



## Survey: An AAMC Vision for the Future of Mills

### Executive Summary

The AAMC emailed a survey to 12,000 alumnae for whom we have email addresses and asked them to respond between March 24 and 31. A total of 1,158 respondents completed the survey.

The vast majority of respondents believe it is very important that Mills retain a mission “to foster women’s leadership and student success, advance gender and racial equity, and cultivate innovative pedagogy, research, and critical thinking,” as President Hillman expressed it. But only 16% agree with the idea, announced by the President, that Mills should become an institute that does not grant degrees.

Nearly 70% want Mills to remain a women's liberal arts college, yet only 40% believe the current model can be made financially sustainable. The majority believe major changes to programs, or a relationship with another institution, will be necessary to make Mills viable. Support is tepid, however, for Mills becoming a college within a larger university or a stand-alone institute with a small set of degree programs (either however, would have stronger support than a non-degree-granting institute). Respondents are prepared to give greater amounts in support of a campaign to maintain Mills as an independent degree-granting institution—even if there are major changes to program offerings—compared to a campaign for transitioning Mills to a college within a university.

If Mills does not continue as an independent college, it is very important to alums that current first-year students have the option of receiving a Mills degree in 2024 or 2025 and that staff and faculty be retained in the new Mills model or offered a generous severance. Also very important are alumnae access to campus, AAMC involvement in governance of the new Mills, and the AAMC's rights to Reinhardt Alumnae House, to alumnae data and communications platforms, and to the trademarks and brand of the old Mills. Alums say Mills Hall and other iconic buildings and green spaces must be preserved as part of a Mills Institute, partnerships with mission-compatible institutions like the Julia Morgan school must be honored, art and special collections not given a home in the new Mills should be given to the AAMC, and the history of Mills must be shared on the campus.

In open-ended responses, two salient themes emerged. First, alums feel that announcements from the College have not included transparent information about how decisions related to the UC Berkeley partnership have been made. Second, alums are calling for financial accountability: they want the College’s Board of Trustees and President to release documentation to explain the current state of the College’s finances, particularly decisions regarding the endowment.

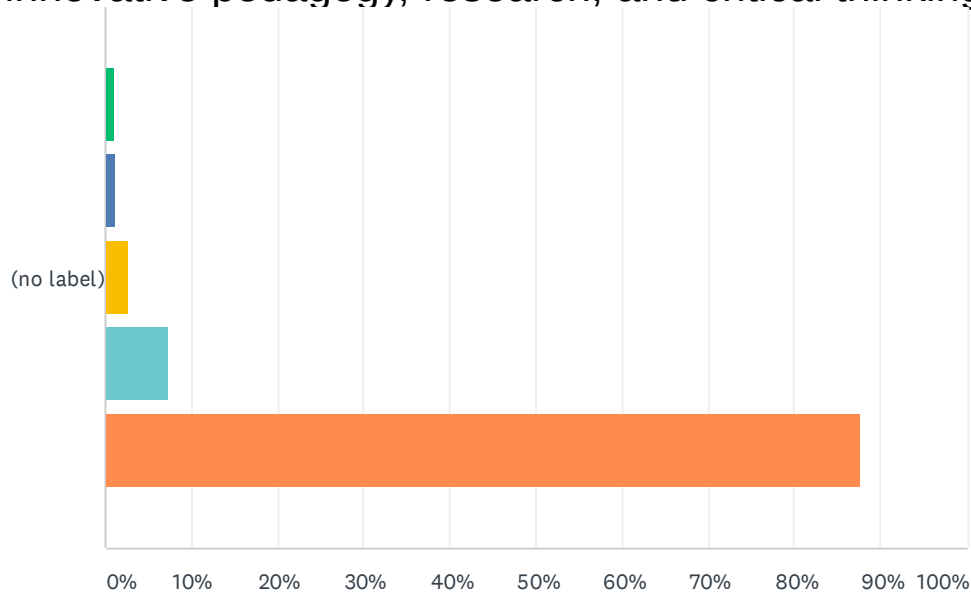
The pages that follow contain the results of the survey’s quantitative questions.

# An AAMC Vision for the Future of Mills

## A. What becomes of Mills' mission?

The mission of Mills College, as a liberal arts college for women and gender nonbinary students with graduate programs for all genders, has been to educate students “to think critically and communicate responsibly and effectively, to accept the challenges of their creative visions, and to acquire the knowledge and skills necessary to effect thoughtful changes in a global, multicultural society.” This mission is likely to change as Mills evolves, but aspects of the Mills ethos will endure. How important is it to retain the following aspects?

A1: Mills must retain a mission that includes fostering women’s leadership and student success, advancing gender and racial equity, and cultivating innovative pedagogy, research, and critical thinking.



■ Unimportant   
 ■ Somewhat Unimportant   
 ■ Neutral   
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■ Very Important

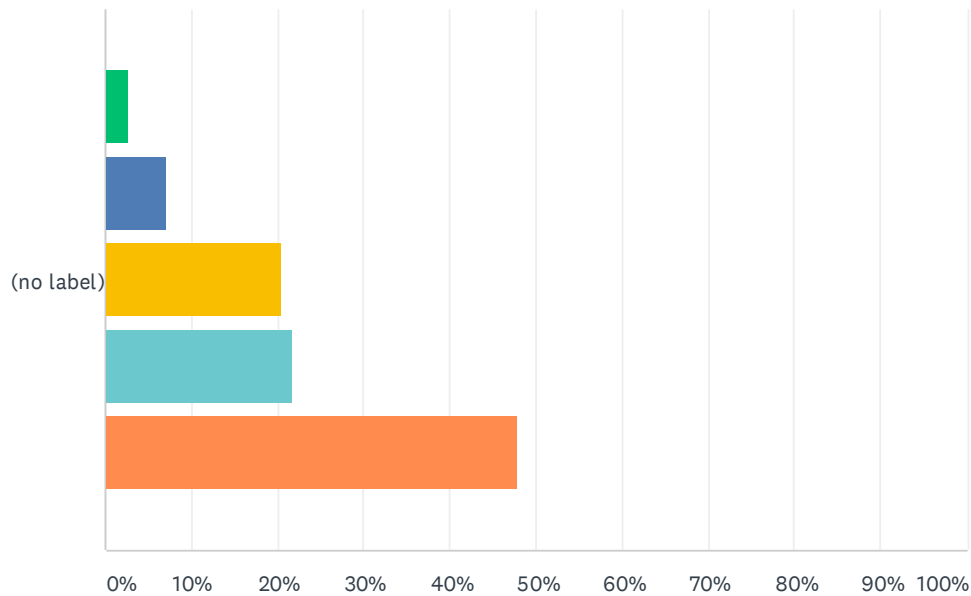
	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.04% 12	1.21% 14	2.76% 32	7.43% 86	87.56% 1,014	1,158	4.79

## B. What kind of place should Mills be?

Given the financial and enrollment shortfalls that have troubled Mills for many years now, what kind of institution should it become? We do not make any claims that the options below are equally possible, but we want to hear your opinion on them.

**B1: Mills should remain a private, independent, women’s liberal arts college.**

Answered: 1,158 Skipped: 0

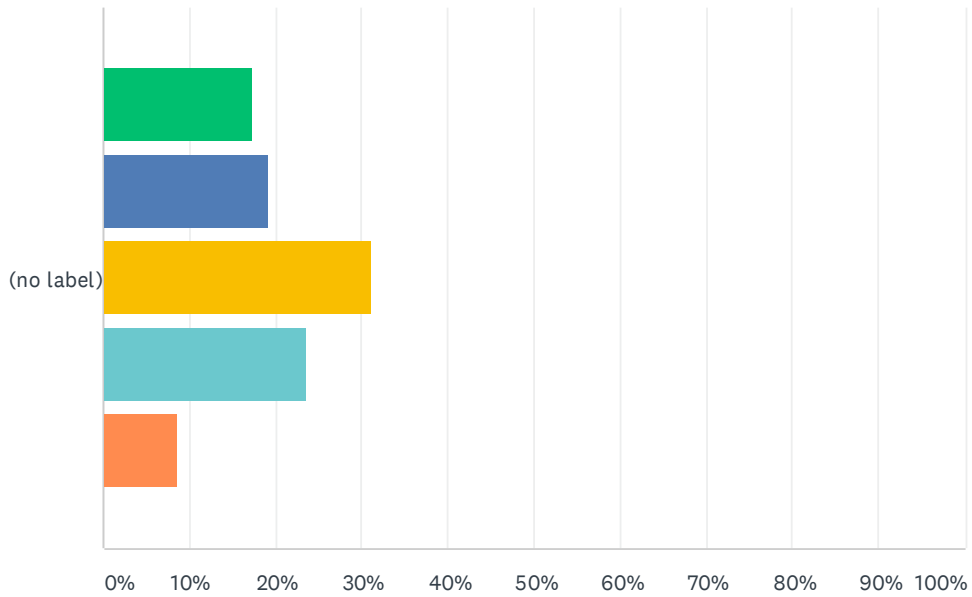


■ Strongly Disagree 
 ■ Disagree 
 ■ Neutral 
 ■ Agree 
 ■ Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.68% 31	7.17% 83	20.55% 238	21.76% 252	47.84% 554	1,158	4.05

