

**TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY**

**California State University  
Office of the Chancellor—Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, CA 90802**

**Agenda  
May 17-19, 2021**

**Time\*\*      Committee      Location<sup>1</sup>**

***MONDAY, MAY 17, 2021***

**7:00 a.m.      Board of Trustees—Closed Session  
Executive Personnel Matters  
Government Code §11126(a)(1)**

***TUESDAY, MAY 18, 2021***

**9:00 a.m.      Board of Trustees—Closed Session  
Executive Personnel Matters  
Government Code §11126(a)(1)  
  
Pending Litigation  
Government Code §11126(e)(1)  
Juañeno Band of Mission Indians, et al. v. CSU  
Vakilzadeh, et al. v. CSU  
Anticipated Litigation – One Item**

**9:45 a.m.      Committee on Collective Bargaining—Closed Session  
Government Code §3596(d)**

**10:00 a.m.      Public Comment—Open Session**

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<sup>1</sup> The May 17-19, 2021 meeting will take place entirely virtually via teleconference.

**\*PLEASE NOTE: Due to the Governor’s proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor’s Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in this meeting remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor’s Office staff, the Dumke Auditorium will not be open to the public during the meeting, and no Trustees or staff will be present in the Auditorium. Members of the public may offer public comment pursuant to the revised published protocol for “Addressing the Board of Trustees” as noted in this agenda.**

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**TUESDAY, MAY 18, 2021 (cont.)**

**11:30 a.m. Committee on Collective Bargaining—Open Session**

**Consent**

*Action* 1. Approval of Minutes

*Action* 2. Adoption of Initial Proposals for a Successor Collective Bargaining Agreement with Bargaining Unit 11, United Auto Workers Local 4123

**11:35 a.m. Committee on Committees**

**Consent**

*Action* 1. Approval of Minutes

*Action* 2. Approval of Board of Trustees' Standing Committee Assignments for 2021-2022

*Action* 3. Election of the Chair and Vice Chair of the Board of Trustees for 2021-2022

**11:45 a.m. Committee on Audit**

**Consent**

*Action* 1. Approval of Minutes

*Information* 2. Status Report on Audit and Advisory Services Activities

**Discussion**

*Action* 3. Fiscal Year 2021-2022 Audit Plan

**12:15 p.m. Lunch Break**

**12:45 p.m. Committee on Campus Planning, Buildings and Grounds**

**Consent**

*Action* 1. Approval of Minutes

**Discussion**

*Information* 2. California Environmental Quality Act Report

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**TUESDAY, MAY 18, 2021 (cont.)**

**1:15 p.m. Committee on Finance**

**Consent**

*Action* 1. Approval of Minutes

*Action* 2. California State University, Monterey Bay Conceptual Approval of a Public-Private Partnership Mixed-Use Development Project

*Information* 3. California State University Annual Debt Report

*Information* 4. California State University Quarterly Investment Report

**Discussion**

*Information* 5. 2021-2022 Operating Budget Update

*Information* 6. Auxiliary Organizations

**2:45 p.m. Committee on Governmental Relations**

**Consent**

*Action* 1. Approval of Minutes

**Discussion**

*Information* 2. State Legislative Update

**3:15 p.m. Committee on Educational Policy**

**Consent**

*Action* 1. Approval of Minutes

**Discussion**

*Information* 2. Post-Pandemic Academic Programs

**WEDNESDAY, MAY 19, 2021**

**9:00 a.m. Committee on University and Faculty Personnel**

**Consent**

*Action* 1. Approval of Minutes

**Discussion**

*Action* 2. Executive Compensation: President—California State University, Fresno

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**WEDNESDAY, MAY 19, 2021 (cont.)**

**9:15 a.m. Committee of the Whole**

**Consent**

*Action* 1. Approval of Minutes

**Discussion**

*Action* 2. Conferral of Commendation—Karen Nakai

*Action* 3. Conferral of Title of Trustee Emeritus—Silas H. Abrego

*Action* 4. Conferral of Title of Trustee Emeritus—Peter J. Taylor

**9:45 a.m. Board of Trustees**

**Call to Order**

**Roll Call**

**Chair's Report**

**Chancellor's Report**

**Academic Senate CSU Report: *Chair—Robert Keith Collins***

**California State Student Association Report: *President—Zahraa Khuraibet***

**California State University Alumni Council Report: *President—Michelle Power***

**Consent**

*Action* 1. Approval of the Minutes of the Board of Trustees Meeting of March 23, 2021

*Action* 2. Approval of Committee Resolutions as follows:

**Committee on Committees**

2. Approval of Board of Trustees' Standing Committee Assignments for 2021-2022

3. Election of the Chair and Vice Chair of the Board of Trustees for 2021-2022

**Committee on Finance**

2. California State University, Monterey Bay Conceptual Approval of a Public-Private Partnership Mixed-Use Development Project

**Committee on University and Faculty Personnel**

2. Executive Compensation: President—California State University, Fresno

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**Committee of the Whole**

2. Conferral of Commendation—Karen Nakai
3. Conferral of Title of Trustee Emeritus—Silas H. Abrego
4. Conferral of Title of Trustee Emeritus—Peter J. Taylor

**11:00 a.m. Board of Trustees—Closed Session**

Executive Personnel Matters

Government Code §11126(a)(1)

**\*PLEASE NOTE: Due to the Governor’s proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor’s Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in this meeting remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor’s Office staff, the Dumke Auditorium will not be open to the public during the meeting, and no Trustees or staff will be present in the Auditorium. Members of the public may offer public comment pursuant to the revised published protocol for “Addressing the Board of Trustees” as noted in this agenda.**

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## REVISED

### Addressing the Board of Trustees

**\*PLEASE NOTE:** Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, the Board of Trustees meeting will take place **entirely virtually on Monday, May 17, 2021; Tuesday, May 18, 2021; and Wednesday, May 19, 2021.** Members of the board will participate in this meeting remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the Dumke Auditorium will not be open to the public during the meeting, and no Trustees or staff will be present in the Auditorium. **Therefore, there will be no public access to the previously noticed meeting site and no in-person public comment.**

Members of the public will still have full opportunity to observe the meeting and to offer public comment as follows:

- Members of the public are encouraged to watch the meeting via [livestream](#) through the Board of Trustees website.
- All public comment (for all committee and plenary sessions) will take place on Tuesday, May 18 at the start of the Board of Trustees' open sessions (**scheduled to begin at approximately 10:00 a.m.**).
- **Written comments may be e-mailed in advance of the meeting by 12:00 p.m. on Friday, May 14, 2020 to [trusteesecretariat@calstate.edu](mailto:trusteesecretariat@calstate.edu).** To the extent possible all written comments will be distributed to members of the Board, or its appropriate committee, prior to the beginning of the Board or committee meeting.
- **Members of the public who wish to offer public comment *during the meeting* may do so virtually/telephonically by providing written request in advance, including their telephone number, by 12:00 p.m. on Friday, May 14 to [trusteesecretariat@calstate.edu](mailto:trusteesecretariat@calstate.edu).** The request should also identify the agenda item the speaker wishes to address, or if the speaker wishes to address the full Board in the plenary session, the notice should state the subject of the intended presentation. The trustee secretariat will call the number provided during the public comment portion for the committee requested. Efforts will be made to accommodate each individual who has requested to speak.

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Public comments must relate to an item on the committee’s agenda. Members of the public may also address the full Board of Trustees during the plenary session on any non-agendized topic that is related to the University. The purpose of public comments is to provide information to the board, and not to evoke an exchange with board members. Questions that board members may have resulting from public comments will be referred to appropriate staff for response.

In fairness to all speakers who wish to speak, and to allow the committees and board to hear from as many speakers as possible, while at the same time conducting the public business of their meetings within the time available, **public comment will be limited to 1 minute per speaker**. Ceding, pooling or yielding remaining time to other speakers is not permitted. Speakers are requested to make the best use of the public comment opportunity and to follow the rules established.

Trustee Secretariat  
Office of the Chancellor  
401 Golden Shore  
Long Beach, CA 90802  
Phone: 562-951-4020

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## AGENDA

### COMMITTEE ON COLLECTIVE BARGAINING

**Meeting:** 9:45 a.m., Tuesday, May 18, 2021  
Virtually via Teleconference—Closed Session  
Government Code §3596(d)

11:30 a.m., Tuesday, May 18, 2021  
Virtually via Teleconference—Open Session

Christopher Steinhauser, Chair  
Douglas Faigin, Vice Chair  
Debra S. Farar  
Wenda Fong  
Jack McGrory  
Peter J. Taylor

#### **Open Session— Virtually via Teleconference**

- Consent**
1. Approval of Minutes of the Meeting of November 17, 2020, *Action*
  2. Adoption of Initial Proposals for a Successor Collective Bargaining Agreement with Bargaining Unit 11, United Auto Workers Local 4123, *Action*

**MINUTES OF THE MEETING OF  
COMMITTEE ON COLLECTIVE BARGAINING**

**Trustees of the California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**November 17, 2020**

**Members Present**

Christopher Steinhauser, Chair  
Douglas Faigin, Vice Chair  
Debra S. Farar  
Wenda Fong  
Jack McGrory  
Peter J. Taylor

Lillian Kimbell, Chair of the Board  
Timothy P. White, Chancellor

**Public Speakers**

Due to the virtual format of the November 17-18, 2020 meeting, all public comment took place at the beginning of the meeting's open session prior to all committees. There were ten (10) speakers who commented on items related to Collective Bargaining.

Chair Steinhauser called the Committee on Collective Bargaining to order.

**Consent Agenda**

Chair Steinhauser presented the consent agenda consisting of the minutes of the September 22, 2020 meeting; and noted agenda item 2, ratification of the successor collective bargaining agreement with Bargaining Unit 8, the Statewide University Police Association was amended; and Trustees received the amended item, which was publicly posted. The consent agenda was approved as submitted.

Chair Steinhauser then adjourned the committee meeting.

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**COMMITTEE ON COLLECTIVE BARGAINING**

**Adoption of Initial Proposals for a Successor Collective Bargaining Agreement with Bargaining Unit 11, United Auto Workers Local 4123**

**Presentation By**

Evelyn Nazario  
Vice Chancellor  
Human Resources

**Summary**

The initial proposals for a successor collective bargaining agreement between the California State University and Bargaining Unit 11, United Auto Workers, Local 4123, will be presented to the Board of Trustees for adoption. The proposals are attached to this item.

**Recommended Action**

The following resolution is recommended for adoption:

**RESOLVED**, by the Board of Trustees of the California State University, that the initial proposals for a successor collective bargaining agreement between the California State University and Bargaining Unit 11, United Auto Workers, Local 4123, is hereby adopted.



**The California State University's**  
**Initial Collective Bargaining Proposals**

**between**

**The Board of Trustees of**  
**The California State University**

**and**

**United Auto Workers Local 4123**  
**(Bargaining Unit 11)**

**May 2021**

**Bargaining Unit 11  
2021 Successor Agreement Negotiations  
California State University Bargaining Proposals**

**Article 2 – Appointments, Posting and Notification**

- The University will make proposals to amend appointments, posting, and notification.

**Article 3 – Benefits**

- The University will make proposals to amend benefits.

**Article 10 – Grievance Procedure**

- The University will make proposals to amend the grievance procedure.

**Article 14 – Leaves of Absence**

- The University will make proposals to amend leaves of absence.

**Article 16 – Non-Discrimination**

- The University will make proposals to amend the non-discrimination to be consistent with CSU Executive Order Processes and prevailing law.

**Article 18 – Salary**

- The University may make proposals to amend to salary.

**Article 22 – Training**

- The University will make proposals to amend training.

**Article 23 – Union Access**

- The University will make proposals to amend union access.

**Article 26 – Workload**

- The University will make proposals to amend workload.

**Article 27 – Duration**

- The University will make proposals to amend duration.

**Appendices and Side Letters**

- The CSU will review all Appendices and Side Letters, and make proposals to amend, retain, or delete as appropriate.

**The University reserves the right to add to, modify, or delete proposals for any/all Articles during the course of negotiations, in accordance with applicable laws.**



## **UAW Local 4123 Initial Bargaining Demands 2021**

In the midst of the pandemic, these demands are intended to ensure greater security needed for all Student Workers to be able to conduct the high-quality instruction and research that improves the CSU system as a whole and our broader communities.

### **Economic Justice for Academic Student Workers**

- Compensation that reflects the vital roles Academic Student Workers play in the CSU and addresses food and housing insecurity.
- Guaranteed minimum hours for hourly Student Workers.
- Greater transparency and better notice of responsibilities and expectations to Student Workers, such as providing a description of hours, duties, and pay upon appointment.
- Financial stability for Student Workers through tuition waivers and year-long appointments.

### **A Healthy and Safe Workplace**

- Ensure Academic Student Workers with a safe work environment, free from hostile behaviors and academic retaliation.
- Improved access to health benefits and waive campus health center fees to increase access to healthcare for Student Workers.
- Easy access to free COVID-19 vaccines for all workers and students on campuses and rigorous COVID-19 testing and contact tracing on all campuses.

- Provide all Academic Student Workers with mandatory union orientations every term so that every Academic Student Worker is educated on their rights.

## Substantial Diversity, Equity, and Inclusion Programs

- Underrepresented Student Workers -- particularly Black, Indigenous, Latinx, AAPI, disabled, trans, and queer student workers -- continue to face significant experiences with inequity and discrimination at CSU. CSU needs to address the underlying structural sources of inequity, utilizing approaches that go beyond mere compliance, and empowering workers to address issues effectively.
- CSU administration needs to protect and support international, DACA, and undocumented students by providing concrete resources such as guaranteeing the security of pay and benefits regardless of changes in visa or immigration status and access to free legal assistance for visa and immigration issues.

*NOTE: The Union reserves the right to submit proposals on additional bargaining topics not specifically listed here.*

## AGENDA

### COMMITTEE ON COMMITTEES

**Meeting:** 11:35 a.m., Tuesday, May 18, 2021  
Virtually via Teleconference

Christopher Steinhauser, Chair  
Adam Day, Vice Chair  
Larry Adamson  
Jean P. Firstenberg  
Maryana Khames

- Consent**
1. Approval of Minutes of the Meeting of April 28, 2021, *Action*
  2. Approval of Board of Trustees' Standing Committee Assignments for 2021-2022, *Action*
  3. Election of the Chair and Vice Chair of the Board of Trustees for 2021-2022, *Action*

**MINUTES OF MEETING OF  
COMMITTEE ON COMMITTEES**

**Trustees of The California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**April 28, 2021**

**Members Present**

Christopher Steinhauser, Chair  
Adam Day, Vice Chair  
Larry Adamson  
Jean P. Firstenberg  
Maryana Khames

Lillian Kimbell, Chair of the Board

**Call to Order**

Trustee Steinhauser called the Zoom teleconference meeting to order and requested that a roll call be taken. Ms. Kiss took the roll. They were no requests for public comment.

**Approval of Minutes**

The minutes of November 17, 2020 were approved as submitted.

**Discussion**

Trustee Steinhauser presented the proposed 2021-2022 standing committee assignments, including committee chairs and vice chairs. He provided general background on the process for developing the proposed assignments noting many factors including trustees' stated preferences, experience and expertise, balanced workload, and opportunities for leadership development. Trustee Steinhauser also noted that he confirmed all proposed committee chair and vice chair appointments with the respective trustees and that they all concurred. All trustees received at least three of their committee preferences and were assigned four committees for a balanced workload.

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Trustee Steinhauser called for a motion to approve the proposed standing committee assignments – including committee chairs and vice chairs – for 2021-2022. There was a motion and a second. Hearing no objections, the proposed committee assignments were approved.

Trustee Steinhauser then nominated Lillian Kimbell to continue to serve as board chair and Wenda Fong to continue to serve as board vice chair for 2021-2022. There was a motion and a second. Hearing no objections, the proposed nominations for board leadership were approved.

The resolutions approved by the committee will be presented to the full board for approval at the May 17-19, 2021 meeting.

Trustee Steinhauser adjourned the Committee on Committees.

## **COMMITTEE ON COMMITTEES**

### **Approval of Board of Trustees' Standing Committee Assignments for 2021-2022**

#### **Presentation By**

Christopher Steinhauser  
Chair, Committee on Committees

#### **Summary**

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of The California State University, on recommendation by the Committee on Committees that the following appointments be made to the Standing Committees for 2021-2022 to take effect immediately following the conclusion of the May 17-19, 2021 board meeting.

#### **AUDIT**

Adam Day, Chair  
Jane W. Carney, Vice Chair  
Jack McGrory  
Anna Ortiz-Morfit  
Krystal Raynes  
Lateefah Simon

#### **CAMPUS PLANNING, BUILDINGS AND GROUNDS**

Jane W. Carney, Chair  
Wenda Fong, Vice Chair  
Larry L. Adamson  
Adam Day  
Anna Ortiz-Morfit  
Romey Sabalius

#### **COLLECTIVE BARGAINING**

Debra S. Farar, Chair  
Lateefah Simon, Vice Chair  
Adam Day  
Douglas Faigin  
Jack McGrory  
Christopher Steinhauser

#### **EDUCATIONAL POLICY**

Christopher Steinhauser, Chair  
Romey Sabalius, Vice Chair  
Larry L. Adamson  
Diego Arambula  
Jane W. Carney  
Jack Clarke, Jr.  
Douglas Faigin  
Jean P. Firstenberg  
Wenda Fong  
Krystal Raynes

#### **FINANCE**

Jack McGrory, Chair  
Larry L. Adamson, Vice Chair  
Jane W. Carney  
Wenda Fong  
Anna Ortiz-Morfit  
Krystal Raynes  
Romey Sabalius  
Christopher Steinhauser

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**GOVERNMENTAL RELATIONS**

Douglas Faigin, Chair  
Krystal Raynes, Vice Chair  
Diego Arambula  
Jack Clarke, Jr.  
Jean P. Firstenberg  
Jack McGrory  
Romey Sabalius  
Lateefah Simon

**INSTITUTIONAL ADVANCEMENT**

Jean P. Firstenberg, Chair  
Douglas Faigin, Vice Chair  
Diego Arambula  
Debra S. Farar  
Anna Ortiz-Morfit  
Christopher Steinhauser

**ORGANIZATION AND RULES**

Larry L. Adamson, Chair  
Debra S. Farar, Vice Chair  
Diego Arambula  
Jack Clarke, Jr.  
Adam Day  
Lateefah Simon

**UNIVERSITY AND FACULTY  
PERSONNEL**

Wenda Fong, Chair  
Jean P. Firstenberg, Vice Chair  
Jack Clarke, Jr.  
Douglas Faigin  
Debra S. Farar  
Christopher Steinhauser

## **COMMITTEE ON COMMITTEES**

### **Election of the Chair and Vice Chair of the Board of Trustees for 2021-2022**

#### **Presentation By**

Christopher Steinhauser  
Chair, Committee on Committees

#### **Summary**

The following resolutions are recommended for approval:

**RESOLVED**, by the Board of Trustees of The California State University, on recommendation by the Committee on Committees, that Lillian Kimbell be elected chair for 2021-2022 to take effect immediately following the conclusion of the May 17-19, 2021 board meeting.

