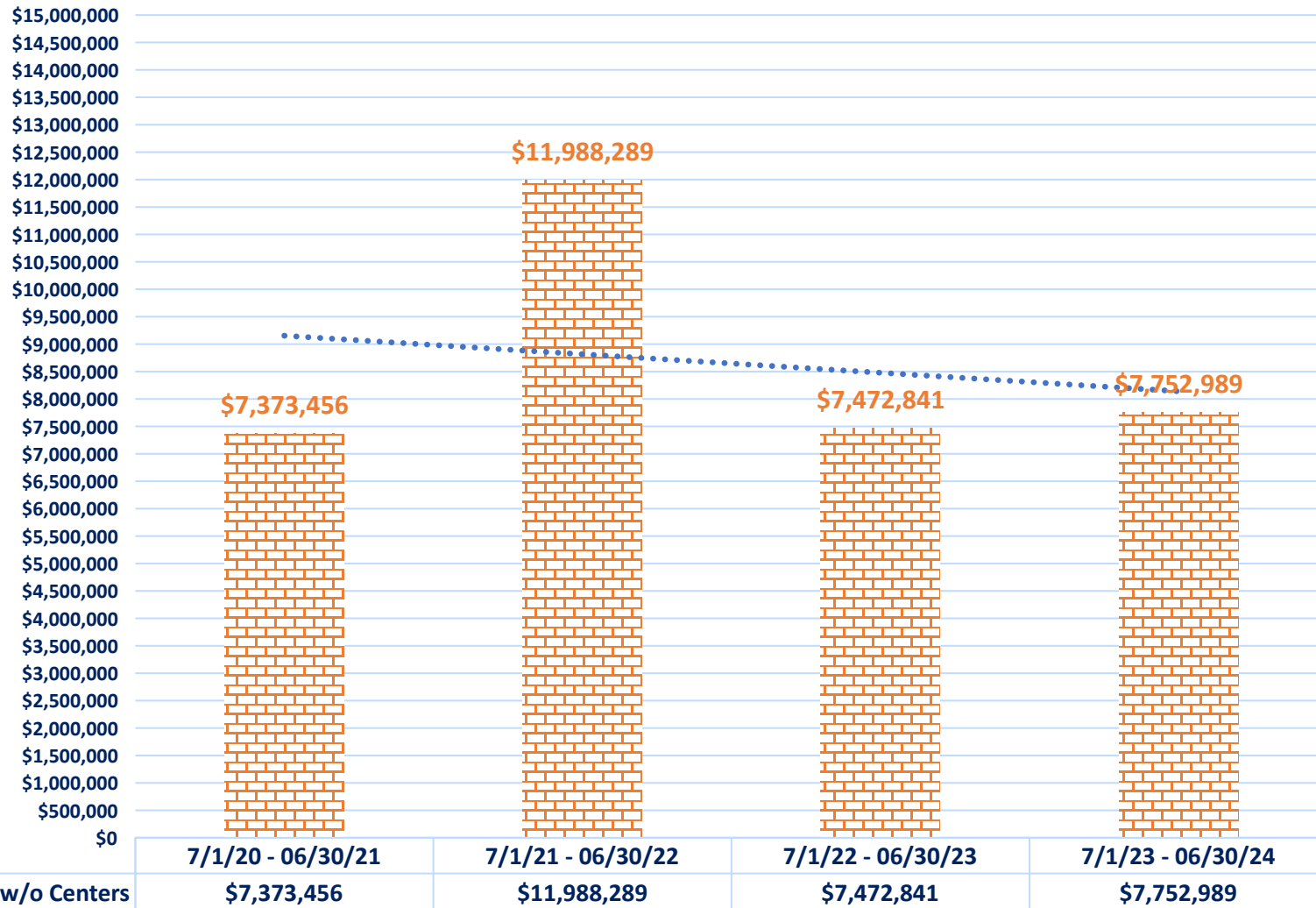
UC Law Fundraising FY15-FY24



UC Law Centers Fundraising FY21-FY24



UC Law Fundraising FY21-FY24 (without Centers)