**B2: Mills should become a college under the umbrella of UC Berkeley or another university; this means it would no longer be an independent private college.**

Answered: 1,158 Skipped: 0

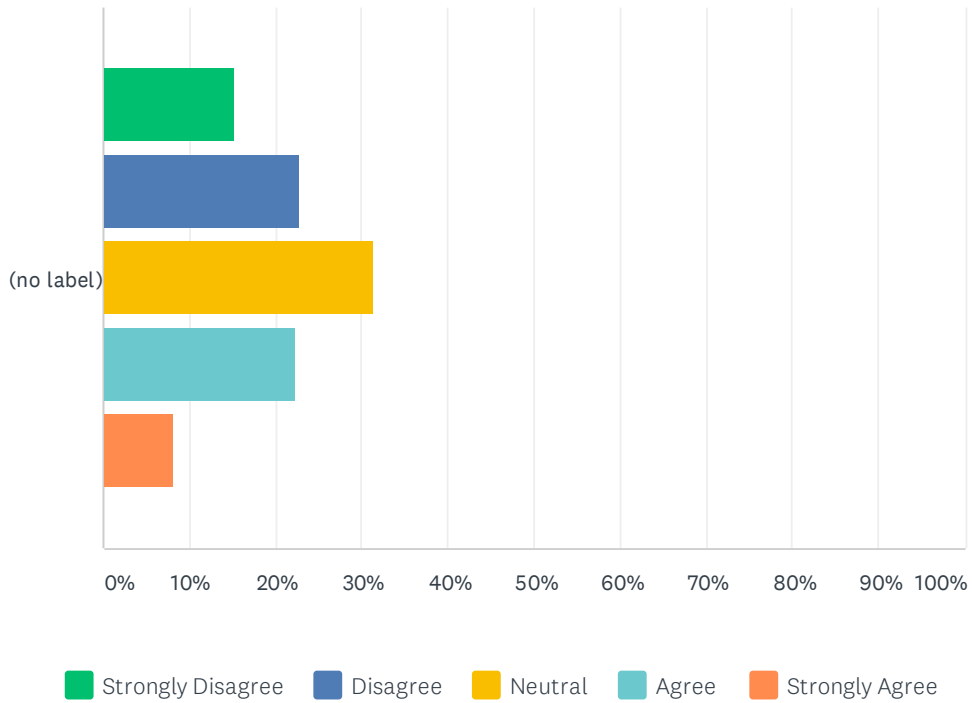


■ Strongly Disagree 
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 ■ Neutral 
 ■ Agree 
 ■ Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	17.27% 200	19.26% 223	31.17% 361	23.66% 274	8.64% 100	1,158	2.87

**B3: Mills should become a stand-alone "Mills Institute" with a small set of academic program offerings; it should continue to award its own degrees to students.**

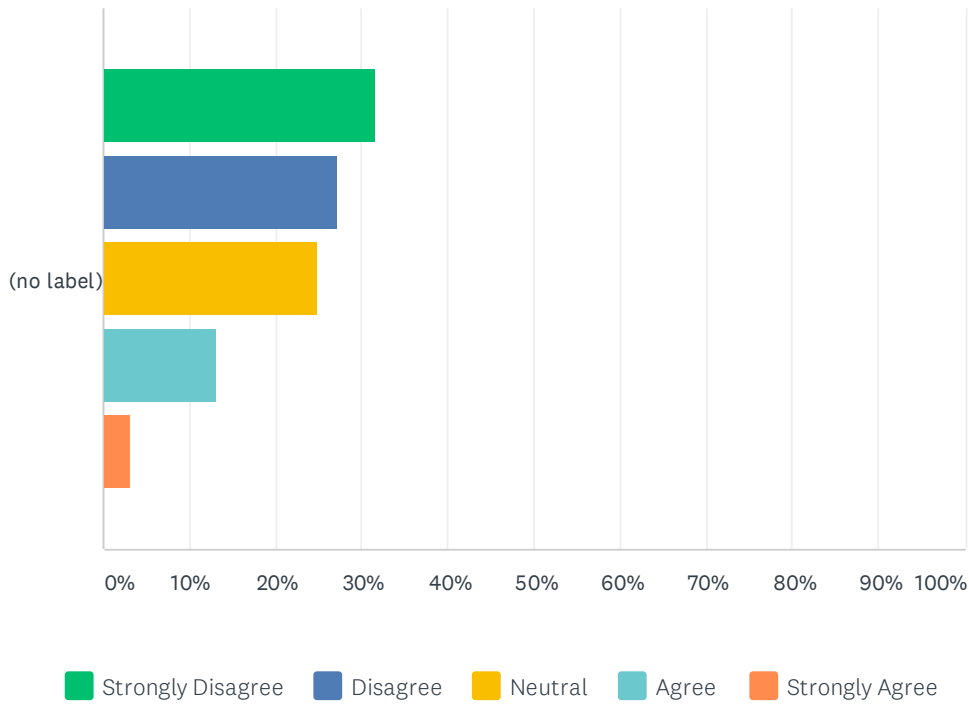
Answered: 1,158 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	15.37% 178	22.71% 263	31.35% 363	22.45% 260	8.12% 94	1,158	2.85

**B4: Mills should become an "Institute" within UC Berkeley or another university; it would not grant degrees but it would support academic research or co-curricular programs.**

Answered: 1,158 Skipped: 0



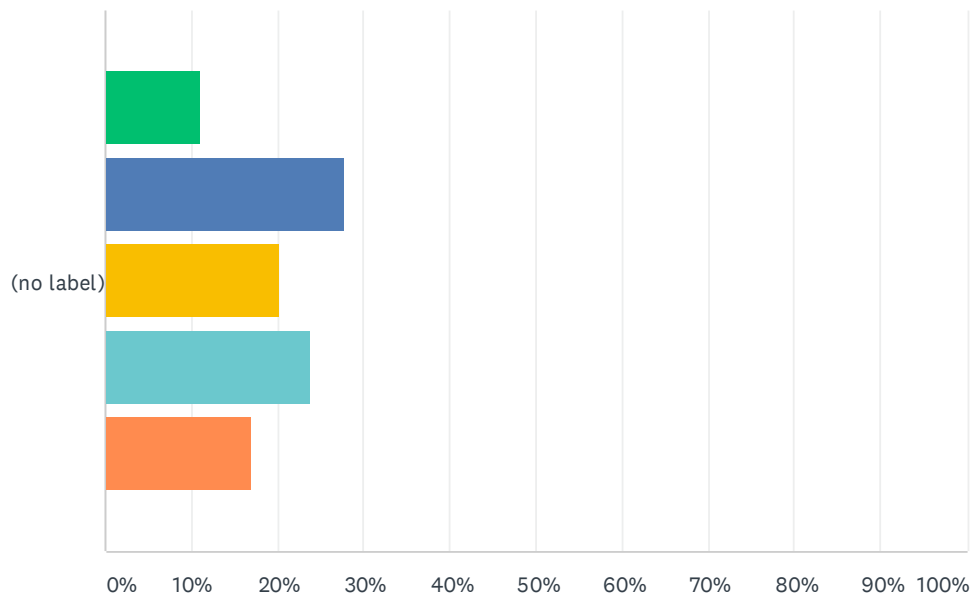
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	31.69% 367	27.12% 314	24.87% 288	13.13% 152	3.20% 37	1,158	2.29

### C. How viable is the current Mills model?

What are your beliefs about how to find a viable/financially sustainable model for Mills?

C1: I believe we can make the current Mills model--a liberal arts college for women and gender nonbinary students with graduate programs for all genders--financially sustainable with only minor changes to programs.