**RESOLVED**, by the Board of Trustees of The California State University, on recommendation by the Committee on Committees, that Wenda Fong be elected vice chair for 2021-2022 to take effect immediately following the conclusion of the May 17-19, 2021 board meeting.

## AGENDA

### COMMITTEE ON AUDIT

**Meeting:** 11:45 a.m., Tuesday, May 18, 2021  
Virtually via Teleconference

Adam Day, Chair  
Jane W. Carney, Vice Chair  
Silas H. Abrego  
Jean P. Firstenberg  
Jack McGrory  
Anna Ortiz-Morfit  
Peter J. Taylor

- Consent** 1. Approval of Minutes of the Meeting of March 23, 2021, *Action*  
2. Status Report on Audit and Advisory Services Activities, *Information*
- Discussion** 3. Fiscal Year 2021-2022 Audit Plan, *Action*

**MINUTES OF THE MEETING OF  
COMMITTEE ON AUDIT**

**Trustees of the California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**March 23, 2021**

**Members Present**

Adam Day, Chair  
Jane W. Carney, Vice Chair  
Silas H. Abrego  
Jean P. Firstenberg  
Jack McGrory  
Anna Ortiz-Morfit  
Peter J. Taylor

Lillian Kimbell, Chair of the Board

Trustee Adam Day called the meeting to order.

**Approval of Minutes**

The minutes of January 26, 2021 were approved as submitted.

**Status Report on Audit and Advisory Services Activities**

With the concurrence of the committee, Trustee Day presented agenda item 2 as a consent information item.

**Audited Financial Statements and Single Audit Report**

Mary Ek, assistant vice chancellor and controller, presented an overview of revenues, expenses, and total net financial position for fiscal year (FY) 2019-2020. Total revenues from all sources were \$10.3 billion and include operating, non-operating, capital and non-capital revenues. The largest source of revenues was state appropriations at approximately 46 percent, net tuition and fees were approximately 21 percent, and grants, contracts and gifts were approximately 24 percent of total revenues. Revenue increased by \$749 million from the previous year, including \$602 million in the state appropriation and \$325 million in grants, contracts and gifts. These were offset

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 23, 2021 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

by a \$112 million reduction in revenues from sales and services due to the pandemic. Expenses increased by \$830 million from the previous year to \$10.8 billion, of which about 70 percent was for instructional and educational support. This increase is primarily due to higher costs for pensions, scholarships and fellowships, and salaries.

Ms. Ek reported on the net position. The CSU's total negative net position of \$15 billion increased \$486 million from the prior year. Despite this negative \$15 billion net position, the university's ability to pay obligations, remains positive.

Ms. Ek highlighted the operating fund balances and reserves which totaled \$1.7 billion. Reserves for economic uncertainties were \$400 million and represents less than one month of operating fund costs. The available one-time reserves will continue to be used by campuses to help with revenue losses and unavoidable operating costs due to the pandemic.

Ms. Ek also discussed the systemwide financial statements audit findings. There were no systemwide audit findings. In terms of the 91 auxiliary organizations, nine had a mix of material weaknesses and significant deficiencies for FY 2019-2020.

Additionally, federal funds were audited as part of the Single Audit and included approximately \$244 million of CARES grants. There were no findings on the CARES Act funds. There were two systemwide findings. One was a repeat audit finding related to reporting of enrollment status and ensuring effective controls are in place for the timely and accurate reporting of student enrollment status changes. The other audit finding was related to timely disbursement notification and ensuring the required disbursement information is communicated to the student or parent and are sent within the required timeframe. Corrective actions are in progress and a status update will be provided to the Board of Trustees at a future meeting.

Chris Ray of KPMG highlighted the scope of the work of the audit and noted that the audit was conducted virtually for the first time due to the pandemic—but there were no significant changes to the structure of the audit. Mr. Ray reported that the results of the CSU audit include an unmodified (clean) opinion on the financial statements and that an additional footnote was added pertaining to the uncertainties related to the global pandemic. He also reported that the significant deficiency reported in the FY 2018-2019 audit, related to the data used to prepare other post-employment liabilities, has been remediated. The single audit also included an unmodified opinion. He shared that the two findings, previously discussed by Ms. Ek, are considered reportable findings which did not affect the overall opinion.

Following the presentation, the trustees discussed the process and timeline for remediating the auxiliary organization material weaknesses and significant deficiencies and the CSU's net position.

Trustee Day adjourned the Committee on Audit.

## **COMMITTEE ON AUDIT**

### **Status Report on Audit and Advisory Services Activities**

#### **Presentation By**

Vlad Marinescu  
Vice Chancellor and Chief Audit Officer  
Audit and Advisory Services

#### **Summary**

This item provides an update on internal audit activities and initiatives. It also includes both a status report on the 2020-2021 audit plan and follow-up on completed audit assignments. Follow-up on current and past assignments is being conducted on approximately 27 completed campus reviews. Attachment A summarizes the status of audit assignments by campus.

For the 2020-2021 audit plan year, assignments were made to execute individual campus audit plans and conduct financial, operational, compliance, and information technology audits; use continuous auditing techniques and data analytics tools; and provide advisory services and investigation reviews.

## **AUDITS**

### **Status of In-Process and Completed Audits**

Audit and Advisory Services continues to make progress on the 2020-2021 audit plan. Twenty-nine audits have been completed as part of the 2020-2021 audit plan and 22 audits are currently in-process. Completed audit reports are posted on the California State University website at <https://www2.calstate.edu/csu-system/transparency-accountability/audit-reports>.

Audits providing coverage of a broad range of organizational areas are being performed remotely and include some of the following topics: academic personnel, auxiliary organizations, cloud computing, construction, credit cards, faculty assigned time and additional employment, fundraising and gift processing, information security, procurement, professional and continuing education, service learning and internships, and sponsored programs - post award. Scheduled reviews may also include campus-specific concerns or follow-up on prior campus issues.

The status of campus progress toward implementing recommendations for completed 2020-2021 audits is included in Attachment A. Prior year audits that have open recommendations are also included in Attachment A and are removed from the report the meeting following all recommendations having shown as completed.

Both campus management and audit management are responsible for tracking the implementation/completion status of audit recommendations contained in campus audit reports. During the audit process, campus management identifies a target estimated completion date for addressing each audit recommendation. Target completion dates are subject to approval by audit management prior to the audit report being finalized. Implementation timelines are reviewed for appropriateness, reasonableness, and timeliness, which also includes evaluating the nature and level of risk and whether any mitigating controls can or should be implemented on an interim basis while audit recommendations are being implemented.

If there are difficulties or unexpected delays in addressing/completing audit recommendations within the agreed upon timeframes, escalation processes for resolution are followed by audit management. Audit management first contacts the campus senior leadership team (president and/or VP/CFO) to resolve any delays. In rare instances in which delays cannot be resolved during discussions between campus and audit management, the chancellor and audit committee chair and/or vice chair may help resolve delays, as needed.

#### Continuous Auditing and Data Analytics

Audit and Advisory Services has completed 19 campus reviews of credit card data as part of the current audit plan year, as of March 31, 2021. After completing the first 12 reviews, Audit and Advisory Services met with representatives from each of the 12 campuses to share best practices and to provide an overview of how different campuses are using credit card programs across the CSU. Additional meetings to share information will be held with representatives from the remaining campuses in July.

Fieldwork has also started for the review of human resources/payroll at two campuses and the chancellor's office, and data validation is currently in progress. Data analytics tests have also been incorporated into four procurement and one accounts payable audit.

#### ADVISORY SERVICES

Audit and Advisory Services partners with management to identify solutions for business issues, offer opportunities to improve the efficiency and effectiveness of operating areas, and assist with special requests, while ensuring the consideration of related internal control issues. Advisory services are more consultative in nature than traditional audits and are performed in response to requests from campus management. The goal is to enhance awareness of risk, control and compliance issues and to provide a proactive independent review and appraisal of specifically identified concerns. Reviews are ongoing and work is being performed remotely.

## INVESTIGATIONS AND INTERGOVERNMENTAL AUDITS

Audit and Advisory Services is periodically called upon to provide investigative reviews, which are often the result of alleged misappropriations or conflicts of interest. Investigations are performed on an ongoing basis, both at the request of an individual campus or the chancellor's office and by referral from the state auditor. Additionally, the investigations unit tracks external audits being conducted by state and federal agencies, acts as a liaison for the system throughout the audit process, and offers assistance to campuses undergoing such audits. The California State Auditor (CSA) recently identified 18 state agencies, including the California State University (CSU), that are responsible for managing a portion of federal COVID-19 funds. In a letter dated April 29, 2021, the CSA announced the CSU would be one of the entities audited regarding its administration of these funds. The audit is currently underway.

Last year the investigations unit began providing fraud awareness and prevention training throughout the CSU system. The fraud awareness and prevention training program shares insights and common findings from investigations. Investigations often involve allegations related to travel and hospitality claims and procurement card transactions, so the program highlights CSU-specific examples that cover each of those areas and provides practical guidance on how to prevent and detect fraud. Since fall 2020, presentations have been made to 13 campuses and various systemwide affinity groups, and more than 1,100 employees throughout the system have participated in the training program, including presidents, chief administrators, business officers, campus audit liaisons, and academic personnel such as department chairs, deans, and provosts.

## COMMITTEES/SPECIAL PROJECTS

Members of Audit and Advisory Services serve on various chancellor's office and systemwide committees and affinity groups/workgroups. Audit and Advisory Services also provides consultation to the campuses and assists with performing special projects.

## AUDIT SUPPORT

### Audit Planning Process and Risk Assessment

The Audit and Advisory Services audit year runs from July 1 to June 30 each year. Audit and Advisory Services performs an annual audit planning process and conducts a comprehensive systemwide risk assessment based on both qualitative and quantitative factors, which include input from meetings with systemwide executive management, consideration and review of CSU strategic initiatives, current trends and hot topics in higher education, and unit budgets. Periodically, other audit topics may be selected for review due to their high-profile nature in order to assure the board that appropriate policies and procedures are in place to mitigate risk to the system.

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### Administration

Day-to-day administration of the Audit and Advisory Services division includes such tasks as scheduling, personnel administration, maintenance of department standards and protocols, administration of the department's automated workpaper system and SharePoint website, and department quality assurance and improvement.

## Status Report on Current and Past Audit Assignments

Campus	Category	Audit Topic	Audit Plan Year	Total # of Recommendations	*Status	
Bakersfield	Audits Currently in Progress	Cloud Computing	2020			
	Status of Recommendations	Housing and Residential Services	2020	5	5	
Chancellor's Office	Audits Currently in Progress	Procurement	2020			
Channel Islands	Status of Recommendations	Faculty Assigned Time and Additional Employment	2019	4	2 2	
		Conference Services	2020	2	2	
		Information Security	2020	9	9	
Chico	Audits Currently in Progress	Academic Personnel	2020			
Dominguez Hills	Audits Currently in Progress	Accounts Payable & Disbursements	2020			
		Post Award Administration	2020			
East Bay	Audits Currently in Progress	Facilities Management	2020			
		Information Security	2020			
Fresno	Audits Currently in Progress	Faculty Assigned Time and Additional Employment	2020			
		Status of Recommendations	Professional and Continuing Education	2020	3	3
Fullerton	Audits Currently in Progress	Faculty Assigned Time and Additional Employment	2020			
		No Reportable Recommendations	Service Learning	2020	n/a	
Humboldt	Audits Currently in Progress	Procurement	2020			
		Status of Recommendations	Facilities Management	2020	6	6
		Status of Recommendations	University Center	2020	14	1 13
Long Beach	Status of Recommendations	Foundation	2020	3	3	
		No Reportable Recommendations	Accounts Payable & Disbursements	2020	n/a	
Los Angeles	Status of Recommendations	Faculty Assigned Time and Additional Employment	2020	3	3	
		Information Security	2020	8	6 2	
Maritime Academy	Audits Currently in Progress	Service Learning and Internships	2020			
		Status of Recommendations	Foundation	2020	8	8
Monterey Bay	Status of Recommendations	Information Security	2020	11	11	
		Professional and Continuing Education	2020	2	2	
Northridge	Audits Currently in Progress	Service Learning and Internships	2020			
Pomona	Audits Currently in Progress	Procurement	2020			
		Status of Recommendations	Housing and Residential Services	2020	4	4
Sacramento	Audits Currently in Progress	Professional and Continuing Education	2020			
		No Reportable Recommendations	Accounts Payable & Disbursements	2020	n/a	

**\*Status**

Closed (green) - Recommendations have been satisfactorily implemented

Open (blue) - Implementation of recommendations is in progress and within the agreed upon timeframe

Exceeds Agreed Upon Timeframe (red) - Recommendations have not been implemented within the agreed upon timeframe

Report as of April 27, 2021

## Status Report on Current and Past Audit Assignments

Campus	Category	Audit Topic	Audit Plan Year	Total # of Recommendations	*Status	
San Bernardino	Audits Currently in Progress	Facilities Management	2020			
	Status of Recommendations	Philanthropic Foundation	2020	6	6	
		Post Award Administration	2020	6	5	1
San Diego	Audits Currently in Progress	Information Security	2020			
		Procurement	2020			
	Status of Recommendations	Emergency Management	2020	7	7	
San Francisco	Audits Currently in Progress	Facilities Management	2020			
	Status of Recommendations	Emergency Management	2019	11	10	1
		Minors on Campus	2020	5	5	
San Jose	Audits Currently in Progress	Fundraising and Gift Processing	2020			
	Status of Recommendations	Construction Management	2020	4	4	
		Professional and Continuing Education	2020	5	5	
San Luis Obispo	Audits Currently in Progress	Information Security	2020			
	Status of Recommendations	Associated Students, Inc.	2020	5	5	
		Construction Management	2020	6	6	
		Housing and Residential Services	2020	12	12	
San Marcos	Audits Currently in Progress	Associated Students, Inc.	2020			
	Status of Recommendations	Emergency Management	2020	6	6	
Sonoma	Status of Recommendations	Accessible Technology	2020	5	5	
	No Reportable Recommendations	Travel and Hospitality	2020	n/a		
Stanislaus	Audits Currently in Progress	Credit Cards	2020			
	Status of Recommendations	Emergency Management	2020	4	4	

**\*Status**

Closed (green) - Recommendations have been satisfactorily implemented

Open (blue) - Implementation of recommendations is in progress and within the agreed upon timeframe

Exceeds Agreed Upon Timeframe (red) - Recommendations have not been implemented within the agreed upon timeframe

Report as of April 27, 2021

## **COMMITTEE ON AUDIT**

### **Fiscal Year 2021-2022 Audit Plan**

#### **Presentation By**

Vlad Marinescu  
Vice Chancellor and Chief Audit Officer  
Audit and Advisory Services

#### **Background**

Education Code Section 89045, enacted by Chapter 1406 of the Statutes of 1969, provides for the establishment of an internal auditing function reporting directly to the Trustees of the California State University. Audit and Advisory Services assists university management and the Trustees in the effective discharge of their fiduciary and administrative responsibilities by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Additionally, Audit and Advisory Services serves the university in a manner that is consistent with the *International Professional Practices Framework* and the *Code of Ethics* as promulgated by the Institute of Internal Auditors.

#### **Summary**

Each year and in accordance with the audit committee charter, Audit and Advisory Services presents its audit plan to the Board of Trustees' Committee on Audit for review and approval. The following item is the audit plan for fiscal year 2021-2022.

#### **Assurance Audits and Data Analytics**

Approximately 65 percent of available staff resources will be allocated toward conducting assurance audits and data analytics activities.

#### Audit Planning/Risk Assessment Process

Audit and Advisory Services performs an annual audit planning process and conducts a comprehensive systemwide risk assessment based on both qualitative and quantitative factors, which include input from meetings with systemwide executive management, consideration and review of CSU strategic initiatives, current trends and hot topics in higher education, and unit budgets. Based on this review, the top 20 audit risk topics are identified and shared with campus representatives, who provide feedback and input. Collaboration with campus partners is an important component of the process to ensure that the risk assessment yields the most relevant, accurate, and impactful results.

Upon completion of the systemwide risk assessment, each individual campus audit universe is updated with campus-specific risk topics. These risk topics are identified through discussions with campus and auxiliary management throughout the year, input from campus audit liaisons, and Audit and Advisory Services management knowledge and experience in working with the campus. Once the campus audit universe is determined, the risk of each campus audit topic is assessed based on a set of defined risk factors including, but not limited to, significant changes to the organization, the complexity of information systems, and prior audit results.

At the conclusion of the campus assessment, a customized individual audit plan is developed for each campus. This plan includes consideration of both campus-based and systemwide themes and risks. Throughout the audit plan year, the audit plan is continuously reassessed, and adjustments are made as needed.

#### Assurance Audits

The foundation of the assurance audits portion of the plan focuses on the core support areas of Finance and Administration; Information Technology; and Compliance, Human Resources and Risk Management. The second segment of the plan includes reviews in the areas of Academic Administration; Student Activities and Services; and University Relations and Advancement. The final segment of the audit plan focuses on Auxiliary Organizations. Auxiliary organizations at the CSU are non-profit organizations and separate legal entities. They operate pursuant to a written operating agreement with the CSU Board of Trustees, have separate governing boards with close connections to a campus, and follow all legal and policy rules established by the CSU system and the respective campus administration.

Attachment A includes a brief description of the scope for each assurance audit topic planned for 2021-2022.

#### Data Analytics

The assurance audits portion of the audit plan also includes data analytics and continuous auditing, which employs a high degree of automation to enable us to monitor and review large data sets for anomalies and trends, which also assists with the existing audit process. By using a continuous auditing approach, we can perform our control testing and monitoring on a more frequent or continuous basis, as opposed to a traditional audit approach, which may allow us to review a particular area only once every few years.