College w/o Centers

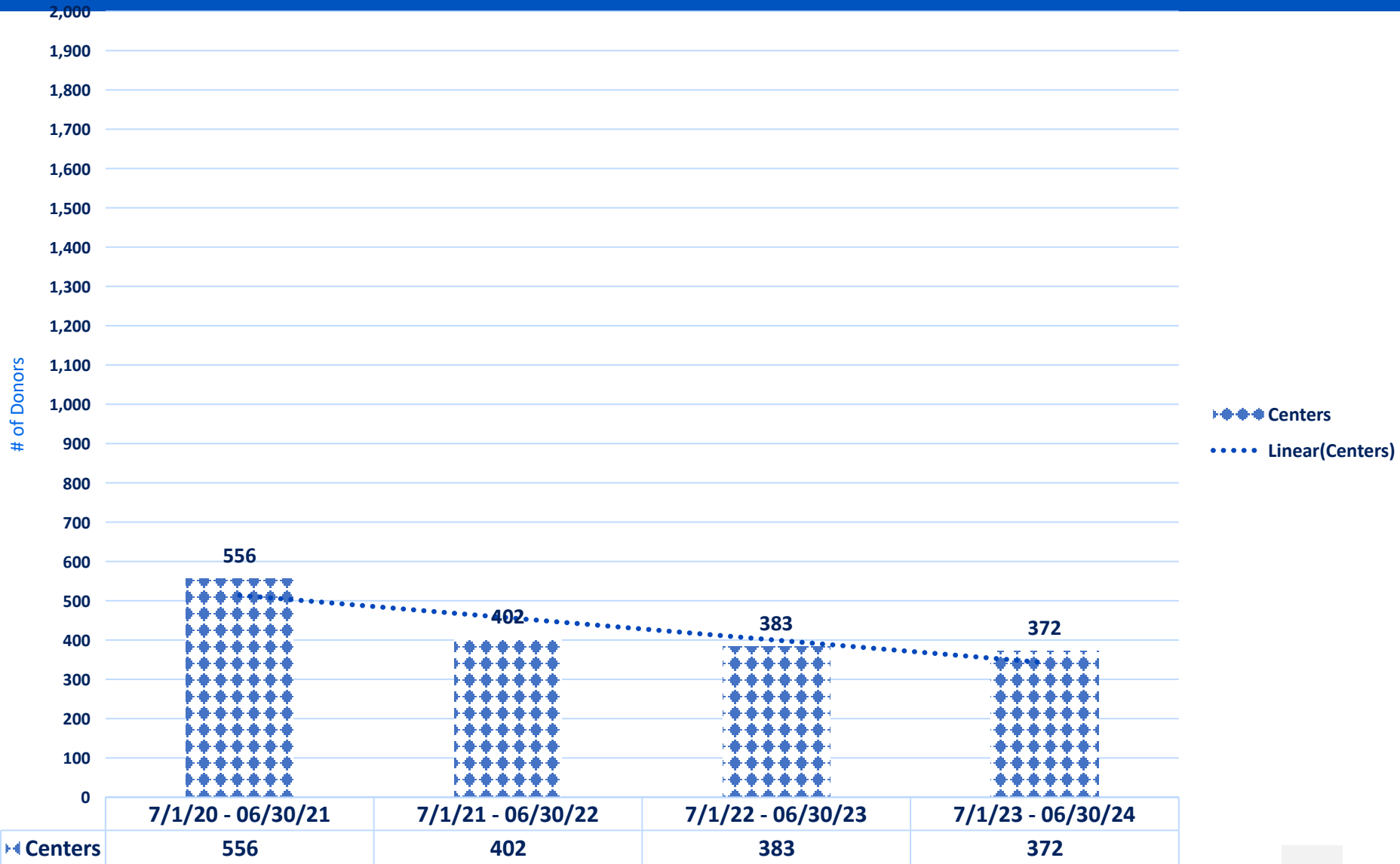
UC Law Fundraising FY21-FY24 (Centers and College)



	7/1/20 - 06/30/21	7/1/21 - 06/30/22	7/1/22 - 06/30/23	7/1/23 - 06/30/24
Centers	\$3,955,568	\$5,271,649	\$3,081,327	\$3,185,497
College w/o Centers	\$7,373,456	\$11,988,289	\$7,472,841	\$7,752,989
Total Raised/Received	\$11,329,024	\$17,259,938	\$10,554,168	\$10,938,486