Answered: 1,158 Skipped: 0

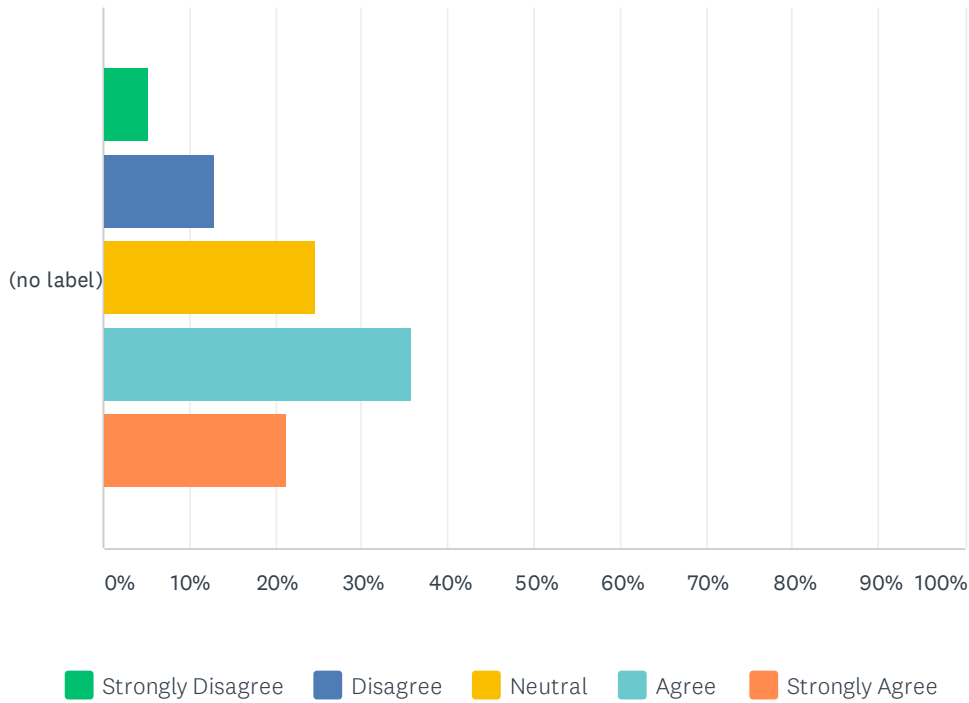


■ Strongly Disagree 
 ■ Disagree 
 ■ Neutral 
 ■ Agree 
 ■ Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	11.14% 129	27.81% 322	20.38% 236	23.75% 275	16.93% 196	1,158	3.08

C2: I believe that we need to find a different model for Mills--which may involve major changes to degree programs or a relationship with another institution--in order to make it financially sustainable.

Answered: 1,158 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.18%	12.95%	24.78%	35.75%	21.33%	1,158	3.55
	60	150	287	414	247		

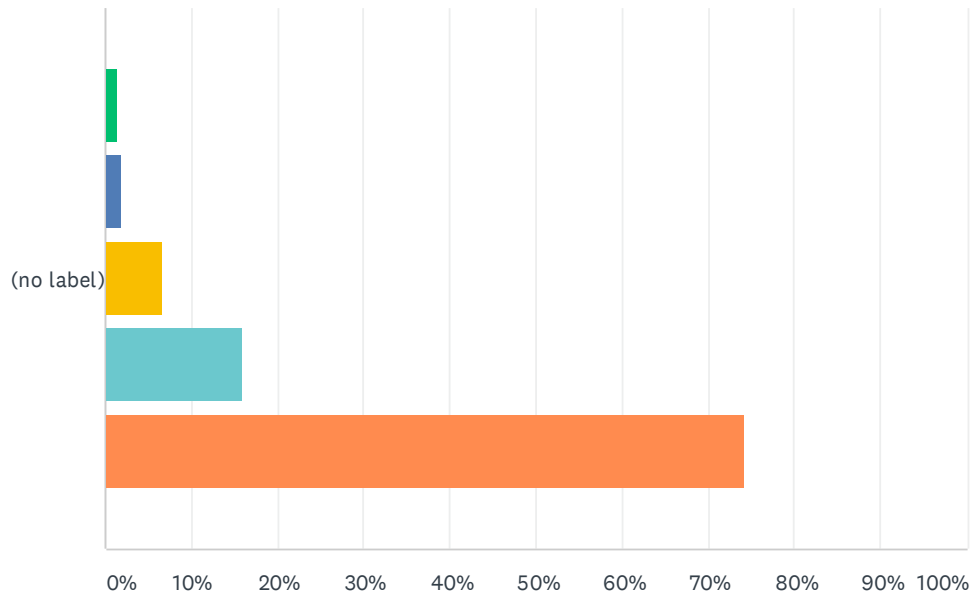


### D. What happens to students, faculty, and staff if Mills ceases to be an independent degree-granting college?

How important is it to you that the AAMC advocate for each of the following?

D1: Mills should continue to grant degrees to students through 2025, so that all students who entered as first-year students in 2020-21 have the option of receiving a Mills degree when they complete their baccalaureate program in four to five years.

Answered: 1,158 Skipped: 0

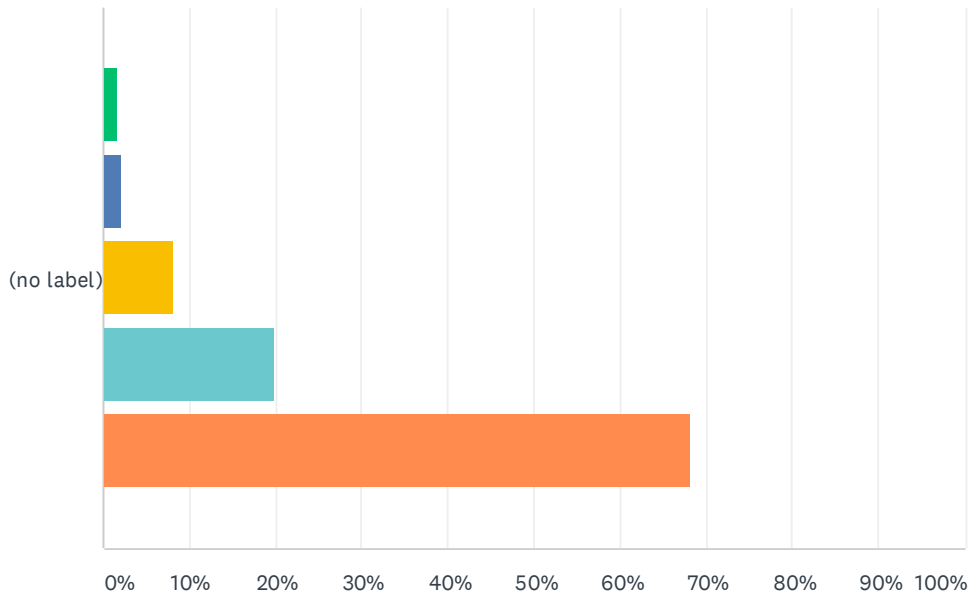


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■ Very Important

	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.38% 16	1.81% 21	6.65% 77	15.98% 185	74.18% 859	1,158	4.60

## D2: Current faculty and staff should be offered a position in whatever kind of institution Mills becomes, or they should be given a generous severance package.

Answered: 1,158 Skipped: 0



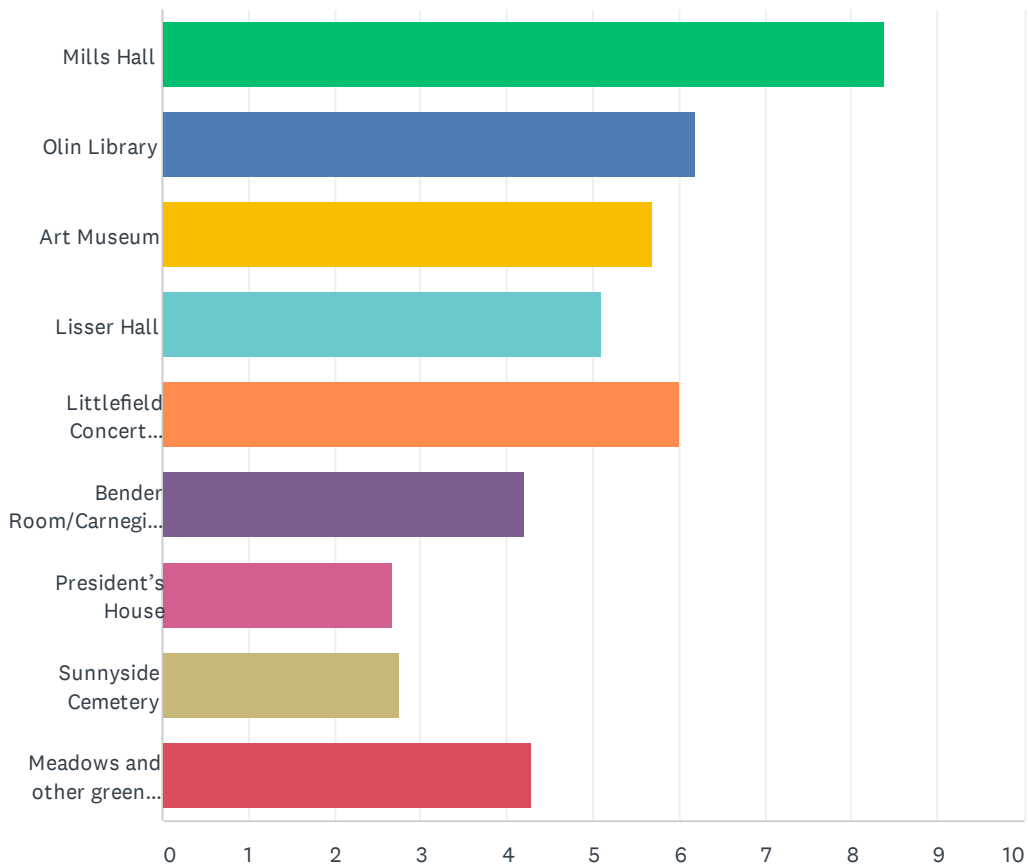
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■ Very Important

	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.64% 19	2.07% 24	8.20% 95	19.95% 231	68.13% 789	1,158	4.51

### E. What should happen to Mills College’s physical assets and existing partnerships?

E1: If Mills becomes “Mills Institute,” either as a stand-alone entity or as part of another university, it is possible that only certain parts of the campus will remain part of the institute. Please rate how important it is to you that the following locations remain part of the new Mills. (Rank from 1 to 9, with 1 as most important. Drag to desired order or use drop down. Each number can be used only once; you may change each entry individually using the drop down arrows).