This year's data analytics projects will build and refine upon continuous audit reviews within four core areas (credit cards, disbursements, information technology active directory, and payroll) with the goal of automating our data analytics processes.

### **Advisory Services**

Approximately 20 percent of available staff resources will be allocated toward conducting advisory reviews.

Audit and Advisory Services will partner with campus management to identify solutions for business issues, offer opportunities to improve the efficiency and effectiveness of operating areas, and assist with special requests, while ensuring the consideration of related internal control issues. Advisory services are more consultative in nature than traditional assurance audits and are performed in response to requests from campus management. The goal is to enhance awareness of risk, control, and compliance issues and to provide a proactive independent review and appraisal of specifically identified concerns.

### **Investigations and Intergovernmental Audits**

Approximately 5 percent of available staff resources will be allocated toward conducting investigations, coordinating and providing support to campuses and the chancellor's office for intergovernmental audits, and reviewing and monitoring the campus reporting of fiscal improprieties.

The investigations unit of Audit and Advisory Services acts as a liaison and representative for the CSU system throughout the audit process. For example, for audits of the CSU performed by the California State Auditor, we facilitate communication between the State Auditor, the chancellor's office, and any applicable campuses. Further, we work with appropriate chancellor's office and campus personnel to respond to auditor inquiries and prepare the formal response to the audit on behalf of the CSU. Once a state audit is complete, Audit and Advisory Services continues to coordinate interdepartmental workgroups to implement the audit recommendations and report back to the State Auditor on the CSU's progress.

Because the need for investigations fluctuates depending on when issues and allegations come to the attention of administrators, investigations resources are also deployed to perform advisory work targeted toward fraud risk and prevention, as time allows.

### **Outreach and Engagement**

Approximately 5 percent of available staff resources will be allocated toward outreach and engagement activities.

While audit and advisory work naturally requires quite a bit of outreach and engagement, partnering and working with our stakeholders beyond what would be the usual course of business for an audit or advisory review is a beneficial and value-added activity. This helps ensure that Audit and Advisory Services is not only meeting its assurance obligations to the board, but also adding value to the organization when possible.

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This includes partnering activities such as participating and leading affinity groups, providing support and guidance to campus and chancellor's office management, sharing information and common themes across campuses, and acknowledging feedback and insights provided by management. It is important to hear how stakeholders on campuses perceive the additional value that Audit and Advisory Services can provide.

Outreach and engagement activities also include educational activities such as providing fraud prevention and awareness training for staff throughout the system and providing students with work experience and exposure to the audit profession.

### **Audit Support**

Approximately 5 percent of available staff resources will be allocated toward general administration.

Day-to-day administration of Audit and Advisory Services includes such tasks as scheduling; personnel administration; maintenance of department standards and protocols; administration of the department's automated workpaper system, audit planning database, and SharePoint website; and department quality assurance and improvement.

The following resolution is recommended for approval:

**RESOLVED**, By the Committee on Audit of the California State University Board of Trustees that the Fiscal Year 2021-2022 Audit Plan, as detailed in Agenda Item 3 of the Committee on Audit at the May 17-19, 2021 meeting, be approved.

## **Attachment A - Fiscal Year 2021-2022 Audit Plan Topics**

### **Finance and Administration**

#### **Construction**

Major construction projects such as academic buildings, student housing, and university unions are completed every year. Proposed scope may include, but is not limited to, review of the bid and award process, project accounting and reporting practices, and the project closeout process.

#### **Facilities Management**

Facilities management generally covers areas such as facility repairs; preventive maintenance and renovations; custodial services; groundskeeping; and utility distribution. Proposed audit scope may include, but is not limited to, review of maintenance schedules, work order scheduling and control systems, methods for cost recovery and chargebacks of work performed, and tracking of physical and electronic key access to facilities.

#### **Fund Administration and Accountability**

Campuses identify the different sources of revenues received by recording them in unique funds, segregated for the purpose of carrying out specific activities or attaining certain objectives. Proposed scope may include, but is not limited to, review of procedures to establish and segregate funding sources, monitoring of fund balances, and appropriate usage of funds.

#### **Procurement and Contracts**

Procurement and contracts departments are responsible for the acquisition of quality, cost-effective supplies, equipment, and services for the campus community. Proposed scope may include, but is not limited to, review of compliance with informal and formal solicitation requirements, including procedures for approving sole-source purchases; vendor management practices; proper recording and tracking of purchased assets; and compliance with sustainable procurement policies and initiatives.

#### **Student Fee Administration**

Student fees include campus-based mandatory fees, course-related fees, and fees for self-support programs such as extended education, housing, and parking. As part of the management response to the 2019 California State Auditor review of student fees, the California State University (CSU) committed to performing more frequent audits of student fees. Proposed scope may include, but is not limited to, review of the justification and support for new and increased fees, the fee consultation process, and appropriate usage of fees.

## **Information Technology**

### **Cloud Computing**

Cloud computing is a deployment model that enables an organization to obtain its computing resources and applications from any location via an internet connection. Proposed scope may include, but is not limited to, review of campus cloud governance practices and policies, as well as contractual provisions related to service availability, data ownership, backup and recovery, and protection of sensitive and/or proprietary information.

### **Decentralized Computing**

In decentralized computing operations, departments, colleges, and auxiliaries operate information technology (IT) environments separate from that of the primary campus IT department. Proposed scope may include, but is not limited to, review of roles and responsibilities of decentralized IT functions and of practices implemented by decentralized units to ensure compliance with CSU information security requirements.

### **Information Security**

Information security at CSU campuses covers a broad range of sensitive data that requires protection to comply with numerous state and federal regulations. Proposed scope may include, but is not limited to, review of the activities and measures undertaken to protect the confidentiality, integrity, access to, and availability of information.

### **Information Technology Disaster Recovery**

IT disaster recovery planning is a specific subset of the campus business continuity planning process that addresses how the IT resources required to operate critical business functions will be restored in a timely and effective manner following a disaster. Proposed scope may include, but is not limited to, the review of the IT disaster recovery plan and department business impact assessments, the adequacy of system redundancy or alternate processes to ensure minimal interruptions of critical business services, and the adequacy of system backups and record retention practices.

## **Compliance, Human Resources, and Risk Management**

### **Faculty Assigned Time and Additional Employment**

Faculty assigned time and additional employment are governed by the Unit 3 collective bargaining agreement and generally address faculty workload and compensation for duties outside of a faculty member's primary assignment. Proposed audit scope may include, but is not limited to, procedures to review and approve faculty assigned time, granting of sabbatical leaves, and procedures to review and monitor additional employment compensation.

### **Human Resource Management**

Human resources has oversight over the processes designed to recruit, develop, and retain the more than 55,000 employees in the CSU workforce. Proposed scope may include, but is not limited to, recruiting and selection practices, training and development programs, and employee appraisals and performance evaluations.

### **Police Services**

Each CSU campus operates a police department whose peace officers are sworn and certified by the California Commission on Peace Officer Standards and Training. Proposed audit scope may include, but is not limited to, review of certification and training records, cost recovery for services and events, overtime approvals, and proper recordkeeping and safeguarding of weapons, equipment, and ammunition.

### **Academic Administration**

#### **Centers and Institutes**

Centers and institutes are formally approved interdisciplinary or collaborative units that are organized around research, education, or public service activities. Proposed audit scope may include, but is not limited to, review of establishment and approval processes, periodic monitoring and reporting, and risk management and fiscal controls surrounding center and institute activities.

#### **Service Learning and Internships**

Service learning and internships are teaching methods that promote experiential learning. Proposed audit scope may include, but is not limited to, review of risk assessment processes, agreements with service learning and internship sites, learning plans to ensure academic expectations are met, and systems for administering the placement process.

#### **Sponsored Programs Administration**

Sponsored programs include all work performed under grants or contracts funded by external sources. Proposed audit scope may include, but is not limited to, review of subrecipient management, fiscal administration of program costs, effort reporting certifications, and project close-out processes.

### **Student Activities and Services**

#### **Admissions**

Students apply, and are evaluated for, entrance to a university through the admissions process. Proposed audit scope may include, but is not limited to, review of evaluation of first-time freshmen and upper-division transfer student applications, approval and documentation of admissions exceptions, residency determinations, and controls surrounding application fee processing and the granting of application fee waivers.

### **Counseling and Psychological Services (CAPS)**

The CSU offers CAPS to matriculated CSU students to support student learning, well-being, and overall academic success. Proposed scope may include, but is not limited to, provision of basic and augmented mental health services offered to students, medical records management, establishment and management of student mental health service fees, and management of third-party vendors and providers.

### **Financial Aid**

Financial aid programs provide support for students to help meet the costs of obtaining a college education. Proposed audit scope may include, but is not limited to, review of procedures to establish and calculate student budgets and cost of attendance, documentation of student eligibility, safeguarding of sensitive information, and disbursement procedures for financial aid payments.

### **Housing and Residential Services**

Housing and residential services includes both the operations of the self-support student housing program and the residential life programs designed to promote a sense of community and student engagement. Proposed audit scope may include, but is not limited to, review of the resident placement process, student license agreements, screening and training of residential advisors, and residence hall programs and activities.

### **Student Health Services**

Student health services primarily encompasses the provision of basic and augmented health services through campus student health facilities. Proposed audit scope may include, but is not limited to, review of procedures to confirm credentials and qualifications of health services staff, administration of pharmacy operations, security and confidentiality of medical records, and fiscal administration.

### **University Relations and Advancement**

#### **Endowment Management**

Donors establish endowments as permanent sources of funds for universities to spend on scholarships, faculty positions, or other programs defined by the donor for the benefit of the university. Proposed scope may include, but is not limited to, review of the policies surrounding acceptance and establishment of endowments, compliance with endowment terms and restrictions, investment account monitoring and performance evaluation, and reporting and reconciliation practices.

#### **Auxiliary Organizations**

Auxiliary organizations are non-profit organizations and separate legal entities that are authorized to provide supplemental services and support to the campuses of the CSU.

**Associated Students (AS)**

Associated Students auxiliaries are student-run entities that include the student government and provide student-focused programs and activities. Proposed scope may include, but is not limited to, review of auxiliary governance; student body programs run by AS, such as social, cultural, educational, and entertainment opportunities; and fiscal administration.

**Corporations**

Corporations are auxiliary organizations that may administer a variety of functions, such as commercial services, housing facilities, conference and event centers, or research activities. Proposed scope may include, but is not limited to, review of auxiliary governance; administration of auxiliary enterprise units such as commercial operations, conference and event services, and facility rentals; and fiscal administration.

**Student Unions (SU)**

Student unions are generally auxiliary organizations that maintain facilities such as student unions or recreation centers that provide social, cultural, recreational, and educational programming. Proposed scope may include, but is not limited to, review of auxiliary governance; student body programs run by SU such as aquatics centers, recreation centers, and outdoor excursions; and fiscal administration.

## AGENDA

### COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

**Meeting:** 12:45 p.m., Tuesday, May 18, 2021  
Virtually via Teleconference

Jane W. Carney, Chair  
Lateefah Simon, Vice Chair  
Larry L. Adamson  
Jack Clarke, Jr.  
Anna Ortiz-Morfit  
Krystal Raynes  
Romey Sabalius  
Peter J. Taylor

**Consent** 1. Approval of Minutes of the Meeting of March 23, 2021, *Action*  
**Discussion** 2. California Environmental Quality Act Report, *Information*

**MINUTES OF THE MEETING OF THE  
COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS**

**Trustees of the California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**March 23, 2021**

**Members Present**

Jane W. Carney, Chair  
Larry L. Adamson  
Jack B. Clarke Jr.  
Anna Ortiz-Morfit  
Krystal Raynes  
Romey Sabalius  
Peter J. Taylor

Lillian Kimbell, Chair of the Board  
Joseph I. Castro, Chancellor

Trustee Jane W. Carney called the meeting to order.

**Public Comment**

Public comment occurred at the beginning of the meeting's open session prior to all committees. No public comments were made pertaining to committee agenda items.

**Consent Agenda**

The minutes of the January 26, 2021, meeting of the Committee on Campus Planning, Buildings and Grounds were approved as submitted.

**California State University, Northridge Sierra Annex Schematic Design Approval**

This agenda item requested the California State University Board of Trustees approve schematic plans for the California State University, Northridge Sierra Annex project.

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 23, 2021 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

Following the presentation, trustees commented that Sierra Hall is one of the few buildings remaining to be renovated since the 1994 Northridge earthquake damaged various structures.

A question was asked about the long-term nature of construction decisions and how campuses are planning to achieve net zero carbon emissions by 2050. Assistant Vice Chancellor Vi San Juan explained that it is a long-term process which is dependent on project prioritization and funding availability. She provided examples of technologies and strategies that campuses are adopting to reduce the use of natural gas and increase electricity use in central plant systems.

Trustees commented that extra project costs are bundled together and seem high, and it was requested that the cost breakdown summaries of future projects separate fees, services, and contingencies to provide greater delineation between the various costs.

Trustees also commented that 40 percent of the space in this design is open and unassigned, and it was suggested that future projects increase usable space, such as classrooms, to ensure projects maximize efficiency and value.

The committee recommended approval of the proposed resolution (RCPBG 03-21-02).

Trustee Carney adjourned the Committee on Campus Planning, Buildings and Grounds.

## **COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS**

### **California Environmental Quality Act Report**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Elvyra F. San Juan  
Assistant Vice Chancellor  
Capital Planning, Design and Construction

#### **Summary**

Pursuant to the California State University (CSU) Board of Trustees' policy, this item provides a report on the CSU's California Environmental Quality Act (CEQA) certification actions for environmental impact reports (EIRs) and other CEQA documentation. Attachment A provides an overview of changes to CEQA that has impacted the CSU and Attachment B identifies the certification actions that have been acted upon by the Board of Trustees for the period from July 2017 through June 2020<sup>1</sup>, consistent with its responsibility as the Lead Agency under CEQA.

#### **Background**

The goal of CEQA is to inform governmental decision-makers and the public about the potential significant environmental effects of proposed projects and efforts to prevent significant damage to the environment through the use of feasible alternatives or mitigation measures. Under CEQA, and as it applies to the CSU, a “project” is typically either a specific building or facility planned for construction, or a programmatic action such as approval of an updated campus master plan that is prepared to guide long-range campus development. CEQA compliance is required for activities directly implemented or financed by a governmental agency as well as for private activities requiring approval from a governmental agency. Per State CEQA guidelines, the type of CEQA action depends on the environmental impact of the project and primarily includes the following:

- **Categorical Exemption** applies to classes of projects which have been determined not to have a significant effect on the environment (e.g., interior renovations).
- **Negative Declaration** applies to projects which will not have a significant effect on the environment.

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<sup>1</sup> This information item has typically been provided to the board every two years (biennial) but was delayed due to the pandemic.

- **Mitigated Negative Declaration** include projects with potentially significant effects, but revisions in the project or mitigation measures will avoid or reduce effects to a point where no significant effects would occur.
- An **EIR** is completed for projects that could result in unavoidable significant environmental impacts.
- A **Supplemental EIR** may be prepared when it is necessary to provide additional information to make a previously certified EIR adequate for a project as modified. It focuses only on new project information, changed circumstances, new or substantially more severe impacts, and new or updated mitigation measures.
- An **Addendum to an EIR** may be prepared if there are minor technical changes or additions to a project which were included in a previously certified EIR.

### **Role of the CSU**

A “Lead Agency” is defined in CEQA as the public agency that has principal responsibility for carrying out or approving a project. The Board of Trustees is the Lead Agency for CSU projects and typically considers CEQA documentation at the time of a project’s schematic design approval or approval of a significant change to a long-range physical master plan. Pursuant to Section 21082.1(c)(3) of the Public Resources Code, the CSU Board of Trustees must find that certification of an environmental document reflects the Board of Trustees’ independent judgment as the lead agency for the project.

The Board of Trustees is responsible for ensuring that EIRs and other CEQA documents that may be submitted for consideration and approval are prepared in a timely manner and comply with all legal requirements; are properly noticed and circulated for public review when applicable; and public comments are considered and responses prepared, when required. Attachment A summarizes the changes to the environmental assessment process with respect to CEQA and environmental compliance. When the Board of Trustees considers a project for approval, it must first certify the associated environmental document as legally adequate. At that time, the Board of Trustees must also adopt the following documents:

- **Findings of Fact:** A summary of written findings for each significant impact identified in the environmental document, accompanied by a brief explanation of the rationale for each finding. Findings must conclude for each significant impact: 1) that changes have been incorporated into a project that avoid or lessen an impact, 2) that such changes are outside of the Board of Trustees’ authority and have been or should be adopted by another agency with jurisdiction and responsibility, or 3) that specific economic, legal, social, technological, or other considerations render proposed mitigation measures or project alternatives infeasible.

- **Statement of Overriding Considerations:** Prepared for projects with unavoidable significant impacts – that is, impacts that cannot be mitigated to a less than significant level. The statement is a summary of the circumstances and benefits of the project that outweigh the identified potential unavoidable significant impacts, as supported by evidence contained in the project’s administrative record. If the benefits are concluded to outweigh the impacts, those impacts may be considered “acceptable.”
- **Mitigation Monitoring and Reporting Program:** A summary of the mitigation measures required to reduce or avoid environmental impacts, identification of the entity responsible for implementing the mitigation, the timing of implementation, and identification of the entity responsible for monitoring implementation of the mitigation.

Under authority delegated to the chancellor, the Assistant Vice Chancellor for Capital Planning, Design and Construction (CPDC) is authorized to approve minor changes to a campus master plan and to approve specified CEQA documents (i.e., Categorical Exemptions, Negative Declarations, and Mitigated Negative Declarations) for capital projects that are not architecturally significant, are non-controversial, and/or are below a certain dollar value.

### **Summary of CEQA Actions**

Attachment B lists CSU CEQA actions for major projects during the reporting period July 1, 2017 through June 30, 2020. In addition, 185 categorical exemptions were filed during the reporting period for campus projects. Some project highlights of the reporting period are summarized below.

Notably, the CSU Board of Trustees considered and approved changes to campus Master Plans and the associated EIRs certified during the reporting period: CSU San Bernardino (September 2017), California Maritime Academy (July 2018), CSU Dominguez Hills (September 2019), and Cal Poly San Luis Obispo (May 2020). The Board also approved the EIR, master plan and acquisition for the San Diego State—Mission Valley site (January 2020).