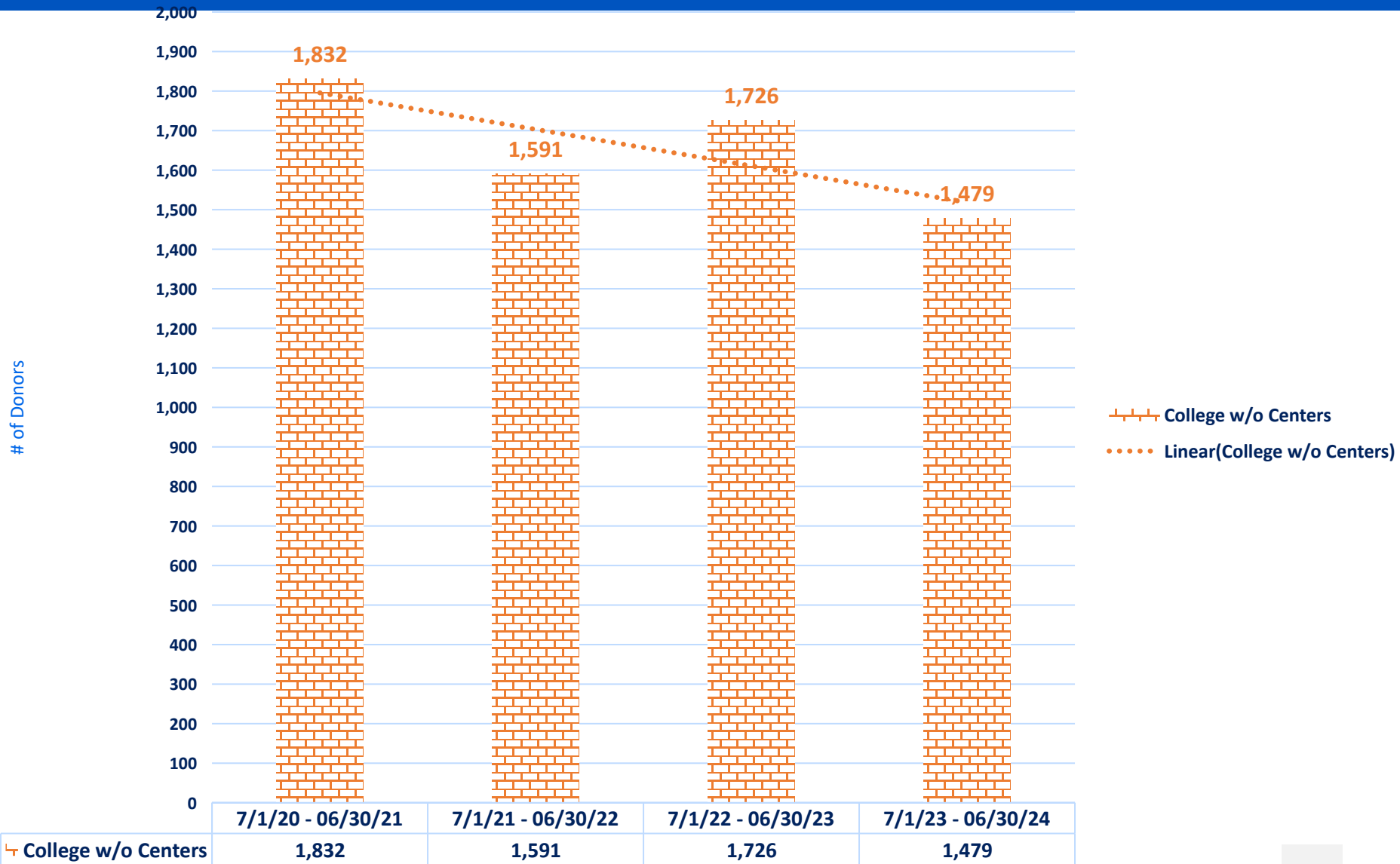
UC Law SF FY21-FY24

Center Donors



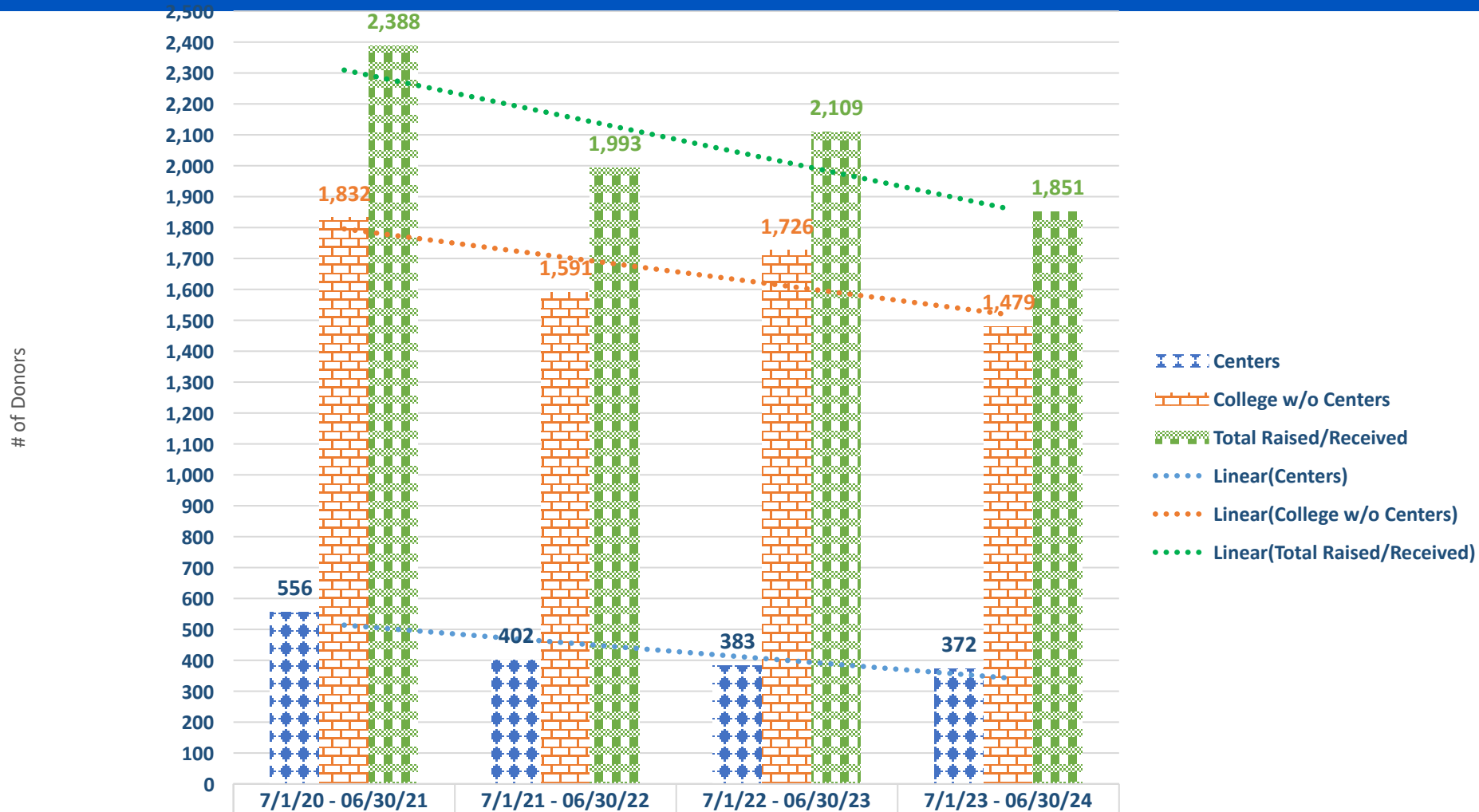
UC Law SF FY21-FY24

College Donors



UC Law SF FY21-FY24

College and Center Donors



Centers	556	402	383	372
College w/o Centers	1,832	1,591	1,726	1,479
Total Raised/Received	2,388	1,993	2,109	1,851

- All alumni events have a “sticky RSVP” with a ticket amount
- Student sponsorship opportunities
- Coordination with the Chancellor and Dean’s office
- Upcoming donor cultivation
 - Hawaii
 - Southern California
 - Pacific Northwest
 - Campaign Kickoff event
 - Austin, TX

Update on Comprehensive Campaign



Update on Chief Advancement Officer Recruitment



UC Law San Francisco