Answered: 1,099 Skipped: 59

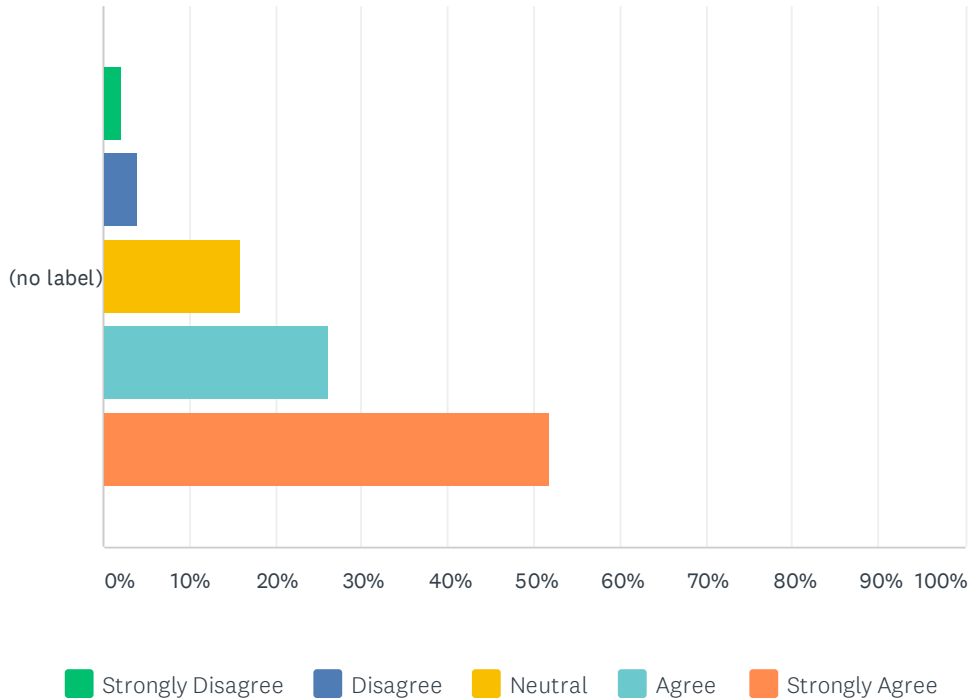


## An AAMC Vision for the Future of Mills

	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Mills Hall	77.13% 823	9.65% 103	3.84% 41	2.62% 28	2.44% 26	1.87% 20	1.12% 12	0.37% 4	0.94% 10	1,067	8.39
Olin Library	6.62% 70	31.98% 338	15.70% 166	12.58% 133	11.73% 124	7.57% 80	5.20% 55	5.20% 55	3.41% 36	1,057	6.19
Art Museum	3.88% 41	11.08% 117	25.38% 268	19.41% 205	14.87% 157	10.80% 114	8.33% 88	3.50% 37	2.75% 29	1,056	5.70
Lisser Hall	1.24% 13	7.70% 81	13.02% 137	21.29% 224	21.67% 228	15.59% 164	11.69% 123	5.99% 63	1.81% 19	1,052	5.11
Littlefield Concert Hall/Music Building	5.61% 59	18.92% 199	19.11% 201	17.11% 180	18.06% 190	12.17% 128	5.51% 58	2.66% 28	0.86% 9	1,052	6.00
Bender Room/Carnegie Hall	0.67% 7	5.36% 56	7.56% 79	9.67% 101	12.15% 127	26.32% 275	22.39% 234	11.20% 117	4.69% 49	1,045	4.20
President's House	0.48% 5	2.47% 26	2.95% 31	3.14% 33	4.57% 48	8.18% 86	20.27% 213	29.12% 306	28.83% 303	1,051	2.67
Sunnyside Cemetery	1.42% 15	4.93% 52	4.45% 47	3.60% 38	4.36% 46	6.16% 65	11.28% 119	26.82% 283	36.97% 390	1,055	2.76
Meadows and other green spaces	5.76% 62	9.10% 98	8.82% 95	10.86% 117	10.21% 110	10.49% 113	12.44% 134	13.93% 150	18.38% 198	1,077	4.28

## E2: Art collections and special collections in the library should be transferred to the AAMC if they do not become part of a Mills Institute.

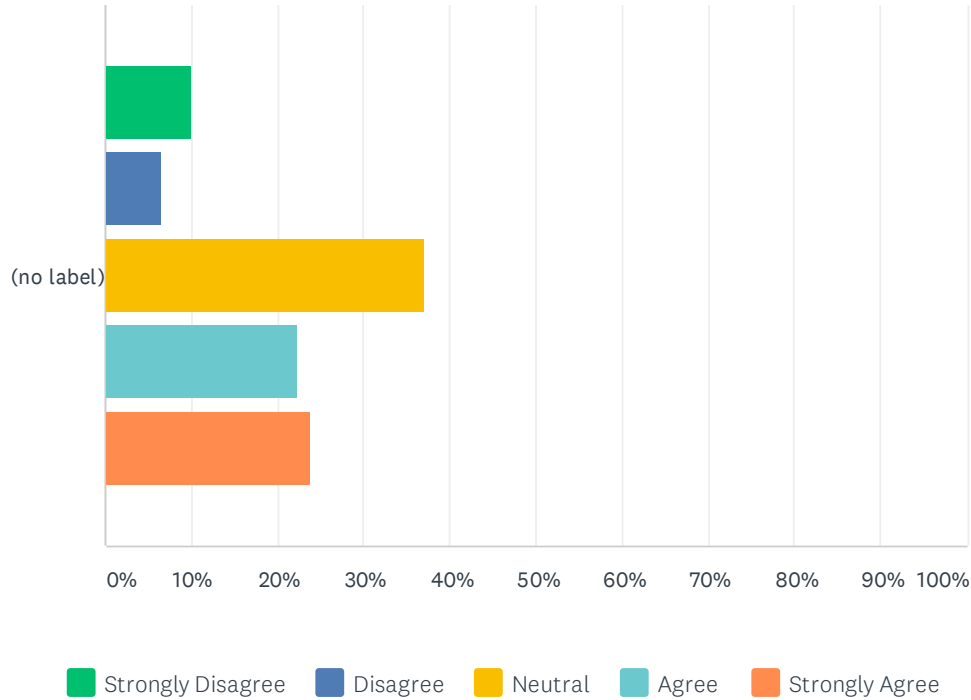
Answered: 1,158 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.16%	3.89%	15.98%	26.17%	51.81%	1,158	4.22
	25	45	185	303	600		

**E3: The Mills campus, or part of it, should become part of an Indigenous land trust, such as the women-led Sogorea Te' Land Trust. A "land tax" to the trust should be paid for any part of the campus that is not given to the trust.**

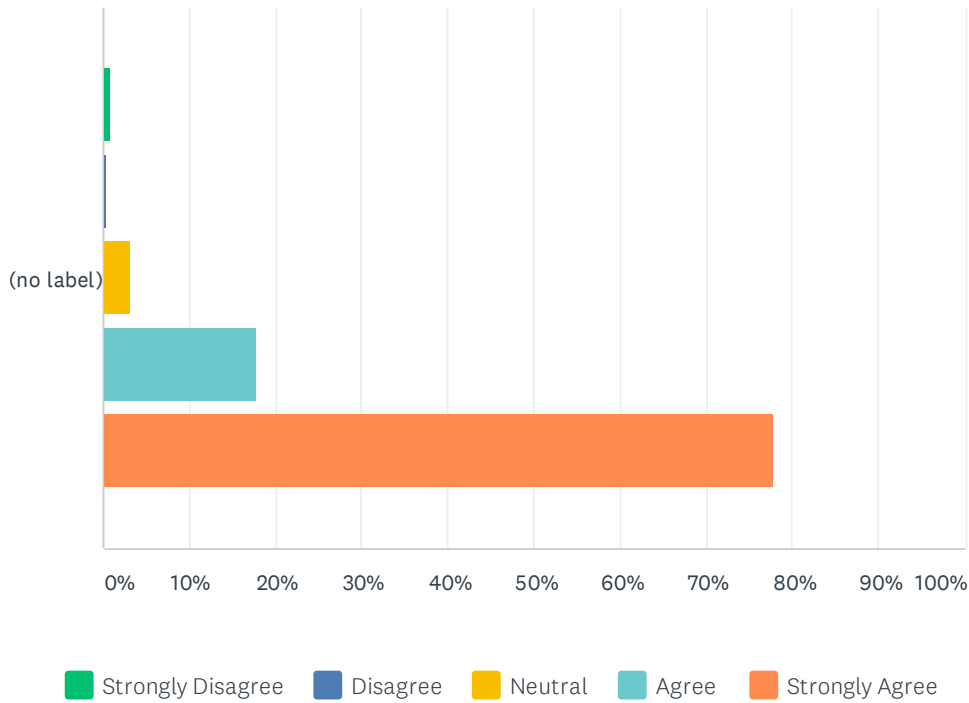
Answered: 1,158 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	10.02%	6.56%	37.05%	22.45%	23.92%	1,158	3.44
	116	76	429	260	277		

E4: The history of Mills College should be preserved and shared on the campus, no matter who occupies it, through signage and other storytelling media.