Beyond the reporting period, Master Plan EIRs were approved for CSU Fullerton (July 2020) and CSU Chico (November 2020). The EIR for the campus Master Plan Update for CSU Monterey Bay is currently in progress and anticipated to come before the Board in 2021; several other campuses (CSU Long Beach, CSU Sacramento—Placer Center and CSU Sacramento—Ramona Center) are in varying stages of master plan updates and will commence public outreach and CEQA review over the next two years.

## **CEQA Judicial Action Updates**

Summarized below are recent court decisions or updates involving CSU CEQA actions.

### **City of Carson v. CSU Dominguez Hills**

The City of Carson objected to the designation of the CSU as the lead agency for the CSU Dominguez Hills Master Plan. This is the second lawsuit in which the City attempted to get a court order declaring the City the lead agency, and to stop the CSU from proceeding with Master Plan activities (e.g., the University Village EIR). The court denied the City's attempt to get a temporary restraining order. The California Office of Planning and Research (OPR) subsequently issued a letter finding that the CSU was the appropriate lead agency for the CSU Dominguez Hills Master Plan. The City thereafter amended its complaint to include the OPR. After receiving and considering all the evidence, briefs, pleadings, and arguments presented by the parties at the June 20, 2018 hearing on OPR's and CSU's judgment on the pleadings, and the November 7, 2018 hearing on the merits, the court denied the City's writ petition and requests for declaratory relief and dismissed the action. Judgment was entered in favor of OPR and CSU.

### **City of Hayward v. CSU East Bay #1**

The City of Hayward filed a CEQA challenge to the 2009 CSU East Bay Master Plan Environmental Impact Report, claiming the University failed to adequately analyze impacts on public services, including police, fire, and emergency services. The City demanded that the University provide funding for additional fire facilities.

The Hayward Area Planning Association (HAPA) and Old Highlands Homeowners Association (OHHA), two local residential homeowners' associations, filed a second CEQA challenge to the 2009 CSU East Bay Master Plan EIR, alleging shortcomings in nearly every aspect of the environmental findings, with an emphasis on the University's alleged failure to consider bus and other improvements to public transit access to the campus. On September 9, 2010, the trial court ruled in favor of the petitioners on nearly every issue and enjoined the University from proceeding with construction. The University appealed.

In June 2012, the Court of Appeal ruled the CSU East Bay Master Plan EIR is adequate, except for failing to analyze impacts on local recreational facilities. The Court's ruling includes a finding that CSU's determination that new fire protection facilities will not result in significant environmental impacts was supported by substantial evidence. Importantly, the Court also held that the obligation to provide adequate fire and emergency services is the responsibility of the City of Hayward, and the need for additional fire protection services is not an environmental impact that CSU must mitigate. The City and HAPA/OHHA filed a petition for review with the California Supreme Court.

Following the California Supreme Court's decision in the earlier *City of San Diego* matter, on October 14, 2015, the Court transferred the case back to the Court of Appeal. After further briefing, the Court of Appeal largely reissued its original decision, reiterating that the obligation to provide adequate fire and emergency services is the responsibility of the City of Hayward, and the need for additional fire protection services is not an environmental impact that CSU must mitigate.

In January 2016, the City filed a new Petition for Review with the Supreme Court. This petition was denied. The parties have subsequently agreed to a peremptory writ of mandate, consistent with the directives issued by the Court of Appeal.

In accordance with the writ of mandate, CSU East Bay conducted an additional parklands analysis and reconsidered the sources of funding for its proportional fair share contribution for traffic mitigation measures. Regarding parklands analysis, CSU East Bay prepared and circulated for comment a Partial recirculated Draft EIR. CSU East Bay identified alternative sources of funding of its proportional fair share contribution for traffic mitigation measures. Despite multiple meetings with the City, CSU East Bay was unable to come to an agreement regarding the proportional fair share mitigation payments and moved forward to complete the additional parkland analysis as required by the court.

In January 2018, the Board of Trustees decertified the previous EIR and findings and adopted the new EIR and findings. After review of submitted CSU documents, in May 2018, the court entered an order stating that the 2009 action was fully resolved subject to the court's consideration of the City's request for reimbursement of attorney fees.

## **City of Hayward v. CSU East Bay #2**

On March 2, 2018, the City of Hayward filed a new CEQA challenge. The City alleged that CSU's approval of the revised EIR did not comply with CEQA because (i) CSU did not update its traffic mitigation funding amount (to account for inflation), and (ii) the parklands analysis was inadequate. City representatives stated that the reason they filed a second lawsuit was to ensure that CSU continued to negotiate an additional MOU to address the amount and logistics of CSU's fair share payments for off-site traffic improvements, as set forth in the revised Master Plan EIR. Although not required by CEQA or the revised Master Plan EIR, the City desired to receive immediate payment of the full amount of all traffic mitigation measures (more than \$2.4 million) whether or not any or all of the contemplated Master Plan projects are developed and constructed.

The administrative record was certified and filed on September 20, 2018. Written briefing by both sides was completed on November 21, 2018. A hearing on the merits was scheduled and continued several times by the court. Before scheduling a final hearing date, the court issued a tentative ruling in CSU's favor, setting forth a preliminary analysis indicating that the court was inclined to deny the City's writ petition, but also requested supplemental briefing on two narrow procedural CEQA

issues. The hearing and oral argument occurred in September 2019. Thereafter, the court denied the City's petition and dismissed the action. The court's order acknowledged and accepted CSU's commitment to pay its fair share of off-site traffic mitigation costs when warranted by development and construction of Master Plan projects.

On November 20, 2019, the City filed an appeal of the superior court's decision. CSU filed a cross-appeal. After several meetings and negotiations, the matter was settled in September 2020, and the appeal was dismissed with prejudice. The terms of the settlement agreement reaffirm CSU East Bay's commitment and obligation to act consistent with the Fair Share Statements made in the final EIR and in the earlier litigation. CSU East Bay shall pay its fair share of the cost of off-site traffic mitigation measures identified in the Mitigation Monitoring and Reporting Program on a project-by-project basis as and to the extent that individual Master Plan projects and their corresponding traffic mitigation measures are undertaken. CSU, as the lead agency for the Master Plan, shall determine the amount of its fair share costs as supported by then-current technical analyses and construction costs, and will take into consideration fair share discussions with the City. The CSU also agreed to pay the City's attorneys' fees and costs of \$204,562.00, incurred in the earlier 2009 litigation as required by law and court order. The City released all claims for attorneys' fees in the second lawsuit and released all claims with prejudice. Should there be any future disputes with respect to these matters, the parties also agreed to submit such disputes to mediation and binding arbitration.

#### **Alcala, et al. v. CSUN**

At its July 2018 meeting, the Board of Trustees considered and adopted the Final Initial Study – Mitigated Negative Declaration and the corresponding Master Plan Revision involving a proposed project, which generally includes the demolition of the existing facility and construction of a hotel on a 2.75-acre site located on the California State University, Northridge campus. On August 23, 2018, Mark Anthony Alcala, Walter Rivers and Northridge for the Environment and Equitable Development filed a CEQA action in Los Angeles Superior Court challenging the CSU's project approvals.

In April 2019, the parties executed a non-monetary settlement agreement. In exchange for petitioners' dismissal of the action, and covenant of non-opposition to all project approvals, including their agreement not to require, comment on, or oppose future CEQA actions, permits, entitlements or approvals, the campus agreed to implement various additional project measures related to reduction of potential air quality impacts, and additional project design features and fixtures related to reduction of potential greenhouse gas impacts. CSU Northridge also agreed to additional measures related to mobile emissions, and potential construction noise impacts. The matter has been dismissed.

**Juaneno Band of Mission Indians, Acjachemen Nation, Belardes and California Cultural Resources Preservation Alliance, Inc. v. CSU (Long Beach)**

A CEQA challenge was filed over the University's temporary storage of soil excavated from the Parkland North Housing project site on an undeveloped 22-acre portion of campus of archaeological and tribal cultural significance and listed on the National Register. This lawsuit is ongoing at this time.

**Campus Support**

CSU CEQA Handbook - The CSU published a comprehensive update to the handbook in April 2019. Detailed discussions are provided for such topics as Legal Challenges and the Administrative Record, Public-Private Partnership (P3) projects, and Climate Action Plans. Another update is in process to provide comprehensive guidance to campuses in identifying and documenting historic (built environment) resources for the purposes of providing inventories of those resources and undertaking consultation with the State Historic Preservation Officer/State Office of Historic Preservation regarding preservation activities and project impacts on such resources, as required by Public Resources Code §§ 5024 and 5024.5.

CSU Transportation Impact Study Manual – An update to the manual was completed in March 2019 in response to the change in the CEQA Guidelines concerning VMT. The Manual also provides comprehensive guidance regarding project transportation analysis and report contents and agency coordination and consultation. The Manual is shared with campus Planning and Facilities staff and environmental consultants, including traffic engineers, for the purposes of ensuring compliance with the updated CEQA Guidelines and consistency of technical approaches to analysis in environmental documents across the CSU. The 2019 Transportation Impact Study Manual is used in conjunction with the CSU's 2013 Transportation Demand Management Manual to develop effective campus trip reduction strategies.

Climate Action Plans – A Quick Start Guide to Climate Action Planning has been recently developed and made available to campuses to support the development of Climate Action Plans. Climate action plans are essential tools for assessing greenhouse gas emissions (GHG) and developing a plan to achieve emission reduction targets. Eleven CSU campuses have published a campus-level climate action plan, with most setting a goal to achieve carbon neutrality by effectively reducing their net GHG emissions to zero.

Administrative Efficiencies – Each campus has Planning or Facilities Development staff with responsibility for and experience overseeing CEQA compliance for campus projects, retaining environmental consultants to prepare the related technical documentation, and ensuring the implementation of best practices campuswide with respect to environmental stewardship. To facilitate campus access to consultants, systemwide master enabling agreements (MEAs) have

been executed for CEQA experts that the campuses may use in considering a project's environmental impacts and supporting implementation of mitigation measures. In addition, MEAs are in process for firms that focus on transportation demand management and planning to assist campuses with strategies to reduce single rider vehicle use to campus and promote campus mobility solutions.

## **Changes to California Environmental Quality Act (CEQA) Requirements and Guidelines**

### **CEQA Guidelines Update**

A number of important changes concerning CEQA legislation and State CEQA guidance that affect how environmental analysis is conducted and how the CSU complies with CEQA took place during the reporting period.

The first major comprehensive series of updates to the State CEQA Guidelines since the late 1990s was implemented in December 2018. The CEQA Guidelines are administrative regulations governing implementation of the California Environmental Quality Act (Public Resources Code §§ 21000 et seq.), are prepared by the Governor’s Office of Planning and Research (OPR) and reviewed and adopted by the California Natural Resources Agency. Among other things, the CEQA Guidelines provide direction regarding the activities subject to environmental review, the steps involved in the environmental review process, and the required contents of environmental documents. The CEQA Guidelines apply to all public agencies in California.

The most notable CEQA Guidelines updates, including for CSU’s purposes, concern Energy, Greenhouse Gas Emissions (GHGs), Transportation, Water Supply, and Wildfire as they are addressed in environmental documents, and include updates to the CEQA Guidelines “Environmental Checklist Form.” Many California public agencies, including the CSU, use this checklist as the basis of significance thresholds and criteria (together with regulatory standards) in environmental documents. The updates were prepared in response to several factors, including new legislation, climate change and adaptation, published case law, and public input. Key updates are briefly summarized below.

**Energy** - The 2018 CEQA Guidelines update added Energy as a standalone checklist topic and clarified that the analysis of energy impacts must address not merely building design and energy demand, but also the environmental impacts of energy demand associated with project location, project-related transportation, equipment use, and other relevant factors.

**Greenhouse Gas Emissions (GHGs)** changes provide additional guidance for assessing impacts in response to legislation as well as case law. Amendments include clarifying that lead agencies are required to (1) evaluate and determine the significance of a project’s GHG emissions under CEQA; (2) quantify the effects of emissions on climate change through the assessment of a project’s “reasonably foreseeable incremental contributions”; and (3) consider short- and long-term emission effects and address the project’s incremental contribution to climate change given the State policies and greenhouse reduction goals.

**Transportation** - Perhaps the most important change made in 2018, the CEQA Guidelines update the checklist to eliminate the word “Traffic” in favor of “Transportation,” reflecting a fundamental shift away from considering traffic – specifically, roadway and intersection capacity, vehicular delays (levels of service or LOS), and other measures of traffic congestion – as an environmental impact in its own right. Instead, initial travel choices and the influences thereon – that is, the decision to drive in the first place, and the lack of adequate transit options or other alternatives to single-occupancy vehicle use – are treated as the source of potential environmental impacts on the local and regional transportation systems. Vehicle Miles Traveled, or VMT, was defined as the new metric of transportation-related impacts of land use projects. VMT formally replaced LOS (congestion delays) in July 2020 as the official basis for determining transportation impacts under CEQA.

Under the new Guidelines, campuses are still obligated to engage in consultation during the preparation of environmental documents with local jurisdictions and the California Department of Transportation (Caltrans) regarding their concerns about mobility, access, and other issues important to their constituencies. However, those may no longer be considered CEQA impacts or the basis for required mitigation except for safety-related impacts (which remains a required topic for evaluation under CEQA). This largely eliminates, for example, CEQA-related requirements for campus fair-share payments to local jurisdictions for off-campus roadway improvements, which will result in considerable cost savings over time, and the ability of campuses to invest in their own mobility solutions and infrastructure instead.

Campus environmental documents are now required to evaluate how campus VMT is affected by a given project or a program such as a Master Plan update in comparison to a selected regional benchmark, and how a campus project affects the regional VMT. CSU campuses are traditionally commuter-oriented, as opposed to residential, in nature, and may draw students, staff, faculty, and visitors from relatively large “commute-sheds.” As a result, campuses typically generate relatively high VMT per campus population, although this varies according to location, the amount of student housing on campus, and other factors. To reduce trip generation and parking demand at the source, campuses are required to develop customized Transportation Demand Management (TDM) programs that implement alternatives to single-occupancy vehicle use and related parking demand. Campuses are also required to monitor and report on the effectiveness of measures over time, to ensure they have the intended effect.

**Water** - Updates clarified that an environmental document must analyze a proposed project’s water supply sources over the course of the project’s lifetime “as well as the environmental impacts of supplying that water to the project.”<sup>1</sup> Analysis must address uncertainty in water supply sources, as well as alternatives.

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<sup>1</sup> State of California. Governor’s Office of Planning and Research, “Proposed Updates to the CEQA Guidelines,” November 2017.

**Wildfire** - A new addition as a standalone environmental topic in the checklist. Environmental documents are now required to evaluate a project's potential to (1) impair an adopted emergency or evacuation plan; (2) exacerbate wildfire risks and expose occupants to uncontrolled wildfire spread or associated pollutant concentrations; and (3) require infrastructure that could exacerbate fire risk or expose downslope or downstream populations to landslides or flooding as the result of post-fire changes.

**Tribal Cultural Resources** - In 2015, the State Legislature passed AB 52 into law, which elevated and formalized the engagement of California Native American Tribes in the CEQA review process to avoid project impacts on Tribal Cultural Resources. Such resources include sites, features, cultural landscapes, sacred places, for example, with cultural value to a California Native American Tribe that are included on or eligible for listing on the California Register of Historic Resources or a local register of historical resources, and that are determined by a lead agency to be significant. AB 52 requires lead agencies (for CSU purposes, a campus) to engage in formal consultation early in the environmental review process for certain projects in the geographic area which a Tribe has a traditional and cultural affiliation.

CSU campuses, with the support of qualified consultants, have conducted numerous consultations with California Native American Tribes since 2015, for such varied projects as comprehensive campuswide Master Plan updates, new facilities construction, infrastructure improvements, and off-campus open space management programs, and have jointly developed mitigation measures to reduce or avoid impacts on resources. Many campuses regularly engage Native American construction monitors and, where the potential to encounter known or unknown resources exists, have developed artifact collection and treatment plans in accordance with required environmental document mitigation obligations.

**The California State University  
 California Environmental Quality Act Report  
 July 2017 through June 2020**

This summary reflects CEQA actions considered by the CSU Board of Trustees for major capital outlay projects or master plan revisions. It does not include the 185 categorical exemptions for lower dollar value (\$752,000) projects filed during the reporting period for campus projects.