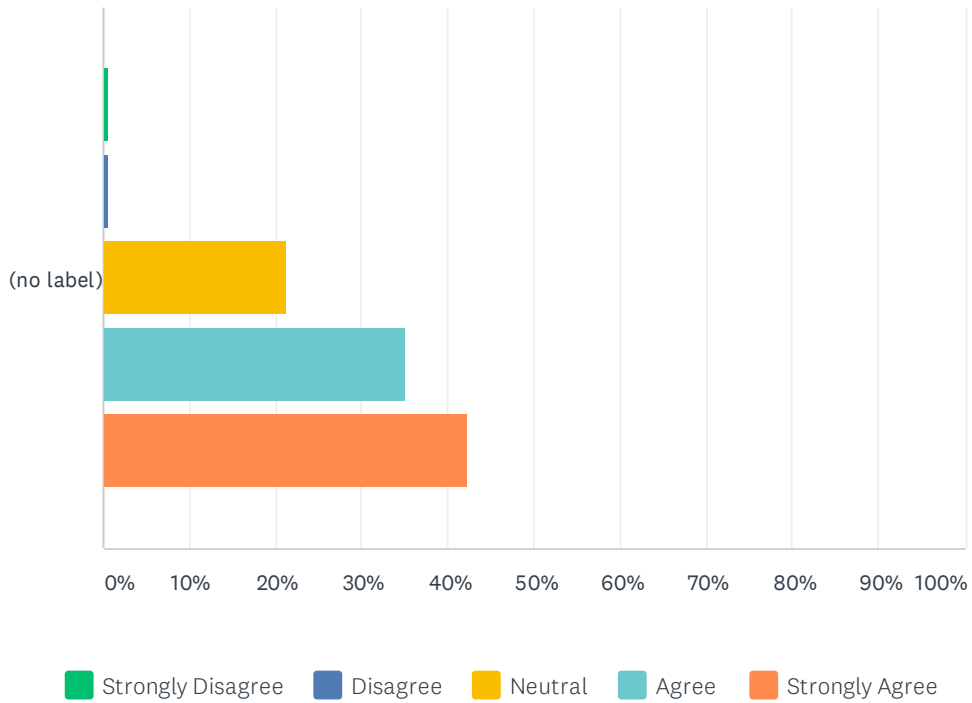
Answered: 1,158 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.78%	0.35%	3.20%	17.79%	77.89%	1,158	4.72
	9	4	37	206	902		

E5: Existing partnerships with institutions currently using the campus (such as the Julia Morgan School and Starr King School for the Ministry) that are compatible with the Mills mission should be maintained.

Answered: 1,158 Skipped: 0



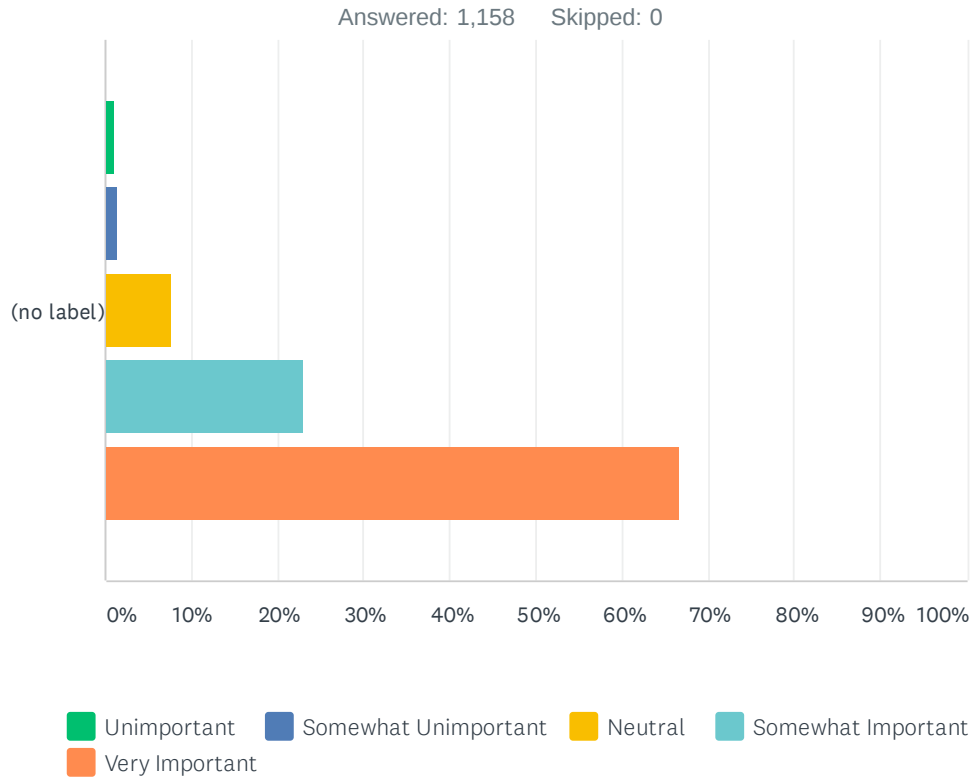
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.69%	0.60%	21.33%	35.06%	42.31%	1,158	4.18
	8	7	247	406	490		



F. What happens to the AAMC, its alumnae, and their relationship to a Mills Institute or a university that Mills becomes part of?

How important is it to you that the AAMC advocate for each of the following?

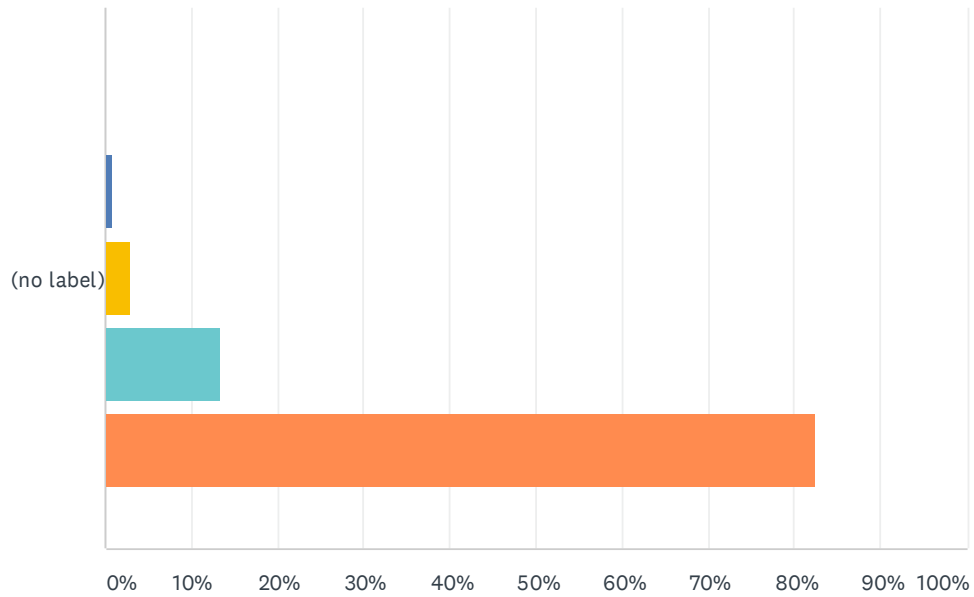
F1: The AAMC should have meaningful representation in the governance of a Mills Institute or a college within a larger university.



	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.95% 11	1.38% 16	7.77% 90	23.06% 267	66.84% 774	1,158	4.53

## F2: Alumnae should continue to have the right to access the campus.

Answered: 1,158 Skipped: 0

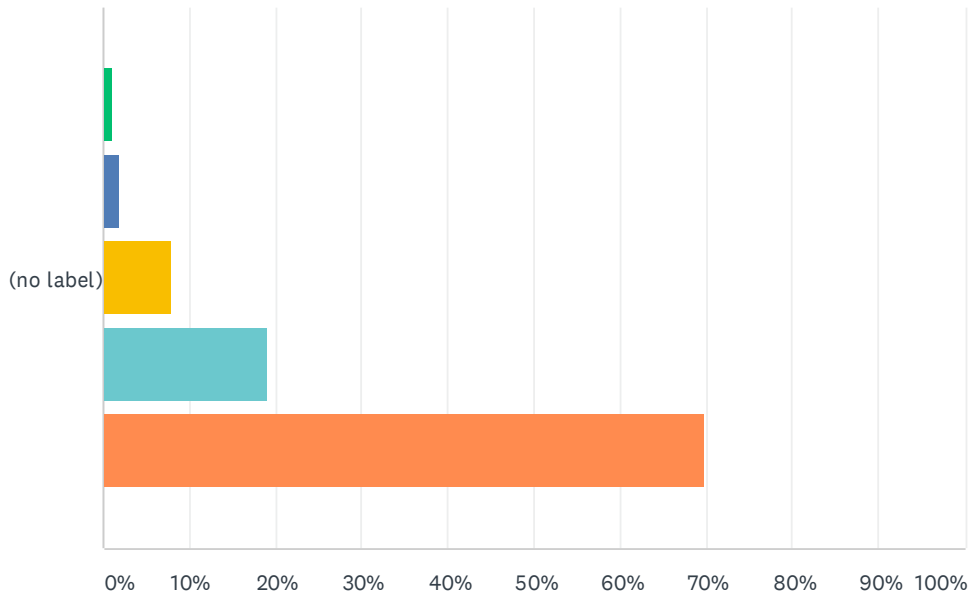


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	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.26% 3	0.86% 10	3.02% 35	13.47% 156	82.38% 954	1,158	4.77

**F3: The Alumnae Association of Mills College should be granted outright ownership of Reinhardt Alumnae House, or its continuing rights to use of the building should be clearly recognized.**

Answered: 1,158 Skipped: 0

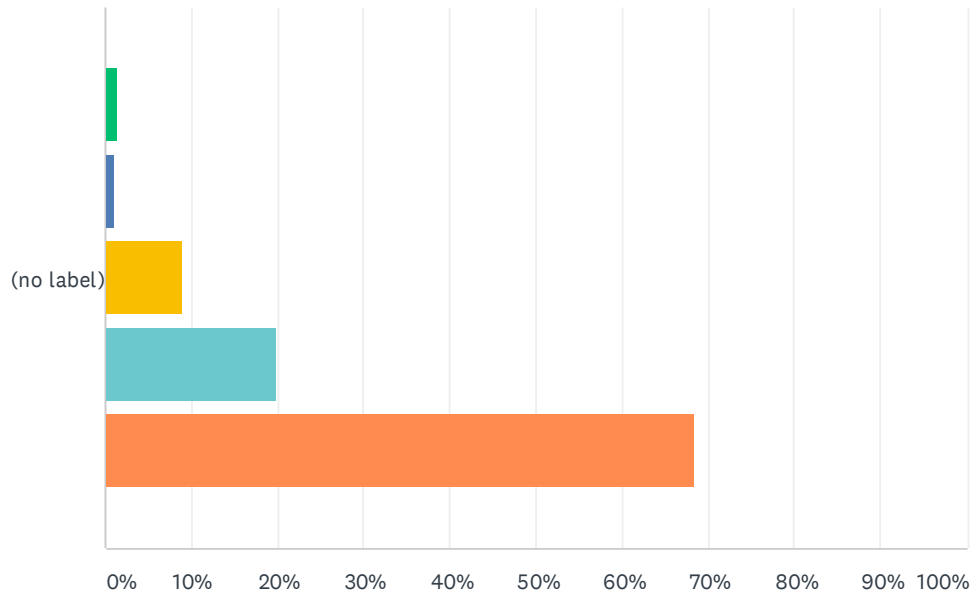


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■ Very Important

	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.12% 13	1.99% 23	8.03% 93	19.00% 220	69.86% 809	1,158	4.54

F4: Contact, employment, and other biographic records of Mills alumnae should be transferred to the Alumnae Association of Mills College, and assistance should be provided for this data transfer. The AAMC’s right to raise funds from these alumnae should be completely unencumbered.

Answered: 1,158 Skipped: 0

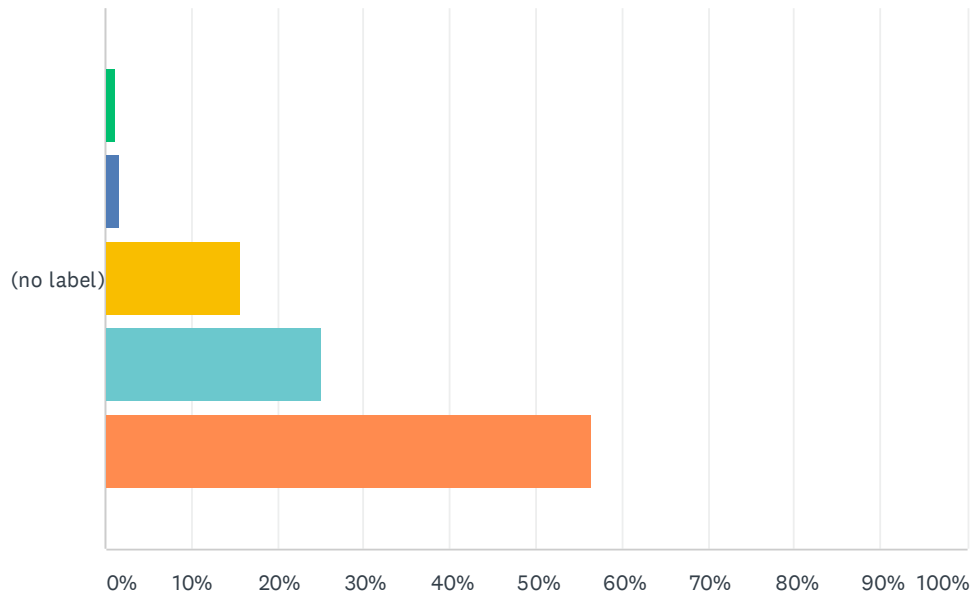


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■ Very Important

	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.55% 18	1.12% 13	9.07% 105	19.86% 230	68.39% 792	1,158	4.52

## F5: Management of the Mills Quarterly should be returned to the Alumnae Association of Mills College.

Answered: 1,158 Skipped: 0

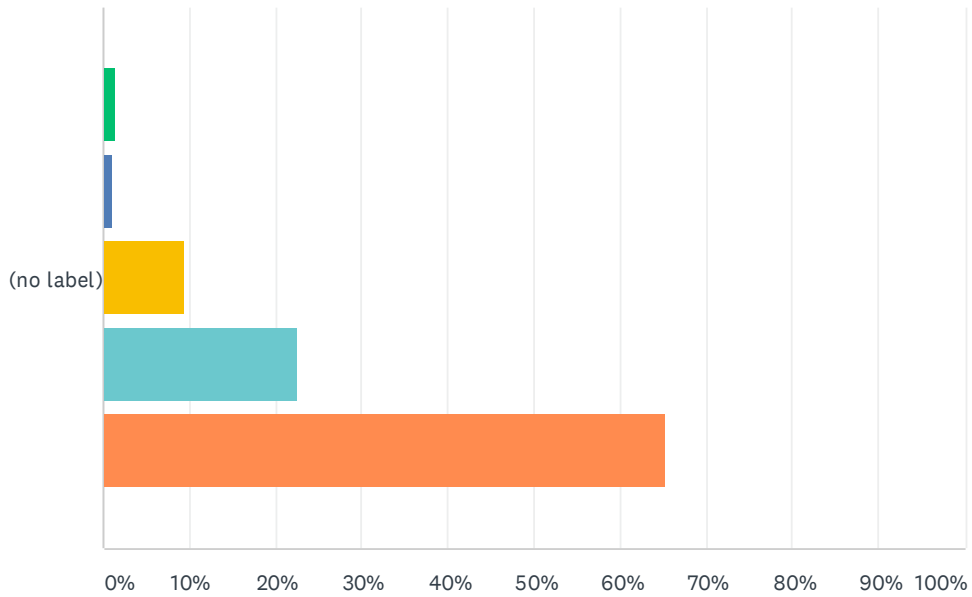


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 ■ Very Important

	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.21% 14	1.64% 19	15.72% 182	25.04% 290	56.39% 653	1,158	4.34

## F6: The AAMC should seek full rights to use of Mills College trademarks and brand (including the College’s seal and name) for use in communications, merchandise, etc.