CAMPUS & PROJECT	CEQA Action					
	Finding of Consistency	Exempt	MND/ND	Addendum	EIR	BOT Approval
<b>CALIFORNIA STATE UNIVERSITY, CHANNEL ISLANDS</b>						
University Glen Ph. 2 Housing and Master Plan Revision					√	July 2017
<b>CALIFORNIA STATE UNIVERSITY, CHICO</b>						
Siskiyou II Science Replacement (Seismic) Building				√		January 2018
<b>CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS</b>						
Student Housing Ph. III	√					May 2018
Innovation and Instruction Building	√					May 2018
Master Plan Update/Revision					√	September 2019
<b>CALIFORNIA STATE UNIVERSITY, EAST BAY</b>						
Decertify 2009 FEIR for Master Plan Update/Revision; Certify partial recirculated EIR for Master Plan Update/Revision including Pioneer Height and Parking Structure					√	January 2018
CORE Building - Library Replacement (Seismic)				√		May 2018
<b>CALIFORNIA STATE UNIVERSITY, FRESNO</b>						
Student Union			√			September 2019

CAMPUS & PROJECT	CEQA Action					
	Finding of Consistency	Exempt	MND/ND	Addendum	EIR	BOT Approval
<b>CALIFORNIA STATE UNIVERSITY, FULLERTON</b>						
Student Housing Ph. 4	√					July 2020
Master Plan Update/Revision					√	July 2020
<b>CALIFORNIA STATE UNIVERSITY, LOS ANGELES</b>						
Parking Structure E	√					November 2017
Student Housing East (part of North Campus Project)				√		May 2018
<b>CALIFORNIA STATE UNIVERSITY, LONG BEACH</b>						
Housing Expansion Ph. I - Parkside North Housing, Addendum No. 1				√		July 2019
Housing Expansion Ph. I - Parkside North Housing, Addendum No. 2	√			√		November 2019
Housing Expansion Phase I - Hillside Housing Administration & Commons					√	November 2019
<b>MARITIME ACADEMY</b>						
Real Property (Motel 6) Acquisition and Master Plan Revision						January 2018
Master Plan Update/Revision					√	July 2018
<b>CALIFORNIA STATE UNIVERSITY, NORTHRIDGE</b>						
G6 Parking Structure	√					July 2017
Hotel					√	July 2018
<b>CALIFORNIA STATE UNIVERSITY, SACRAMENTO</b>						
Recreation/Wellness Center Expansion, Ph. 2	√					July 2017
South Campus Student Housing Project - A			√			January 2019
Placer Center Gift Agreement Acceptance & MOU Execution						January 2019

CAMPUS & PROJECT	CEQA Action					
	Finding of Consistency	Exempt	MND/ND	Addendum	EIR	BOT Approval
<b>CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO</b>						
Student Union Renovation and Expansion	√					November 2017
Master Plan Update/Revision					√	September 2017
Palm Desert Off-Campus Center & Master Plan Revision					√	January 2018
College of Arts and Letters/Theater Building Renovation and Addition	√					September 2020
<b>SAN DIEGO STATE UNIVERSITY</b>						
New Student Residence Hall					√	November 2017
Aztec Recreation Center Expansion		√				May 2019
Recertify 2007 Campus Master Plan Update EIR as modified by 2018 Additional Analysis					√	May 2018
Mission Valley Master Plan, Property Acquisition and Site Development, and Multi-Use Stadium					√	January 2020
<b>SAN JOSE STATE UNIVERSITY</b>						
Interdisciplinary Science Building			√			July 2018
<b>CALIFORNIA STATE UNIVERSITY, SAN MARCOS</b>						
Extended Learning Building and Parking Structure					√	January 2018
<b>CALIFORNIA POLYTECHNIC STATE UNIVERSITY, SAN LUIS OBISPO</b>						
Fermentation Sciences Complex			√			September 2017
Science and Agriculture Teaching and Research Complex					√	January 2019
Master Plan Update/Revision					√	May 2020
<b>EXEMPT</b>	<b>Categorical Exemption</b>					
<b>MND/ND</b>	<b>Mitigated Negative Declaration / Negative Declaration</b>					
<b>EIR</b>	<b>Environmental Impact Report</b>					
<b>BOT Approval</b>	<b>Meeting Date Action Taken</b>					

## AGENDA

### COMMITTEE ON FINANCE

**Meeting:** 1:15 p.m., Tuesday, May 18, 2021  
Virtually via Teleconference

Jack McGrory, Chair  
Peter J. Taylor, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Jack Clarke, Jr.  
Wenda Fong  
Maryana Khames  
Anna Ortiz-Morfit  
Krystal Raynes  
Lateefah Simon

- Consent**
1. Approval of Minutes of the Meeting of March 23, 2021, *Action*
  2. California State University, Monterey Bay Conceptual Approval of a Public-Private Partnership Mixed-Use Development Project, *Action*
  3. California State University Annual Debt Report, *Information*
  4. California State University Quarterly Investment Report, *Information*
- Discussion**
5. 2021-2022 Operating Budget Update, *Information*
  6. Auxiliary Organizations, *Information*

**MINUTES OF THE MEETING OF THE  
COMMITTEE ON FINANCE**

**Trustees of the California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**March 23, 2021**

**Members Present**

Jack McGrory, Chair  
Peter J. Taylor, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Jack Clarke, Jr.  
Wenda Fong  
Maryana Khames  
Anna Ortiz-Morfit  
Krystal Raynes

Lillian Kimbell, Chair of the Board  
Joseph I. Castro, Chancellor

Trustee Jack McGrory called the meeting to order.

**Public Comment**

Public comment took place at the beginning of the meeting's open session, prior to all committees.

**Approval of the Consent Agenda**

The minutes of the January 26, 2021 meeting of the Committee on Finance were pulled from the consent agenda. Trustee Romey Sabalius requested the minutes be amended to change reference of "a few trustees" to "the trustees" and to add Chancellor Joseph Castro's remarks related to layoffs. Chancellor Castro stated that the minutes should use language from his remarks that day and will be updated accordingly. The minutes were approved as amended.

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 23, 2021 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

### **California State University Information Security**

Information about the CSU's cybersecurity efforts, risks, and practices was shared. Cyber attacks continue to grow in numbers and severity and have affected many institutions at varying levels. One effort to reduce the risk of attacks requires all faculty, staff, and students to use two-factor authentication to gain access to campus systems. The CSU has shared policies, standards, and best practices across the system and takes every effort to secure personal information. It also works collaboratively and continuously with national and state information security organizations and law enforcement to evaluate and update practices.

Ten CSU campuses are helping address this national issue by offering cybersecurity certificates and degrees. President Tomás Morales of CSU San Bernardino shared how the campus program is helping prepare students to succeed in this challenging field.

Following the presentation, the trustees inquired about two-factor authentication and phishing attempts. The trustees requested information about online proctoring contracts and how the CSU ensures that vendors protect personal information. Chief Information Officer Michael Berman responded that contracts contain specific language that holds vendors accountable for providing the same information security standards as the CSU. Trustee Krystal Raynes requested to see this language in the contracts and Dr. Berman agreed to share it with her.

The trustees asked if there has been a rise in cybersecurity attacks and were informed that there has been an increase due to everyone having offsite access to systems. Campuses are the first line of defense in cybersecurity and all campuses must follow systemwide policies and standards. The Chancellor's Office supports information security for systemwide applications like the common systems for finance, human resources, and students.

Trustee McGrory adjourned the meeting of the Committee on Finance.

## COMMITTEE ON FINANCE

### **California State University, Monterey Bay Conceptual Approval of a Public-Private Partnership Mixed-Use Development Project**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Robert Eaton  
Assistant Vice Chancellor  
Financing, Treasury, and Risk Management

Eduardo M. Ochoa  
President  
California State University, Monterey Bay

#### **Summary**

This item requests conceptual approval to pursue a public-private partnership (P3) plan for a mixed-use development on the California State University, Monterey Bay campus.

#### **Background**

In July 2016, the Board of Trustees of the California State University Board approved a conceptual plan for a sports complex project under a public-private partnership structure. However, the project was deemed infeasible based on unrealistic assumptions in the pro forma. In 2017, as part of its campus master planning process, the campus identified potential sites for future P3 developments in line with university objectives to enhance athletic, wellness, student, and educational facilities. These identified sites allow the university to define its campus edge and relationship with the surrounding community, as well as provide an opportunity to establish long-term assets and revenue streams to support its mission. In 2019, the campus commissioned a real estate advisor and consultant to conduct a multi-asset market analysis, which was subsequently postponed in 2020 due to the COVID-19 pandemic but later resumed in late 2020. Findings from the analysis indicated favorable demand and potential for a mixed use P3 development that includes multifamily housing, retail, and commercial office facilities.

## **Project Description**

The project proposes the first phase of a multi-phase construction development, comprised of 445,000 gross square feet of multifamily housing, retail, and office facilities on approximately 22 acres of the total 72-acre vacant site located in the northwest corner of the campus along Second Avenue and Eighth Street. The project serves as the campus boundary with new City of Marina development and provides an opportunity for the university to activate a vacant Second Avenue street front as envisioned in the land reuse documents governing the original transfer of a portion of the old Fort Ord site to the CSU for the establishment of the campus. Through site design and trail placement, the project will also further link the campus community by bike connections to adjacent uses, including retail, restaurants, movie theater, Veteran's Hospital, new housing, and the State Dunes Park (beach) via building placement along Second Avenue. The project will complement adjacent development by providing new uses and will demonstrate the campus' commitment to cutting edge sustainable and smart growth development principles.

In March 2021, the campus received support from the Land Development Review Committee for the project concept.

## **Budget and Financing**

The campus anticipates leasing the site under a long-term ground-lease structure to a development team selected through competitive processes. The lease will be structured to ensure that the campus receives ground-lease rent based upon fair market value of the land, at minimum. It is anticipated that the campus will fund the California Environmental Quality Act process for the project site with the cost being reimbursed by the developer. The developer will also be responsible for reimbursing the campus for all costs associated with the environmental and entitlement processes in accordance with CSU requirements. No other campus or auxiliary funds will be committed to the project and the developer team will be responsible for the related financing, construction, and management of the property during the term of the lease. Through provisions in the legal documents, the campus will ensure that the construction of each facility is consistent with design standards established for the project and that each facility is well maintained and adequately funded by maintenance reserves throughout the life of the agreement.

## **Educational Benefits**

The project benefits the campus by providing expanded academic and research opportunities, internships, and employment opportunities, particularly with the College of Science, College of Health Sciences and Human Services, and the College of Business. The project's office space component can be used as business incubators and education spaces, providing opportunities for academic learning, student internships, and part-time employment.

The University fully intends to strongly engage with the selected development partner to create the most desirable environment to foster these educational benefits.

## **Approval of the Final Development Plan**

Per Board of Trustees policy, as the project moves forward, all related master plan revisions, amendments of the capital outlay program, proposed schematic plans, financial plans, proposed key business points of the finalized development plan, and the required environmental documents will be presented at future meetings for final approval by the board prior to execution of any commitments for development and use of the property.

## **Recommendation**

The following resolution is presented for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that the Trustees:

1. Approve the concept of a public/private partnership for a mixed-use development and the release of the Request for Proposals;
2. Authorize the chancellor and the campus to enter into negotiations for agreements as necessary to develop a final plan for the public/private partnership as explained in Agenda Item 2 of the May 17-19, 2021 meeting on the Committee on Finance;
3. Authorize the chancellor and the campus to enter into a due diligence access and option agreement which provides the developer with a limited-term option along with the responsibility for the development of a final plan, schematic drawings, and necessary environmental analyses during the option period;
4. Will consider the following additional action items relating to the final plan:
  - a) Certification of Final California Environmental Quality Act (CEQA) documentation.
  - b) Approval of a development and financial plan negotiated by the campus and the developer with the advice of the Chancellor;
  - c) Approval of an amendment to the Non-State Capital Outlay Program;
  - d) Approval of the schematic design.

## **COMMITTEE ON FINANCE**

### **California State University Annual Debt Report**

#### **Presentation By**

Robert Eaton  
Assistant Vice Chancellor  
Financing, Treasury, and Risk Management

#### **Summary**

This item reports on the debt of the California State University Systemwide Revenue Bond program in accordance with the CSU Policy on Financing Activities (RFIN/CPBG 11-14-01).

#### **Background**

The Systemwide Revenue Bond (SRB) program, under the provisions and authorities of The State University Revenue Bond Act of 1947 (Education Code Sections 90010-90083), was established by the California State University Board of Trustees at its March 2002 meeting. Since the inception of the SRB program, the CSU Policy on Financing Activities has set forth the principles that serve as the basis for the SRB program and has provided the chancellor with authority to establish procedures for the management of the SRB program consistent with the Board of Trustees' objectives for the use of debt, including the establishment of benchmark financial ratios to ascertain the financial viability of projects to be financed with CSU debt. The current CSU Policy on Financing Activities (RFIN/CPBG 11-14-01) was amended by the Board of Trustees in November 2014 and is included as Attachment A.

The SRB program provides capital financing for projects of the CSU approved by the Board of Trustees, including student housing, parking, student union, health center, continuing education facilities, certain auxiliary projects, and other academic facilities. Revenues from these programs and revenues approved by the Board of Trustees, including CSU operating funds, are used to meet operational requirements for the projects and to pay debt service on the debt issued to finance the projects. A strength of the SRB program is its consolidated pledge of gross revenues to the bondholders, which has resulted in strong credit ratings and low borrowing costs for the CSU.

Since the inception of the SRB program, the CSU has also issued commercial paper (CP) primarily to provide campuses with short term, lower cost capital financing on projects until long term bonds are sold. The CSU Institute, a systemwide auxiliary of the CSU, issues the CP, which is secured by Bond Anticipation Notes issued by the CSU. The CSU currently has a CP program in the amount of \$300 million, although both the Board of Trustees and the CSU Institute have authorized a CP program up to \$500 million. The CP program is supported by letters of credit from State Street and Wells Fargo N.A. that expire in May 2025.

### SRB and CP Portfolio Profile

As of June 30, 2020 and April 30, 2021, outstanding SRB debt of the CSU was approximately \$7.2 billion and approximately \$7.9 billion, respectively.

Key characteristics of the SRB portfolio are as follows:

Debt Ratings:	Aa2 (Moody's) AA- (Standard & Poor's)
Weighted Average Cost of Capital:	3.41%
Weighted Average Maturity:	14.9 Years
Interest Rate Mix:	97% Long Term Fixed Rate 3% Short Term Fixed Rate

As of April 30, 2021, outstanding CP was \$63.7 million at a weighted average interest rate of 0.11 percent.

### SRB Operating Performance and Debt Service Coverage Ratios

For the fiscal years ended June 30, 2018, June 30, 2019, and June 30, 2020, operating performance and debt service coverage ratios for the SRB program were as follows (amounts in millions):

	<u>June 30, 2018</u>	<u>June 30, 2019</u>	<u>June 30, 2020</u>
Operating Revenues <sup>1</sup>	\$5,250	\$5,326	\$5,188
Operating Expenses <sup>1</sup>	<u>1,794</u>	<u>1,763</u>	<u>1,864</u>
Net Revenues	3,456	3,563	3,324
Annual Debt Service	\$363	\$384	\$423
Debt Service Coverage <sup>2</sup>	<b>9.52</b>	<b>9.28</b>	<b>7.86</b>

(1) Operating Revenues and Operating Expenses reflect the addition of student tuition fee revenue to the SRB pledge of gross revenues and the addition of associated expenses, effective April 2016.

(2) The minimum benchmark for the system, as established by executive order, is 1.45.

## Activity since the March 2020 Annual Debt Report

### Series 2020C, Series 2020D, and Series 2020E SRB Issuance

In August 2020, the CSU issued \$1,308,615,000 of SRBs comprised of the following series:

Series 2020C (Tax-exempt):	\$314,030,000
Series 2020D (Taxable):	\$528,575,000
Series 2020E (Taxable):	<u>\$466,010,000</u>
Total par amount of the bonds:	\$1,308,615,000

All of the Series 2020C and 2020E bonds were issued for new money projects at all-in true interest costs of 2.52 percent and 2.96 percent, respectively. The bulk of the Series 2020D bonds were used to refund outstanding SRB debt for net present value savings of about \$64 million, with year one cash flow savings of about \$15.6 million.

### Projects Approved for Financing under Delegated Authority

In March 2018, the Board of Trustees amended Section II.f. of its Standing Orders in order to delegate authority to the Chancellor to, among other things, authorize debt financing for projects valued up to \$40 million and authorize debt financing for all remodels, parking structures, and utilitarian projects, regardless of cost.

In September and December 2020, under this delegation of authority, the Chancellor authorized debt financing for the following five projects:

- California State University, Long Beach Housing Administration and Commons project with a not-to-exceed financing amount of \$19,785,000
- California State University, Long Beach Hillside Los Cerritos and Los Alamitos Renovation project with a not-to-exceed financing amount of \$32,400,000
- California Polytechnic State University, San Luis Obispo Dining Complex Renovation (Building 19) auxiliary project with a not-to-exceed financing amount of \$16,400,000
- California State University, Monterey Bay Capital Improvement auxiliary project with a not-to-exceed financing amount of \$17,590,000
- San Francisco State University Science Building (Continuing Education Portion) project with a not-to-exceed financing amount of \$20,525,000

All five projects met CSU debt financing benchmarks. All five are presently in CP and are expected to be included in a future SRB issuance.

**CSU Policy for Financing Activities**  
**Board of Trustees' Resolution**  
**RFIN/CPBG 11-14-01**

**WHEREAS**, The Board of Trustees of the California State University ("the Board" or "the Trustees") finds it appropriate and necessary to use various debt financing programs afforded to it through the methods statutorily established by the legislature, and to use to its advantage those programs available to it through debt financing by recognized auxiliary organizations of the California State University; and

**WHEREAS**, The Board recognizes the capital needs of the CSU require the optimal use of all revenues to support its academic mission; and

**WHEREAS**, The Board wishes to establish and maintain policies that provide a framework for the approval of financing transactions for the various programs that enable appropriate oversight and approval by the Trustees; and

**WHEREAS**, Within a policy framework, the Board desires to establish appropriate delegations that enable the efficient and timely execution of financing transactions for the CSU and its recognized auxiliary organizations in good standing; and

**WHEREAS**, The Board recognizes that there is a need from time to time to take advantage of rapidly changing market conditions by implementing refinancings or restructurings; and

**WHEREAS**, The Board finds it appropriate to use the limited debt capacity of the CSU in the most prudent manner; and

**WHEREAS**, There are certain aspects of the tax law related to the reimbursement of up-front expenses from tax-exempt financing proceeds that would be more appropriately satisfied through a delegation to the Chancellor without affecting the Trustees' ultimate approval process for such financings; now, therefore be it

**RESOLVED**, by the Board of Trustees of the California State University as follows:

**Section 1. General Financing Policies**

**1.1** The State University Revenue Bond Act of 1947 (1947 Bond Act) and Education Code Sections 89770-89774 (EC 89770-89774) (collectively, the "CSU Bond Acts") provide the Board of Trustees with the ability to acquire,

construct, finance, or refinance projects funded with debt instruments repaid from various revenue sources.

**1.2** The long-term debt programs of the Board of Trustees established pursuant to the CSU Bond Acts shall be managed by the Chancellor, to the greatest extent possible, to credit rating standards in the "A" category, at minimum.

**1.3** The intrinsic rating of any debt issued by the Trustees shall be at investment grade or better.

**1.4** The Trustees' debt programs should include the prudent use of variable rate debt and commercial paper to assist with lowering the overall cost of debt.

**1.5** The Trustees' programs shall be designed to improve efficiency of access to the capital markets by consolidating bond programs where possible.

**1.6** The Chancellor shall develop a program to control, set priorities, and plan the issuance of all long-term debt consistent with the five-year capital outlay program.

**1.7** The Chancellor shall annually report to the Trustees on the activity related to the issuance of long-term debt.

## **Section 2. Financing Structure of the CSU's Debt Programs**

**2.1** To use the limited debt capacity of CSU in the most cost effective and prudent manner, all on-campus student, faculty, and staff rental housing, parking, student union, health center, and continuing education capital projects will be financed by the Trustees using a broad systemwide multi-source revenue pledge under the authority of the CSU Bond Acts in conjunction with the respective authority of the Trustees to collect and pledge revenues.

Other on-campus and off-campus projects, including academic and infrastructure support projects, will also be financed through this structure under the authority of the CSU Bond Acts, unless there are compelling reasons why a project could not or should not be financed through this structure (see Section 3 below).