Answered: 1,158 Skipped: 0



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■ Very Important

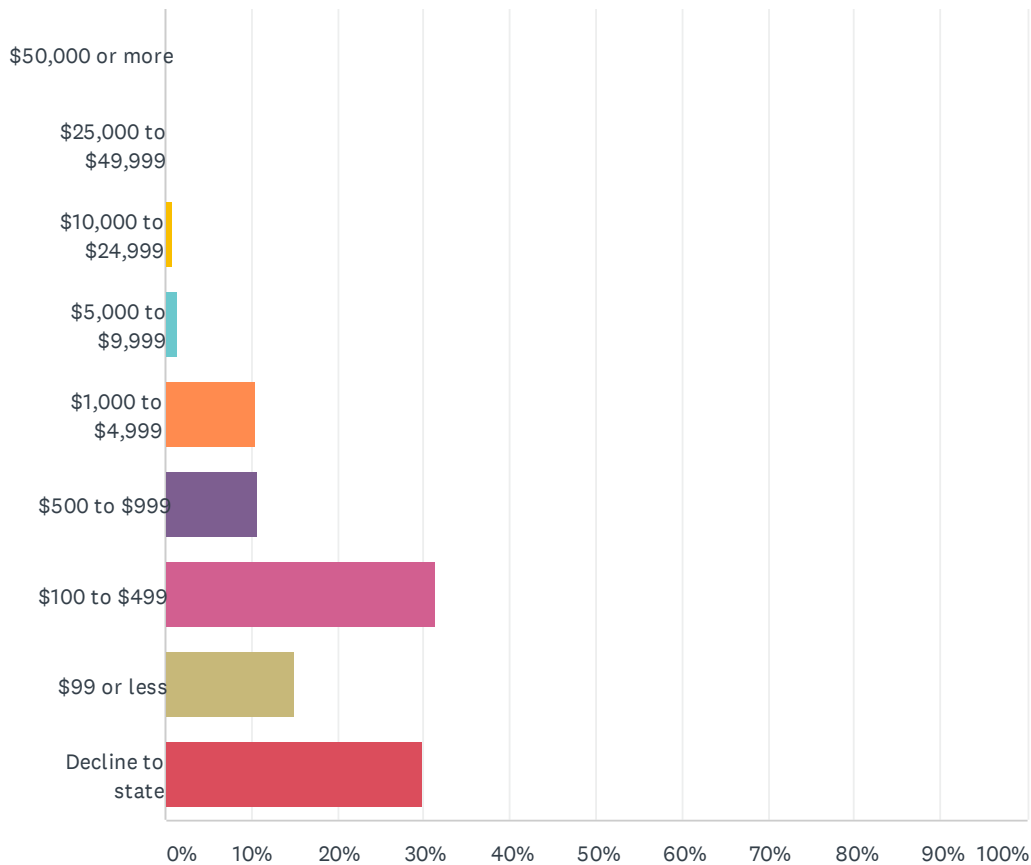
	UNIMPORTANT	SOMEWHAT UNIMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.55% 18	1.12% 13	9.41% 109	22.63% 262	65.28% 756	1,158	4.49

## G. How will you help shape Mills?

The power of alumnae to determine the future shape of Mills depends, in large part, on the funds we contribute and the time we volunteer. Please give us a sense of how you'd contribute to the hypothetical four-year campaigns below, which would aim to ensure Mills continues to educate students or extends the time left to award degrees. If you have the capacity to give at a greater level than those listed below, please contact [aamc@mills.edu](mailto:aamc@mills.edu).

**G1:** Imagine that a fundraising campaign is launched to ensure that Mills can award degrees through 2025, so that members of the current class of first year undergraduate students will be able to complete a degree from Mills within four or five years. How much would you plan to contribute every year for the next four years?

Answered: 1,158 Skipped: 0



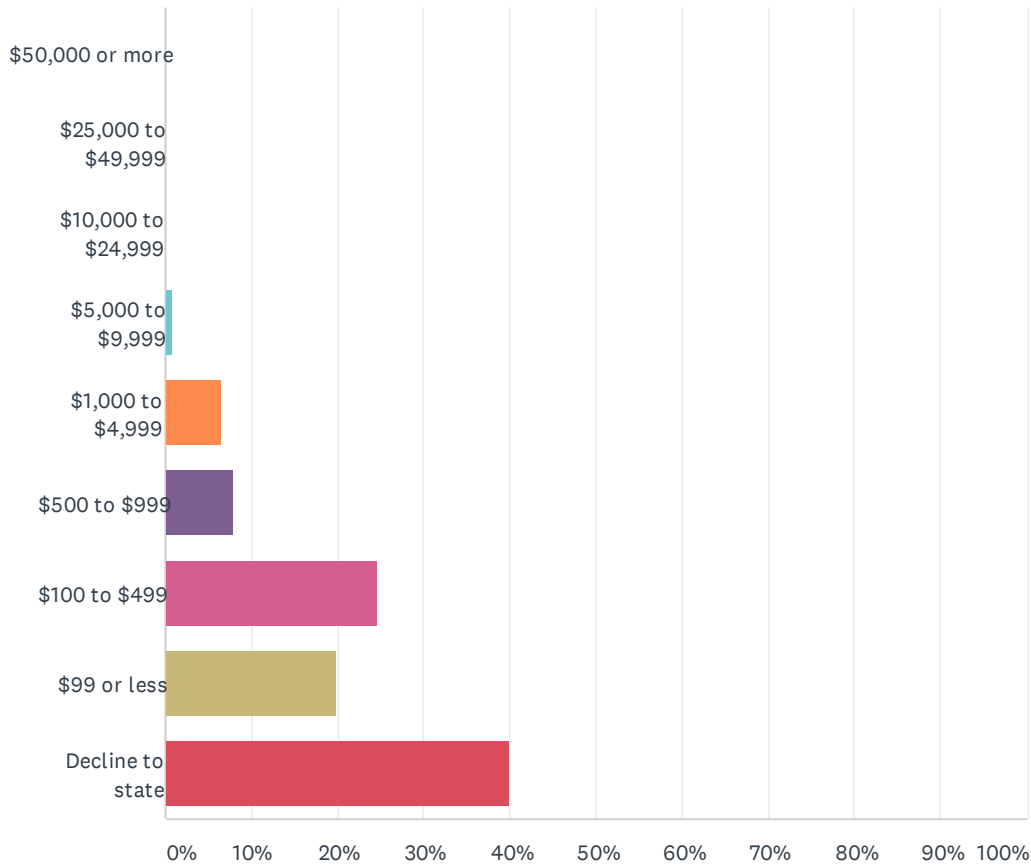
## An AAMC Vision for the Future of Mills

ANSWER CHOICES	RESPONSES	
\$50,000 or more	0.00%	0
\$25,000 to \$49,999	0.00%	0
\$10,000 to \$24,999	0.86%	10
\$5,000 to \$9,999	1.47%	17
\$1,000 to \$4,999	10.54%	122
\$500 to \$999	10.71%	124
\$100 to \$499	31.43%	364
\$99 or less	15.11%	175
Decline to state	29.88%	346
<b>TOTAL</b>		<b>1,158</b>



G2: Alternatively, imagine that a campaign is launched to transition Mills from an independent college to a college (still called Mills) within a larger university. Funds would enable faculty and staff to develop new programs suitable to the new Mills. How much would you plan to contribute every year for the next four years?

Answered: 1,158 Skipped: 0

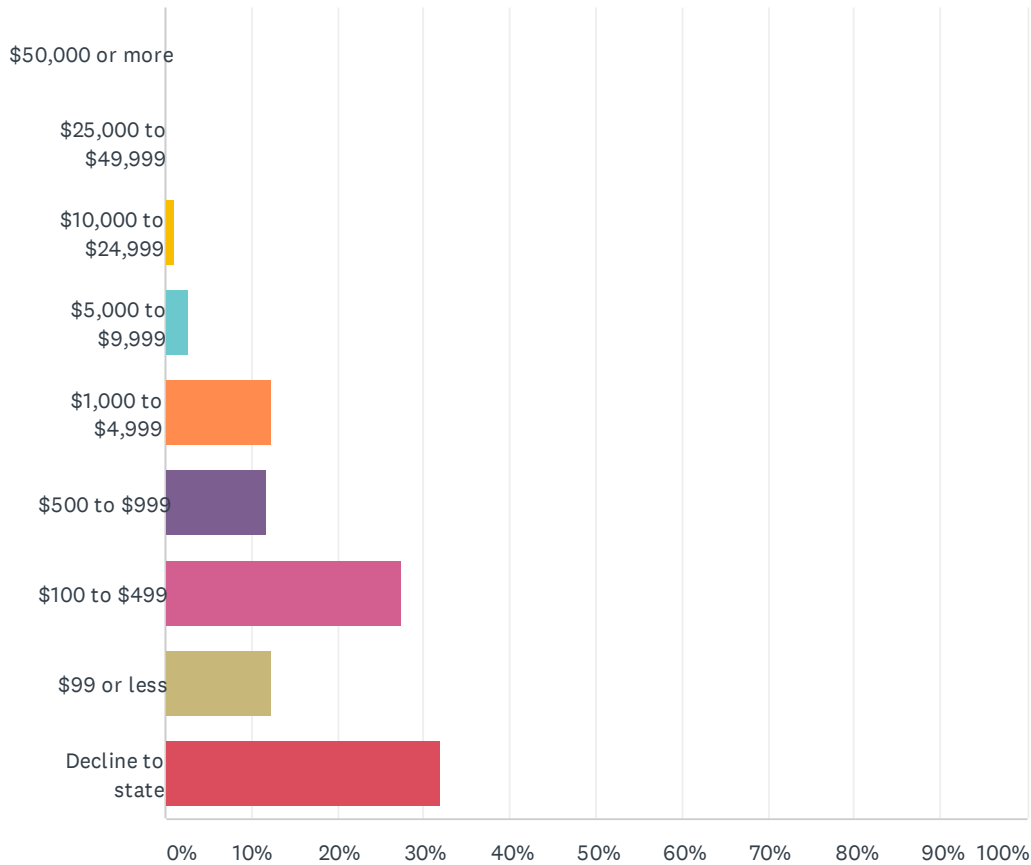


## An AAMC Vision for the Future of Mills

ANSWER CHOICES	RESPONSES	
\$50,000 or more	0.09%	1
\$25,000 to \$49,999	0.09%	1
\$10,000 to \$24,999	0.26%	3
\$5,000 to \$9,999	0.86%	10
\$1,000 to \$4,999	6.48%	75
\$500 to \$999	7.94%	92
\$100 to \$499	24.61%	285
\$99 or less	19.78%	229
Decline to state	39.90%	462
<b>TOTAL</b>		<b>1,158</b>

G3: Yet another scenario: imagine that a fundraising campaign is launched to ensure that Mills remains an independent degree-granting institution (though its program offerings may look different than they do now). How much would you plan to contribute every year for the next four years?

Answered: 1,158 Skipped: 0

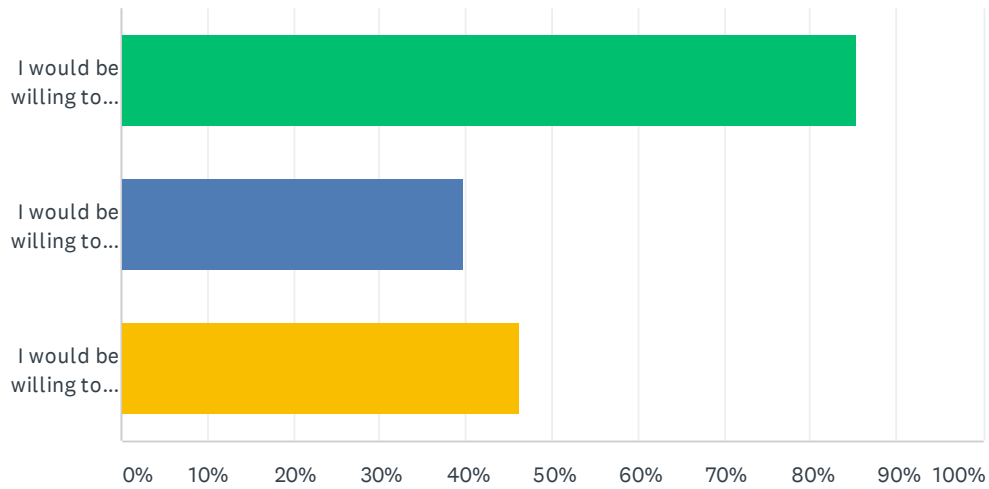


## An AAMC Vision for the Future of Mills

ANSWER CHOICES	RESPONSES	
\$50,000 or more	0.09%	1
\$25,000 to \$49,999	0.09%	1
\$10,000 to \$24,999	1.12%	13
\$5,000 to \$9,999	2.76%	32
\$1,000 to \$4,999	12.44%	144
\$500 to \$999	11.66%	135
\$100 to \$499	27.46%	318
\$99 or less	12.44%	144
Decline to state	31.95%	370
<b>TOTAL</b>		<b>1,158</b>

### G4: Would you be willing to volunteer on any of the hypothetical campaigns above? (Check as many as you'd like, or none.)

Answered: 540 Skipped: 618

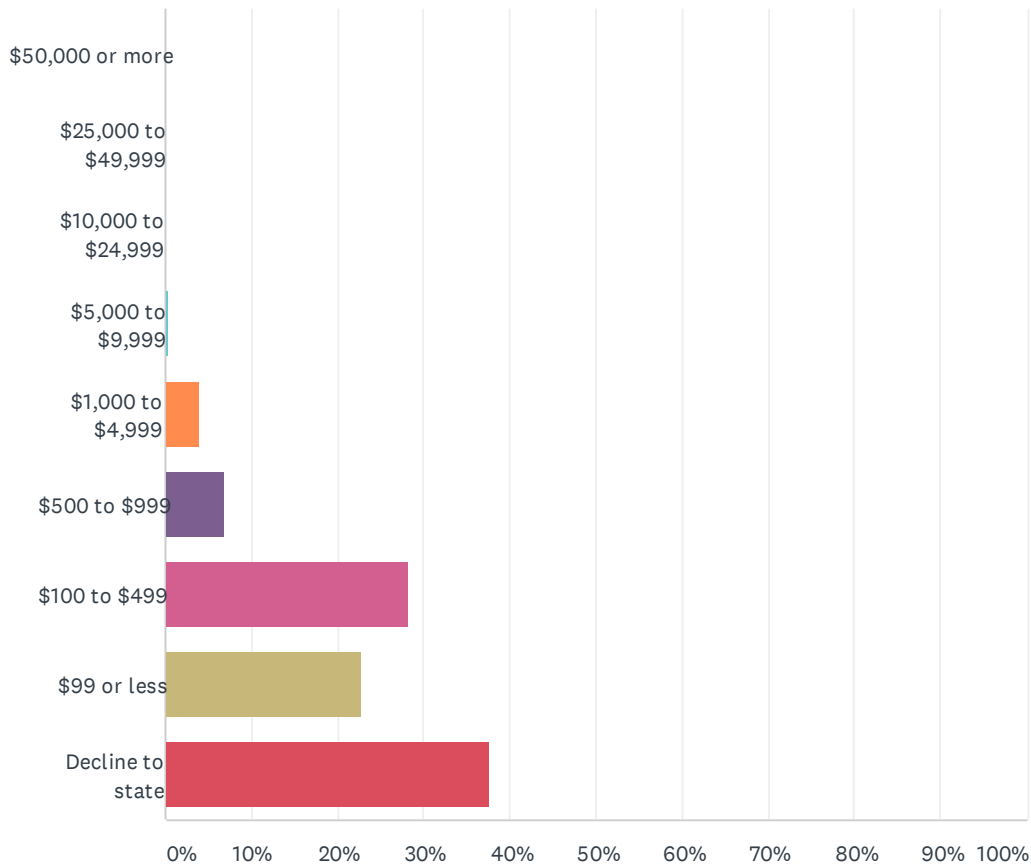


ANSWER CHOICES	RESPONSES	
I would be willing to volunteer to keep Mills a degree-granting institution.	85.37%	461
I would be willing to volunteer to help Mills become a college within a larger university.	39.81%	215
I would be willing to volunteer to ensure Mills awards degrees through May 2024.	46.30%	250
Total Respondents: 540		

## H. How will you help shape the AAMC?

H1: If Mills College ceases to continue as a degree-granting institution, how much would you be willing to contribute annually to the AAMC to enable it to continue alumnae programs like Reunion, lifelong learning and networking events, publication of the Mills Quarterly and an email newsletter, and maintenance of an alumnae database?

Answered: 1,158 Skipped: 0

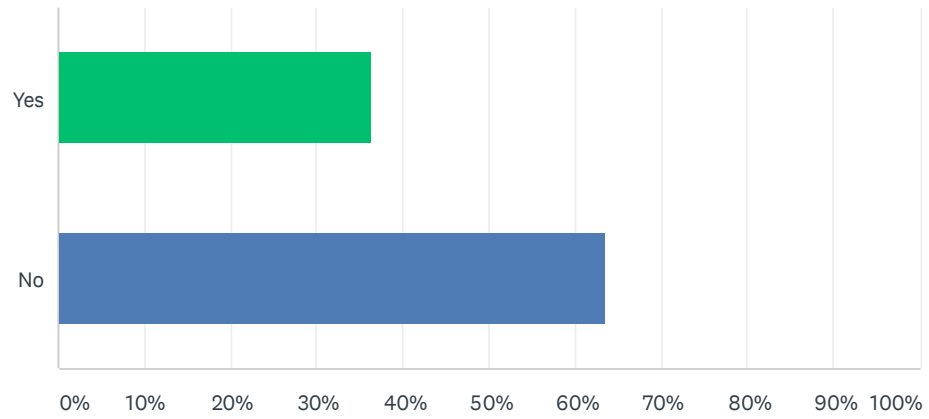


## An AAMC Vision for the Future of Mills

ANSWER CHOICES	RESPONSES	
\$50,000 or more	0.09%	1
\$25,000 to \$49,999	0.09%	1
\$10,000 to \$24,999	0.00%	0
\$5,000 to \$9,999	0.43%	5
\$1,000 to \$4,999	3.89%	45
\$500 to \$999	6.99%	81
\$100 to \$499	28.15%	326
\$99 or less	22.80%	264
Decline to state	37.56%	435
<b>TOTAL</b>		<b>1,158</b>

## H2. Are you interested in volunteering with the AAMC?

Answered: 1,158 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	36.44%	422
No	63.56%	736
TOTAL		1,158