**2.2** The Chancellor is hereby authorized to determine which revenues may be added to the broad systemwide multi-source revenue pledge under the authority granted by the CSU Bond Acts, to determine when such revenues may be added,

and to take appropriate action to cause such additional revenues to be pledged to CSU debt in accordance with the CSU Bond Acts.

**2.3** The Chancellor shall establish minimum debt service coverage and other requirements for financing transactions undertaken under the CSU Bond Acts and/or for the related campus programs, which shall be used for implementation of the Trustees' debt programs. The Chancellor shall also define and describe the respective campus program categories.

**2.4** The Chancellor, the Executive Vice Chancellor and Chief Financial Officer, the Assistant Vice Chancellor Financial Services, the Deputy Assistant Vice Chancellor for Financing, Treasury, and Risk Management, and each of them (collectively, "Authorized Representatives of the Trustees"), are hereby authorized and directed, for and in the name and on behalf of the Trustees, to take any and all actions necessary to issue bonds pursuant to the CSU Bond Acts to acquire or construct projects. Authorized Representatives of the Trustees, with the advice of the General Counsel, are authorized to execute, acknowledge and deliver, and to prepare and review, as each of them deems appropriate, all bond resolutions, bond indentures, official statements and all other documents, certificates, agreements and information necessary to accomplish such financing transactions.

**2.5** The Chancellor, the Executive Vice Chancellor and Chief Financial Officer, the Assistant Vice Chancellor Financial Services, the Deputy Assistant Vice Chancellor for Financing, Treasury, and Risk Management, and each of them (collectively, "Authorized Representatives of the Trustees"), are hereby authorized and directed, for and in the name and on behalf of the trustees, to take any and all actions necessary to refinance any existing bonds issued pursuant to the CSU Bond Acts. Authorized Representatives of the Trustees, with the advice of the General Counsel, are authorized to execute, acknowledge and deliver, and to prepare and review, as each of them deems appropriate, all bond resolutions, bond indentures, official statements and all other documents, certificates, agreements and information necessary to accomplish such refinancing transactions.

### **Section 3. Other Financing Programs**

**3.1** The Board recognizes that there may be projects, or components of projects, that a campus wishes to construct that are not advantaged by, or financing is not possible for, or are inappropriate for financing under the CSU Bond Acts. A campus president may propose that such a project be financed as an auxiliary organization or third party entity financing, if there is reason to believe that it is more advantageous for the transaction to be financed in this manner than through the CSU Bond Acts financing program.

**3.1.1** Such financings and projects must be presented to the Chancellor for approval early in the project's conceptual stage in order to proceed. The approval shall be obtained prior to any commitments to other entities.

**3.1.2** These projects must have an intrinsic investment grade credit rating, and shall be presented to the Trustees to obtain approval before the financing transaction is undertaken by the auxiliary organization or other third party entity.

**3.1.3** If a project is approved by the Trustees, the Chancellor, the Executive Vice Chancellor and Chief Financial Officer, the Assistant Vice Chancellor Financial Services, the Deputy Assistant Vice Chancellor for Financing, Treasury, and Risk Management, and each of them (collectively, "Authorized Representatives of the Trustees") are hereby authorized and directed, for and in the name and on behalf of the Trustees, to execute, acknowledge and deliver, and to prepare and review, as each of them deems appropriate, any and all documents and agreements with such insertions and changes therein as such Authorized Representatives of the Trustees, with the advice of the General Counsel, may require or approve, such approval to be conclusively evidenced by the execution and delivery thereof, in order to assist with the planning, design, acquisition, construction, improvement, financing, and refinancing of the projects.

**3.2** The Chancellor may require campus presidents to establish campus procedures applicable to campus auxiliary organizations for the issuance of debt instruments to finance or to refinance personal property with lease purchase, line-of-credit, or other tax-exempt financing methods. The procedures issued by the

Chancellor need not contain a requirement for approval of the Trustees or the Chancellor but may include authority for campus presidents to take all actions to assist the auxiliary organization on behalf of the Trustees to complete and qualify such financing transactions as tax-exempt.

#### **Section 4. State Public Works Board Lease Revenue Financing Program**

**4.1** The authorizations set forth in this section shall be in full force and effect with respect to any State Public Works Board project which has been duly authorized by the legislature in a budget act or other legislation and duly signed by the Governor and which is then in full force and effect.

**4.2** The Chancellor, the Executive Vice Chancellor and Chief Financial Officer, the Assistant Vice Chancellor Financial Services, the Deputy Assistant Vice Chancellor for Financing, Treasury, and Risk Management, and Assistant Vice Chancellor for Capital Planning, Design and Construction each of them (collectively, "Authorized Representatives of the Trustees") are hereby authorized and directed, for and in the name and on behalf of the Trustees, to execute, acknowledge and deliver, and to prepare and review, as each of them deems appropriate, any and all construction agreements, equipment agreements, equipment leases, site leases, facility leases and other documents and agreements with such insertions and changes therein as such Authorized Representatives of the Trustees, with the advice of the General Counsel, may require or approve, such approval to be conclusively evidenced by the execution and delivery thereof, in order to provide for the planning, design, acquisition, construction, improvement, financing, and refinancing of the projects.

#### **Section 5. Credit of the State of California**

**5.1** The delegations conferred by this resolution are limited and do not authorize the Chancellor or other Authorized Representatives of the Trustees to establish any indebtedness of the State of California, the Board of Trustees, any CSU campus, or any officers or employees of any of them. Lending, pledging or otherwise using the credit established by a stream of payments to be paid from funds appropriated from the State of California for the purpose of facilitating a financing transaction associated with a capital project is permitted only if specifically authorized by a bond act or otherwise authorized by the legislature.

## **Section 6. Tax Law Requirement for Reimbursement of Project Costs**

**6.1** For those projects which may be financed under the authority of the Trustees, the Chancellor, the Executive Vice Chancellor and Chief Financial Officer, the Assistant Vice Chancellor Financial Services, the Deputy Assistant Vice Chancellor for Financing, Treasury, and Risk Management, and each of them (collectively, "Authorized Representatives of the Trustees"), are hereby authorized to make declarations on behalf of the Trustees solely for the purposes of establishing compliance with the requirements of Section 1.150-2 of the U.S. Treasury Regulations; provided, however that any such declaration:

**6.1.1** Will not bind the Trustees to make any expenditure, incur any indebtedness, or proceed with the project or financing; and

**6.1.2** Will establish the intent of the Trustees at the time of the declaration to use proceeds of future indebtedness, if subsequently authorized by the Trustees, to reimburse the Trustees for expenditures as permitted by the U.S. Treasury Regulations.

## **Section 7. Effective Date and Implementation**

**7.1** Within the scope of this financing policy, the Chancellor is authorized to further define, clarify and otherwise make and issue additional interpretations and directives as needed to implement the provisions of this policy.

**7.2** This resolution supersedes RFIN 03-02-02 and shall take effect immediately.

## **COMMITTEE ON FINANCE**

### **California State University Quarterly Investment Report**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Robert Eaton  
Assistant Vice Chancellor  
Financing, Treasury, and Risk Management

#### **Summary**

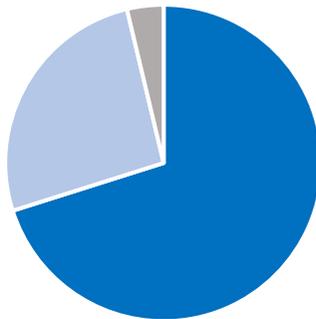
This item provides the quarterly investment report to the California State University Board of Trustees for the quarter ended December 31, 2020. The information in Attachment A provides the entire quarterly investment report regarding CSU investments as required by Education Code § 89726.

#### **Background**

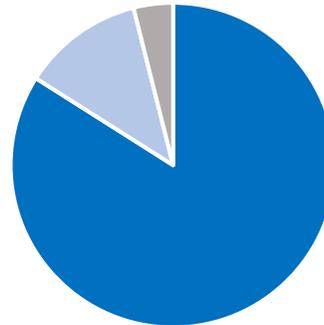
Pursuant to the CSU Master Investment Policy (included as Attachment B) CSU investments as of December 31, 2020 consisted of investments in the Liquidity Portfolio (Systemwide Investment Fund Trust, or SWIFT), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). Except for amounts held at the State in SMIF, all CSU investments are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$1.6 billion in bond proceeds, which by state law are required to be held by the state and are invested in SMIF.

**CSU Investments – Balances, Allocations, and Returns  
 December 31, 2020**

	<b>Balance</b>	<b>% of CSU Investments</b>	<b>Twelve Month Returns</b>
Liquidity Portfolio (SWIFT)	\$3.354 billion	70.1%	2.35%
Total Return Portfolio (TRP)	\$1.251 billion	26.2%	10.97%
Surplus Money Investment Fund (SMIF)	\$178.5 million	3.7%	1.02%
<b>CSU Investments</b>	<b>\$4.78 billion</b>	<b>100%</b>	



- Liquidity Portfolio (SWIFT) - 70.1%
- Total Return Portfolio (TRP) - 26.2%
- Surplus Money Investment Fund (SMIF) - 3.7%



- Fixed Income - 84.0%
- Equity - 12.1%
- Real Assets - 3.9%

**CSU Investment Portfolios**

For detailed information on the investment performance and characteristics of the CSU investment portfolios please see Attachment A.

**CSU Liquidity Portfolio (Systemwide Investment Fund Trust, or SWIFT)**

The purpose of the Liquidity Portfolio is to provide sufficient and immediate liquidity to meet the operating needs of the CSU. The investment objective is safety of principal and liquidity.

The Liquidity Portfolio is managed through contracts with two investment management firms, US Bancorp Asset Management and Wells Capital Management, each of whom provides investment management services for the program. While the custodian, US Bank, holds the funds invested in the Liquidity Portfolio, for investment management purposes additions to the portfolio are split evenly between the investment managers and invested according to permitted investments outlined in the Government Code of the State and the Liquidity Portfolio investment policy. Consistent with state law, the Liquidity Portfolio is restricted to high quality, fixed income securities.

### **CSU Total Return Portfolio (TRP)**

Legislation effective January 1, 2017, expanded the CSU investment authority to allow investment in mutual funds (including equity mutual funds) and real estate investment trusts. The Total Return Portfolio was created to take advantage of the new investment authority.

The purpose of the TRP is to provide opportunity for additional risk adjusted returns on CSU funds over a full market cycle. The investment objective is to achieve a prudent return within a moderate risk level.

Under State law, investment of funds in the TRP is subject to the CSU meeting certain conditions regarding investment oversight, reporting, and use of earnings, and may not be more than thirty percent of eligible CSU investments. The CSU Investment Advisory Committee (IAC), established by the Board of Trustees in September 2017, oversees the TRP and focuses on key issues such as investment policy, asset allocation, investment manager oversight, and investment performance.

The TRP investment policy provides a framework for the investment of portfolio funds in the TRP and includes the following key elements as further described in the TRP Investment Policy:

Investment Objectives	Investment Manager Selection
Spending Policy	Roles & Responsibilities
Time and Investment Horizon	Environmental, Social and Governance Framework
Risk Tolerance	Risk Management
Expected Return	Monitoring and Control Procedures
Asset Allocation	
Benchmarks	

The IAC has adopted an investment schedule for the TRP that utilizes a dollar-cost averaging approach and provides regular monthly contributions to the TRP. An initial investment of \$33.5 million into the TRP was made on April 1, 2018, and additional investments allowed the TRP to reach the fiscal year 2018-2019 statutory limit of \$600 million in the first half of 2019. After June 30, 2019, a new investment schedule was adopted by the IAC and staff, with the goal of funding the TRP to as much as 30 percent of CSU investments by mid-2020. However, in April of 2020, the IAC approved a reduced investment schedule in the amount of \$20 million total between April and July of 2020, and in August of 2020, the IAC suspended further contributions to the TRP for the time being. Both of these actions were taken in order to preserve liquidity in the CSU Liquidity Portfolio in response to the COVID-19 pandemic. The investment schedule may also be adjusted by the IAC at any time depending on market conditions.

Since the TRP Inception date<sup>1</sup> through December 31, 2020, the TRP investment earnings were approximately \$215.9 million. During this period, the TRP total return exceeded the Liquidity Portfolio (SWIFT) total return by 7.39 percent annualized (net of fees) or a cumulative \$171.8 million.

In October 2020, the IAC approved the second annual TRP distribution to the system of approximately \$35 million, bringing total TRP distributions to the system since inception to \$57.4 million. TRP distributions are allocated to the campuses annually for capital outlay or maintenance. Consistent with state law, specifically Education Code § 89726, additional moneys earned through investments in the TRP shall be used only for capital outlay or maintenance, and shall not be used for ongoing operations.

### **Surplus Money Investment Fund (SMIF)**

The State Treasurer also provides investment vehicles that may be used for CSU funds. The Surplus Money Investment Fund (SMIF) is used by the State Treasurer to invest state funds, or funds held by the state on behalf of state agencies, in a short-term pool. In order to facilitate certain expenditures, the CSU maintains small amounts of funds with the State. The portfolio includes Certificates of Deposit, Treasuries, Commercial Paper, Corporate Bonds, and U.S. Government Agencies.

### **Reporting Requirements**

California Education Code § 89726 requires quarterly investment reports to the Board of Trustees and an annual report to the State Legislature and the Department of Finance.

### **Next Steps**

With oversight from the IAC, staff will continue monitoring market conditions to determine if any changes in the TRP investment schedule are warranted. Staff has also resumed development of the Intermediate Duration Portfolio, consistent with the CSU Master Investment Policy, following a delay in the implementation timeline due to developments related to COVID-19. The next investment report to the board is scheduled for the September 2021 meeting and will provide information on the CSU Quarterly Investment Report for the fiscal quarter ending March 31, 2021.

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<sup>1</sup> The TRP Inception Date was April 1, 2018.

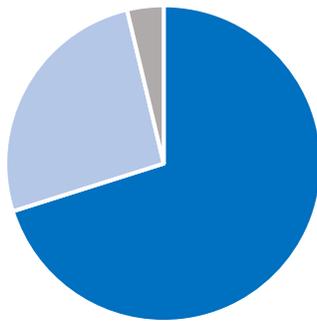
## CSU Quarterly Investment Report

**For the Fiscal Quarter Ended December 31, 2020**

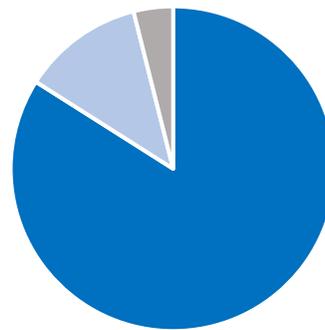
CSU investments as of December 31, 2020 consisted of investments in the CSU Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). All CSU investments (except for funds invested in SMIF) are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$1.6 billion in bond proceeds, which by state law are required to be held by the state and are invested in SMIF.

### Balances and Allocations as of December 31, 2020

	<b>Balance</b>	<b>% of CSU Investments</b>
Liquidity Portfolio (SWIFT)	\$3.354 billion	70.1%
Total Return Portfolio (TRP)	\$1.251 billion	26.2%
Surplus Money Investment Fund (SMIF)	\$178.5 million	3.7%
<b>CSU Investments</b>	<b>\$4.78 billion</b>	<b>100%</b>



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- Surplus Money Investment Fund (SMIF) - 3.7%



- Fixed Income - 84.0%
- Equity - 12.1%
- Real Assets - 3.9%

For the six months ending December 31, 2020, direct investment management fees<sup>1</sup>, advisory, and custodial fees totaled just under \$1.1 million, or about 0.022 percent (2.2 basis points) on CSU investments average balance for the six months ending December 31, 2020.

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<sup>1</sup> Direct investment management fees exclude TRP mutual fund investment management fees. TRP mutual fund investment management fees are included as mutual fund expenses and reported as a percent of total fund assets. See TRP Fund Expense Ratio (Fee) in the table on page 5.

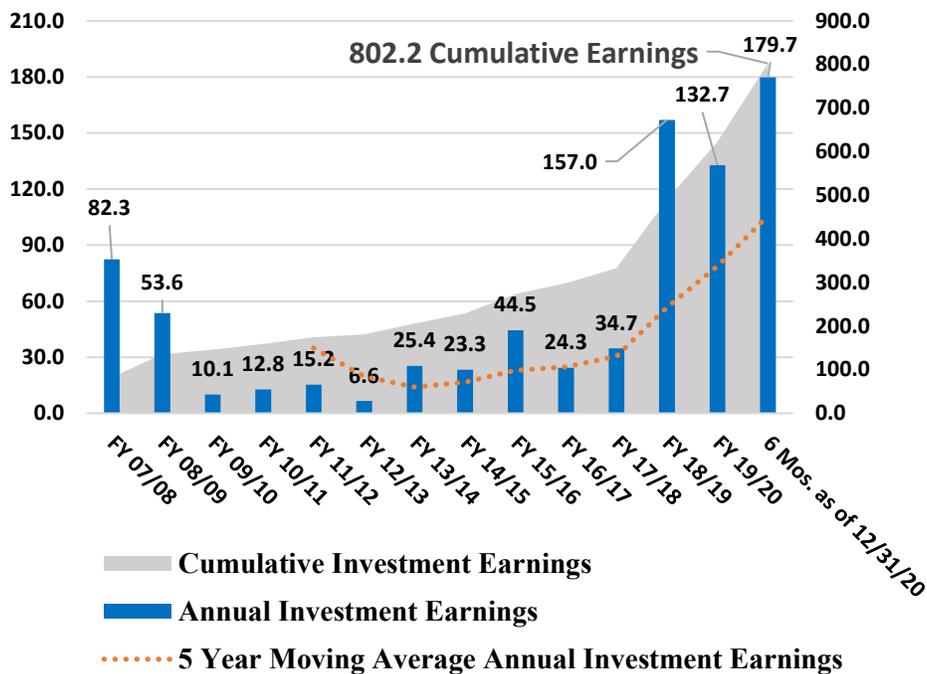
**CSU Consolidated Investment Portfolio**

The performance returns below are for the CSU Consolidated Investment Portfolio which includes the Liquidity Portfolio (SWIFT) and the Total Return Portfolio (TRP).<sup>2</sup>

	<u>CSU Consolidated Investment Portfolio</u>
1 Year Annualized Return <sup>3</sup>	5.18%
3 Year Annualized Return	3.79%
5 Year Annualized Return	2.65%
10 Year Annualized Return	1.64%

*Investment Earnings from CSU Investments Supports Campus Operations and Student Experience*

**Earnings from CSU Investments (\$ in millions)**  
**Annual Investment Earnings (left scale)**  
**Cumulative Investment Earnings (right scale)**



<sup>2</sup> CSU Consolidated Investment Portfolio returns will also include the Intermediate Duration Portfolio (IDP) once this portfolio is incepted. CSU Consolidated Investment Portfolio returns exclude SMIF.

<sup>3</sup> CSU Consolidated Investment Portfolio Returns reported gross of fees and as total return, including income and gains (realized and unrealized).

**CSU Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT)**

The purpose of the Liquidity Portfolio is to provide sufficient and immediate liquidity to meet the operating needs of the CSU. The investment objective is safety of principal and liquidity. Consistent with state law, the portfolio is restricted to high quality, fixed income securities.

	<b>CSU Liquidity Portfolio</b>	<b>Benchmark<sup>4</sup></b>
1 Year Annualized Return <sup>5</sup>	2.35%	2.49%
3 Year Annualized Return	2.38%	2.48%
5 Year Annualized Return	1.82%	1.75%
10 Year Annualized Return	1.23%	1.14%
Annualized Since Inception Return <sup>6</sup>	1.50%	1.74%
Yield	0.24%	0.14%
Duration (Years)	1.33	1.46
Average Credit Rating	AA-	Aaa/AA+

**Holdings by Asset Type (% of CSU Liquidity Portfolio):**

Treasuries	38.33%	Certificates of Deposit	3.61%
U.S. Government Agencies	27.91%	Cash Equivalents	2.48%
U.S. Corporate Bonds	27.17%	Municipal Obligations	0.50%

**CSU Total Return Portfolio (TRP)**

The purpose of the Total Return Portfolio is to provide opportunity for additional risk adjusted returns on CSU funds over a full market cycle. The investment objective is to achieve a prudent return within a moderate risk level. Consistent with state law, the TRP is invested in mutual funds subject to registration by, and under the regulatory authority of, the United States Securities and Exchange Commission or in United States registered real estate investment trusts.

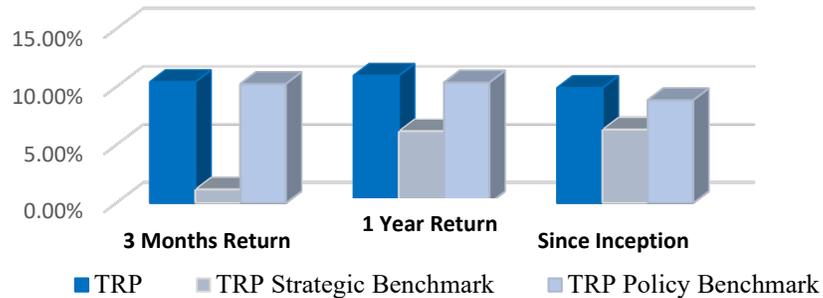
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<sup>4</sup> Benchmark for the CSU Liquidity Portfolio (SWIFT) is the Bank of America Merrill Lynch 0-3 Year Treasury Index.

<sup>5</sup> CSU Liquidity Portfolio (SWIFT) Returns reported gross of fees and as total return, including income and gains (realized and unrealized).

<sup>6</sup> Inception Date for the CSU Liquidity Portfolio (SWIFT) was July 1, 2007.

### Annualized Investment Returns



	<u>CSU Total Return Portfolio</u>	<u>Strategic Benchmark<sup>7</sup></u>	<u>Policy Benchmark<sup>8</sup></u>
3 Months Return	10.43%	1.17%	10.26%
1 Year Return	10.97%	6.19%	10.37%
Annualized Since Inception Return <sup>9</sup>	9.92%	6.33%	8.85%

Since the TRP Inception date through December 31, 2020, the TRP investment earnings were approximately \$215.9 million. During this period, the TRP total return exceeded the Liquidity Portfolio (SWIFT) total return by 7.39 percent annualized (net of fees) or a cumulative \$171.8 million.

In October 2020, the CSU Investment Advisory Committee approved the second annual TRP distribution to the system of approximately \$35 million, bringing total TRP distributions to the system since inception to \$57.4 million. TRP distributions are allocated to the campuses annually for capital outlay or maintenance. Consistent with state law, specifically Education Code Section 89726, additional moneys earned through investments in the TRP shall be used only for capital outlay or maintenance, and shall not be used for ongoing operations.

<sup>7</sup> The TRP Strategic Benchmark is Inflation (Core Consumer Price Index) plus 4.5% per annum. The long-term rate of inflation is assumed at 2.5% per annum.

<sup>8</sup> The TRP Policy Benchmark is a blend of passive indices whose weights match the TRP target asset allocation.

<sup>9</sup> TRP Inception Date was April 1, 2018.

**Holdings by Asset Type (Percent of CSU Total Return Portfolio):**

Equity Mutual Funds	46.22%	Passive Index Mutual Funds	74%
Fixed Income Mutual Funds	38.76%	Actively Managed Mutual Funds	26% <sup>10</sup>
Real Asset Mutual Funds	15.02%		

**Values, Holdings & Fees (CSU Total Return Portfolio)**

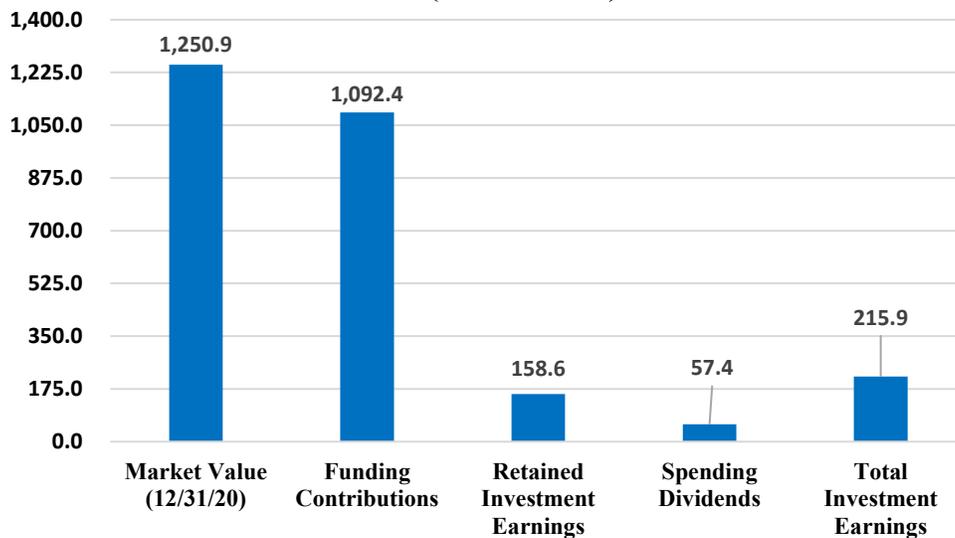
Asset Class	Strategy Name	Ticker	Value (millions)	% of Total Return Portfolio	TRP Fund Expense Ratio (Fee)	Universe Median Expense Ratio (Fee)
<b>Fixed Income</b>						
	Vanguard Total Bond Market Index Fund	VBMPX	273.3	21.85%	0.030%	0.440%
	Vanguard Inflation-Protected Securities Fund	VIPIX	62.1	4.97%	0.070%	0.390%
	Lord Abbett High Yield Fund	LHYOX	74.9	5.99%	0.620%	0.710%
	Pacific Funds Floating Rate Income Fund	PLFRX	37.4	2.99%	0.730%	0.770%
	Payden Emerging Markets Bond Fund	PYEIX	18.7	1.49%	0.690%	0.850%
	T. Rowe Emerging Markets Bond Fund	TREBX	18.5	1.48%	0.700%	0.850%
<b>Equity</b>						
	Vanguard Total Stock Market Index Fund	VSMPX	300.0	23.98%	0.020%	0.750%
	Vanguard Developed Markets Index Fund	VDIPX	150.9	12.06%	0.040%	0.890%
	Driehaus Emerging Markets Growth Fund	DIEMX	76.4	6.11%	1.220%	1.100%
	DFA Emerging Markets Value Fund	DFEVX	38.1	3.05%	0.510%	1.100%
	RWC Global Emerging Equity Fund	RWCX	12.8	1.02%	1.250%	1.100%
<b>Real Assets</b>						
	Vanguard Real Estate Index Fund	VGSNX	87.8	7.02%	0.100%	0.890%
	Vanguard Energy Index Fund	VENAX	24.6	1.97%	0.100%	0.925%
	Vanguard Materials Index Fund	VMIAX	25.0	2.00%	0.100%	0.965%
	First State Global Listed Infrastructure Fund	FLIIX	50.4	4.03%	0.950%	0.990%
<b>Cash</b>			0.0	0.00%	NA	NA
<b>Total</b>			<b>1,250.9</b>	<b>100%</b>		

***TRP Annual Spending Dividends Assist Campuses to Meet Deferred Maintenance & Capital Outlay Needs***

<sup>10</sup> The percent of Actively Managed Mutual Funds is likely to increase in the future while the percent of Passive Index Mutual Funds would decrease consistent with the TRP implementation plan.

The following chart shows the TRP market value, total funded contributions, total retained investment earnings, total Spending Dividends, and total investment earnings since inception on December 31, 2020. Total TRP Investment Earnings equal total TRP Spending Dividends plus total TRP retained investment earnings.

**TRP Market Value, Funding Contributions, Retained Investment Earnings, and Spending Dividends Since Inception to December 31, 2020 (\$ in Millions)**



**Surplus Money Investment Fund (SMIF)**

The Surplus Money Investment Fund (SMIF) is managed by the State Treasurer to invest State funds, or funds held by the State on behalf of State agencies, in a short-term pool. The portfolio includes Certificates of Deposit, Treasuries, Commercial Paper, Corporate Bonds, and U.S. Government Agencies.

**Apportionment Annual Yield<sup>11</sup>**

Trailing 12 month as of 12/31/20	1.02%
Average (FYE 06/30/07 – FYE 12/31/20)	1.13%

<sup>11</sup> Annual Yield calculated by CSU Treasury Operations based on the quarterly apportionment yield rates published by the State Controller’s Office.



# Master Investment Policy For The California State University

Approved on November 8, 2017  
By The Board of Trustees of The California State University

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## **I. Scope and Purpose**

This California State University Master Investment Policy (“MIP”) governs the investment of California State University (“CSU”) funds. CSU investments are centrally managed on behalf of the CSU System and its campuses.

The purpose of the MIP, together with investment policies that govern individual Portfolios (as defined in Section IV) and are created pursuant to delegated authority contained herein, is to provide a framework for the investment of CSU funds consistent with the goals of the CSU Board of Trustees (the “Board”) and the educational mission of the CSU.

The MIP sets forth objectives, guidelines, and responsibilities that the Board deems to be appropriate and prudent in consideration of the needs of, and the legal requirements applicable to, the CSU’s investment program. The MIP is also intended to ensure that the Board, and any parties to whom the Board delegates authority, are fulfilling their fiduciary responsibilities in the oversight of CSU investments.

The MIP is a dynamic document and will be reviewed from time to time. The MIP will be modified, if necessary, to reflect the changing nature of the CSU’s assets and investment program, organizational objectives, and economic conditions.

## **II. Compliance with Law and Adherence to Policy**

CSU investments are to be managed in full compliance with all applicable laws, rules, and regulations from various local, state, federal, and international political entities that may impact the CSU’s assets, including but not limited to the provisions of the California Education Code and California Government Code applicable to the investment of CSU funds, and in accordance with the policy objectives, guidelines, and responsibilities expressed herein.

## **III. Background and Investment Objectives**

The investment objectives for the investment of CSU funds have been established in conjunction with a comprehensive review of current and projected financial requirements. The Board desires to provide the Chancellor, the Chancellor’s Staff, and the IAC (as defined in Section V) with the greatest possible flexibility to maximize investment opportunities. However, as agents of the Board, the Chancellor, the Chancellor’s Staff, and the IAC must recognize the fiduciary responsibility of the Board to conserve and protect the assets of the CSU investment program, and, by prudent management, prevent exposure to undue and unnecessary risk.

The following objectives shall govern the investment of CSU funds:

1. Safeguard the principal.
2. Meet the liquidity needs of the CSU.
3. Obtain the best possible return commensurate with the degree of risk the CSU is willing to assume in obtaining such return.

The Board acknowledges that these objectives may be weighted or prioritized differently for individual Portfolios depending upon the purpose of the Portfolio.

#### **IV. Investment Portfolios**

Consistent with its investment objectives, the Board has determined that CSU funds may be invested in three investment portfolios (individually, a “Portfolio” and together, the “Portfolios”) created by the CSU, with oversight by the Chancellor, the Chancellor’s Staff, and the IAC, and each with its own investment policy.

The three Portfolios and general purpose of each Portfolio are as follows:

##### **Liquidity Portfolio (Systemwide Investment Fund—Trust or “SWIFT”)**

The purpose of this Portfolio is to provide sufficient and immediate liquidity to meet the operating needs of the CSU. The investment objectives for this Portfolio shall be safety of principal and liquidity. The existing CSU Systemwide Investment Fund—Trust (SWIFT) shall serve as the Liquidity Portfolio and shall be comprised of investments authorized pursuant to California Government Code Sections 16330 or 16430.

##### **Intermediate Duration Portfolio (IDP)**

The purpose of this Portfolio is to provide opportunity for modest, additional risk adjusted returns on CSU funds not needed for immediate liquidity. The investment objectives for this Portfolio shall be safety of principal, liquidity and return. The Intermediate Duration Portfolio shall be comprised of investments authorized pursuant to California Government Code Sections 16330 or 16430.

##### **Total Return Portfolio (TRP)**

The purpose of this Portfolio is to provide opportunity for additional risk adjusted returns on CSU funds over a full market cycle. The investment objectives for this

Portfolio shall be to achieve a prudent total return within a moderate risk level. The Total Return Portfolio shall be comprised of investments authorized pursuant to California Government Code Sections 16330, or 16430 or California Education Code Sections 89724 or 89725.

The acceptable allocations for the Portfolios are as follows:

<b><u>Portfolio</u></b>	<b><u>Min – Target – Max</u></b>
Liquidity – Systemwide Investment Fund Trust (“SWIFT”)	<b>5% - 20% - 100%</b>
Intermediate Duration Portfolio (“IDP”)	<b>0% - 52% - 95%</b>
Total Return Portfolio (“TRP”)	<b>0% - 28% - 30%<sup>1</sup></b>

In addition, the CSU may invest any amount (from 0% to 100%), in any California State Treasury investment option, available now, or in the future, that the IAC and the Staff deem prudent, including, but not limited to:

- Surplus Money Investment Fund (SMIF)
- Local Agency Investment Fund (LAIF)

## **V. Roles and Responsibilities**

### **Board of Trustees**

The Board assumes fiduciary responsibility to conserve and protect the investment assets of the CSU, and by prudent management, to prevent exposure to undue and unnecessary risk. However, the Board also acknowledges investments are inherently risky with risk of loss and, as such, are viewed with a long-term time horizon.

As a fiduciary, the primary responsibilities of the Board are to:

1. Maintain and approve the MIP.

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<sup>1</sup> Percentage allocations to the TRP are subject to annual phase-in restrictions through June 30, 2020 per state law.

2. Ensure that CSU investments are prudently diversified in order to obtain the best possible return commensurate with the degree of risk that the CSU is willing to assume.
3. Report annually to the California state legislature and the California Department of Finance regarding the investment of CSU funds.

The Board shall have oversight responsibility for investment of the assets and has delegated investment authority to the Chancellor, the Chancellor's Staff, and the IAC.

#### **Chancellor and Chancellor's Staff**

As agents of the Board, the Chancellor, the Executive Vice Chancellor and Chief Financial Officer, the Assistant Vice Chancellor responsible for CSU investments, and their designees (the "Chancellor's Staff"), recognize the fiduciary responsibility of the Board to conserve and protect the investment assets of the CSU and, by prudent management, to prevent exposure to undue and unnecessary risk.

The Chancellor and the Chancellor's Staff are hereby authorized to establish policies and procedures to implement the provisions of this MIP, including, but not limited to, the following activities:

1. Overseeing and implementing general administrative and investment operations for the Portfolios.
2. Informing the IAC on the overall investments of the CSU and each of the Portfolios to assist the IAC in fulfilling its duties.
3. Developing and implementing policies that are suitable for achieving the strategic objectives for each Portfolio, including coordination with the IAC in developing and implementing policies for the TRP.
4. Selecting, contracting with, and monitoring third party service providers, including, but not limited to, investment advisors, investment managers, and custodians. For the TRP, such actions will be based on the recommendations of the IAC.
5. Directing the investment of funds, including the ordering of purchase and sale transactions to, from and between the Portfolios to meet investment objectives and strategic asset allocations.

6. Monitoring and reviewing the performance of the Portfolios to their stated objectives.
7. Reporting to the Board regarding the investment of CSU funds as requested, but no less than quarterly.
8. Controlling and accounting for all investment, record keeping, and administrative expenses associated with the Portfolios.
9. Identifying the need for updates, monitoring the Portfolios for legal and policy compliance, and acting on the recommendations of the IAC, as appropriate.
10. All other duties designated or delegated by the Board or the IAC.

### **Investment Advisory Committee**

As required by state law, the CSU has created an Investment Advisory Committee (the "IAC"), to provide investment advice and expertise to the Board, particularly with respect to the management of the TRP.

The IAC shall be an advisory body and shall make recommendations, as appropriate, to the Board for approval or to the Chancellor and the Chancellor's Staff for implementation. The IAC shall be responsible for overseeing all aspects of the TRP and is hereby authorized to recommend policies and procedures for the creation and implementation of the TRP, including, but not limited to, the following activities:

1. Understanding the overall investments of the CSU and each of the Portfolios as informed by the Chancellor's Staff, investment advisors and/or investment managers.
2. Developing and approving an IAC charter to establish guidelines for operations of the IAC.
3. Developing, approving, and overseeing the implementation of an investment policy statement for the TRP.
4. Reviewing and approving target asset allocations and ranges for the TRP.
5. Monitoring and reviewing the performance of the TRP to its stated objectives.
6. Prudently reviewing, selecting, monitoring, and replacing investment management firms engaged to manage the TRP's assets.

7. Monitoring and supervising all service vendors and fees for the TRP.
8. Any other investment or administrative duties deemed necessary to prudently oversee the investment program for the TRP.

### **Prudence, Ethics and Conflict of Interest**

All participants in the investment process shall act responsibly. The standard of prudence applied by the Board, the Chancellor, the Chancellor's Staff, and the IAC, as well as any external service providers, shall be the "prudent investor" rule. The "prudent investor" rule in part, states, "A trustee shall invest and manage trust assets as a prudent investor would, by considering the purposes, terms, distribution requirements, and other circumstances of the trust. In satisfying this standard, the trustee shall exercise reasonable care, skill and caution. A trustee's investment and management decisions respecting individual assets must be evaluated not in isolation but in the context of the trust portfolio as a whole and as part of an overall investment strategy having risk and return objectives reasonably suited to the trust."

Furthermore, all participants in the investment process shall use the same care, skill, prudence, and due diligence under the circumstances then prevailing that a prudent person acting in a like capacity and fully familiar with such matters would use in the conduct of an enterprise of like activities for like portfolios with like aims and in accordance and compliance and all other applicable laws, rules and regulations.

All investment personnel shall refrain from personal business activity which could create a conflict with proper execution of the investment program, or which could impair the ability to execute impartial investment decisions. All investment personnel shall disclose to the Chancellor's Staff or the IAC any material financial interests in financial institutions which conduct business within the jurisdiction and shall disclose any material financial investment positions which could be related in a conflicting manner to the performance of the Portfolios. All investment personnel shall report any potential conflicts of interest consistent with Government Code Section 87200. Further, the Chancellor shall report to the Board in writing any issues that could reflect any conflict in the performance of the Portfolios.

### **Document Acceptance of the Investment Policy Statement**

The Chancellor's Staff shall provide a copy of this MIP, and the relevant Portfolio investment policy, to each firm retained to provide investment services to the CSU and each such firm shall acknowledge in writing receipt of the document and accept its content.

## **VI. Environmental, Social and Governance Framework**

The Board acknowledges the importance of understanding the potential risks and value that environmental, social, and governance (“ESG”) factors may have on CSU investments. Therefore, the Board expects that the consideration of ESG factors shall be integrated into the investment decision processes of the CSU.

Approved:

The California State University Board of Trustees  
November 8, 2017

**COMMITTEE ON FINANCE**

**2021-2022 Operating Budget Update**

**Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Ryan Storm  
Assistant Vice Chancellor  
Budget

**Summary**

The purpose for this item and subsequent presentation is to provide the California State University Board of Trustees with the latest developments on the CSU budget request for 2021-2022.

Informational budget hearings were held in Sacramento by the Senate and Assembly from early February through early March. The topics discussed were the operating budget request, Graduation Initiative 2025, student enrollment, transfer students, student supports and basic needs, financial aid, facilities and infrastructure, federal coronavirus assistance, and the Governor's January budget proposals.

In April, each house announced their fiscal policy priorities for 2021-2022 and beyond. The Senate Democrats' "Build Back Boldly" proposal would expand the Cal Grant and Middle Class Scholarship programs to lessen reliance on student loan debt. The plan also would expand the current state tax deduction on student loan payments, restore the 2020-2021 CSU budget cut, and include one-time funds for property acquisition and current facility needs to enable enrollment growth. The Assembly Democrats' "Assembly Budget Blueprint: A Budget of Opportunity" included goals to expand CSU enrollment capacity, support enrollment growth and increase the teacher pipeline. Also, the plan would support debt-free college and affordable student housing.

To date, no CSU-related action has been taken by either house. The Assembly and Senate typically take action on their budget plans in late May.

It is anticipated that the Governor will release the May Revision on May 14, several days after this item is posted. The May Revision reflects changes to the Governor's January proposed budget for 2021-2022 based upon the latest economic forecasts and, consequently, could include revisions to state budget expenditure priorities, including the CSU. Up to date information on the May Revision will be shared with the Board of Trustees at the May 2021 meeting.

Final state budget decisions by the Governor, Assembly, and Senate typically occur in the first two weeks of June of each year.

## **COMMITTEE ON FINANCE**

### **Auxiliary Organizations**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Monica Kauppinen  
Director, Sponsored Programs Administration  
University Enterprises, Inc, California State University, Sacramento, and  
President, Auxiliary Organizations Association

Deborah Wallace  
Vice President, Administration and Finance and  
Chief Financial Officer  
California State University, Dominguez Hills

#### **Summary**

California State University (CSU) auxiliary organizations are separate legal entities created to support the educational mission of the university. Auxiliary organizations help ensure student success and the financial strength of the university by providing essential services and activities, increasing student engagement in high impact practices, managing risk and exposure, increasing investment opportunities, and facilitating real estate transactions. Auxiliary organizations include associated student organizations, student unions and recreation facilities, enterprise corporations that run bookstores and food services, and foundations that manage contracts and grants or gifts.

Auxiliaries are authorized under the provisions of the Education Code, Title 5 of the California Code of Regulations, the Internal Revenue Code, and the California Corporations Code as 501(c)(3) nonprofit organizations and 509(a)(3) supporting organizations, operating as “public charities” for tax exempt purposes. They are subject to CSU and campus policies with university leadership typically serving on the governing boards. By policy, campus auxiliary organization annual budgets are approved by the university president.

Approved activities of auxiliary organizations are contained within operating agreements with the CSU and are sometimes accompanied by leases when the auxiliary organization occupies state land or buildings. Auxiliary organizations are required to produce independently audited financial statements, file annual tax returns, and follow either Financial Accounting Standards Board or Government Accounting Standards Board guidelines.

## **List of Recognized Auxiliary Organizations**

Annually, the California State University audited financial statements includes a list of recognized auxiliary organizations, which are reported as component units of the overall California State University financial statements. Below is the current list of 87 recognized auxiliary organizations affiliated with the CSU.

### Office of the Chancellor

California State University Institute  
California State University Foundation

### California State University, Bakersfield

Associated Students, California State University, Bakersfield, Inc.  
California State University, Bakersfield, Foundation  
California State University, Bakersfield Student-centered Enterprises, Inc. (formerly  
California State University, Bakersfield Student Union)  
California State University, Bakersfield, Auxiliary for Sponsored Programs  
Administration

### California State University, Channel Islands

Associated Students of California State University, Channel Islands, Inc.  
California State University, Channel Islands Foundation  
CI University Auxiliary Services, Inc.

### California State University, Chico

Associated Students of California State University, Chico  
Chico State Enterprises (formerly The CSU, Chico Research Foundation)  
The University Foundation, California State University, Chico

### California State University, Dominguez Hills

Associated Students, Inc., California State University, Dominguez Hills  
California State University Dominguez Hills Foundation  
California State University Dominguez Hills Philanthropic Foundation  
The Donald P. and Katherine B. Loker University Student Union, Inc.,  
California State University, Dominguez Hills

### California State University, East Bay

Associated Students, Inc. of California State University, East Bay  
California State University, East Bay Foundation, Inc.  
Cal State East Bay Educational Foundation, Inc.

California State University, Fresno

Associated Students, Inc. of California State University, Fresno  
California State University, Fresno Association, Inc.  
California State University, Fresno Athletic Corporation  
California State University, Fresno Foundation  
Fresno State Programs for Children, Inc.  
The Agricultural Foundation of California State University, Fresno

California State University, Fullerton

Associated Students, California State University, Fullerton, Inc.  
Cal State Fullerton Philanthropic Foundation  
CSU Fullerton Auxiliary Services Corporation

Humboldt State University

Associated Students of Humboldt State University  
Humboldt State University Center Board of Directors  
Humboldt State University Sponsored Programs Foundation  
Humboldt State University Foundation

California State University, Long Beach

Associated Students, Inc., California State University, Long Beach  
California State University, Long Beach Research Foundation  
CSULB 49er Foundation  
Forty-Niner Shops, Inc.

California State University, Los Angeles

Associated Students of California State University, Los Angeles, Inc.  
Cal State L.A. University Auxiliary Services, Inc.  
California State University, Los Angeles Foundation  
University – Student Union at California State University, Los Angeles

California Maritime Academy

Associated Students of the California Maritime Academy  
California Maritime Academy Foundation, Inc.

California State University, Monterey Bay

Foundation of California State University, Monterey Bay  
Otter Student Union at CSU Monterey Bay  
University Corporation at Monterey Bay

California State University, Northridge

Associated Students, Inc., California State University, Northridge  
California State University, Northridge Foundation  
North Campus – University Park Development Corporation  
The University Corporation  
University Student Union, California State University, Northridge

California State Polytechnic University, Pomona

Associated Students, Inc., California State Polytechnic University, Pomona  
Cal Poly Pomona Foundation, Inc.  
Cal Poly Pomona Philanthropic Foundation

California State University, Sacramento

Associated Students of California State University, Sacramento  
Capital Public Radio, Inc.  
The University Foundation at Sacramento State  
University Enterprises, Inc.  
University Union Operation of California State University, Sacramento

California State University, San Bernardino

Associated Students, Incorporated, California State University, San Bernardino  
CSUSB Philanthropic Foundation  
Santos Manuel Student Union of California State University, San Bernardino  
University Enterprises Corporation at CSUSB

San Diego State University

Associated Students of San Diego State University  
San Diego State University Research Foundation  
The Campanile Foundation  
Aztec Shops, Ltd.

San Francisco State University

Associated Students of San Francisco State University  
San Francisco State University Foundation  
The University Corporation, San Francisco State

San Jose State University

Associated Students of San Jose State University  
San Jose State University Research Foundation  
Spartan Shops, Inc.  
The Student Union of San Jose State University  
The Tower Foundation of San Jose State University

California Polytechnic State University, San Luis Obispo

Associated Students, Inc.  
Cal Poly Corporation  
California Polytechnic State University Foundation

California State University, San Marcos

Associated Students, Inc. of California State University, San Marcos  
California State University, San Marcos Corporation  
California State University San Marcos Foundation

Sonoma State University

Associated Students of Sonoma State University  
Sonoma State Enterprises, Inc.  
Sonoma State University Academic Foundation, Inc.

California State University, Stanislaus

Associated Students Incorporated of California State University, Stanislaus  
California State University, Stanislaus Auxiliary and Business Services  
California State University, Stanislaus Foundation  
University Student Center of California State University, Stanislaus (formerly University Student Union of California State University, Stanislaus)

## AGENDA

### COMMITTEE ON GOVERNMENTAL RELATIONS

**Meeting:** 2:45 p.m., Tuesday, May 18, 2021  
Virtually via Teleconference

Debra S. Farar, Chair  
Maryana Khames, Vice Chair  
Silas H. Abrego  
Diego Arambula  
Douglas Faigin  
Jack McGrory  
Krystal Raynes  
Romey Sabalius  
Lateefah Simon

**Consent** 1. Approval of Minutes of the Meeting of March 23, 2021, *Action*  
**Discussion** 2. State Legislative Update, *Information*

**MINUTES OF THE MEETING OF  
COMMITTEE ON GOVERNMENTAL RELATIONS**

**Trustees of the California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**March 23, 2021**

**Members Present**

Debra S. Farar, Chair  
Maryana Khames, Vice Chair  
Silas H. Abrego  
Diego Arambula  
Douglas Faigin  
Jack McGrory  
Krystal Raynes  
Romey Sabalius  
Lateefah Simon

Lillian Kimbell, Chair of the Board  
Joseph I. Castro, Chancellor

Trustee Farar called the meeting to order.

**Approval of Minutes**

The minutes of January 26, 2021, were approved as submitted.

**State Legislative Update**

Mr. Garrett Ashley, vice chancellor for university relations and advancement, reported that he and the Advocacy and State Relations team met with the chair and vice chair of the Committee on Governmental Relations and presented the recommended positions and supporting analysis, as specified in the board's legislative principles. Nearly 2,500 bills have been introduced in the legislature this year.

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 23, 2021 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

Ms. Nichole Muñoz-Murillo, assistant vice chancellor for advocacy and state relations, reviewed the bill positions, gave an update on the board sponsored legislation, highlighted bills that directly impact the CSU and shared details about the recent advocacy event in Sacramento. She thanked the campuses for all their hard work securing virtual meetings with their legislative delegations during CSU Advocacy Week. She also thanked Chancellor Castro and his delegation for meeting with Senate Pro Tem Toni Atkins and Speaker Anthony Rendon, as well as other key budget leaders. Chancellor Castro was joined by representatives from the Cal State Student Association (CSSA), the California Faculty Association (CFA), the California State University Employees Union (CSUEU), Academic Senate and the Alumni Council.

Trustee Sabalius shared that Academic Senate opposes (unless amended) AB 928 (Berman) and opposes AB 927 (Medina). He also expressed his interest in serving on the working group for AB 295 (Jones-Sawyer). Trustee Raynes had questions regarding AB 940 (McCarty) and AB 1456 (Medina). Trustee McGrory expressed his concerns about SB 22 (Glazer) since Proposition 13 was unsuccessful last year, and he believes the CSU should pursue its own bond with the University of California. Trustee Khames asked about the ability of the CSU to hire diverse counselors, given that Proposition 16 did not pass last year.

Trustee Farar adjourned the meeting.

## **COMMITTEE ON GOVERNMENTAL RELATIONS**

### **State Legislative Update**

#### **Presentation By**

Larry Salinas  
Vice Chancellor  
University Relations and Advancement

Nichole Muñoz-Murillo  
Assistant Vice Chancellor  
Advocacy and State Relations

#### **Summary**

The first major policy deadline has passed when policy committees needed to take action on bills. May 21 is the deadline for fiscal committees to take action on bills identified as having a fiscal impact. Bills must pass out of their house of origin by June 4 in order to continue to be active this legislative year. This presentation highlights bills of interest to the CSU community.

This report is organized as follows:

- Board of Trustees sponsored legislation
- Senate bills
- Assembly bills

All bill summaries are accurate as of May 4, 2021.

### **Sponsored Legislation**

#### **AB 940 (McCarty) – College Mental Health Services Program**

This bill appropriates \$20 million from the Mental Health Services Fund to expand student mental health services at the California Community Colleges (CCC), the CSU and the University of California (UC).

- **CSU Position:** Sponsor
- **Status:** This bill is on the Assembly Appropriations Suspense File.

### **Senate Bills**

#### **SB 22 (Glazer) – Education Finance: School Facilities: Public Preschool, K-12, and College Health and Safety Bond Act of 2022**

This bill enacts a school facilities bond act for 2022, which if approved by voters, would authorize \$15 billion in bonds for K-16, of which \$4 billion would be divided equally between the UC and the CSU.

- **CSU Position:** Support
- **Status:** This bill is on the Senate Appropriations Suspense File.

#### **SB 26 (Skinner) – Collegiate Athletics: Student Athlete Compensation and Representation**

This bill accelerates current law allowing compensation for student athletes for name, image and likeness from Jan. 1, 2023, to Jan. 1, 2022 and adds prevailing attorneys' fees for student athletes.

- **CSU Position:** Pending
- **Status:** This bill is on the Senate Appropriations Suspense File.

#### **SB 45 (Portantino) – Wildfire Prevention, Safe Drinking Water, Drought Preparation, and Flood Protection Bond Act of 2022**

This bill authorizes a \$5.6 billion bond to be placed on the November 2022 ballot to finance programs related to wildfire and water issues. It includes \$60 million to the CSU for fire research.

- **CSU Position:** Tracking
- **Status:** This bill is on the Senate Appropriations Committee Suspense File.

#### **SB 228 (Leyva) – Support Services for Foster Youth: Cooperating Agencies Foster Youth Educational Support Program**

This bill changes the requirement for priority enrollment of foster youth and former foster youth to those whose dependency was established on or after an individual's 13<sup>th</sup> birthday.

- **CSU Position:** Support
- **Status:** This bill is on the Senate Appropriations Committee Suspense File.

**SB 367 (Hurtado) – Student Safety: Opioid Overdose Reversal Medication**

This bill requires the CSU and the CCC, and requests the UC, to maintain opioid overdose reversal medication in all student health centers. Additionally, campuses must provide educational and preventative information about opioids during new student orientations as well as instruct students on the use and location of opioid overdose reversal medications on campus.

- **CSU Position:** Support
- **Status:** This bill is awaiting a Senate floor vote.

**SB 387 (Portantino) – Peace Officers: Certification, Education and Recruitment**

This bill requires the Commission on Peace Officer Standards and Training to work with stakeholders in law enforcement, CCC, the CSU, the UC and community organizations to develop a list of courses to include as requirements for obtaining a basic peace officer certificate.

- **CSU Position:** Tracking
- **Status:** This bill is set for hearing in the Senate Appropriations Committee on May 10.

**SB 395 (Caballero) – Healthy Outcomes and Prevention Education Act: Excise Tax: Electronic Cigarettes: Health Careers Opportunity Grant Program**

This bill imposes a tax on vape products to fund various programs to expand the numbers of underrepresented students in the health professions.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Senate Appropriations Committee.

**SB 416 (Hueso) – Corrections: Educational Programs**

This bill requires the California Department of Corrections and Rehabilitation to only offer college programs provided by the CCC, the CSU, the UC and non-profit colleges to California inmates with a GED or a high school diploma.

- **CSU Position:** Pending
- **Status:** This bill is on the Senate Appropriations Committee Suspense File.

**SB 453 (Hurtado) – Agriculture: Biosecurity and Emerging Infectious Disease Fund**

This bill creates the Biosecurity and Emerging Infectious Disease Fund and continuously appropriates \$700,000 to the Jordan Ag Research Center at CSU Fresno.

- **CSU Position:** Tracking
- **Status:** This bill is on the Senate Appropriations Committee Suspense File.

**SB 566 (Leyva) – CSU: Support Staff Employees: Merit Salary Adjustments**

This bill requires the CSU to use existing resources to provide a five-percent annual step in salary to each support staff employee and incorporate similar language into collective bargaining agreements, and sunsets this provision on July 1, 2032.

- **CSU Position:** Oppose
- **Status:** This bill is on the Senate Appropriations Committee Suspense File.

**SB 701 (Committee on Education) – Federal GI Bill: Nonresident Tuition: Real Property**

This is the higher education omnibus bill, which makes noncontroversial and clarifying amendments regarding postsecondary education.

- **CSU Position:** Tracking
- **Status:** This bill is awaiting a Senate floor vote.

**SB 747 (Hurtado) – Central Valley Medical School Endowment Fund**

This bill creates the Central Valley Medical School Endowment Fund to support a CSU medical school in the central valley.

- **CSU Position:** Tracking
- **Status:** This bill is in the Senate Rules Committee awaiting referral.

**SB 785 (Glazer) – California Promise Program: CSU Students**

This bill requires, commencing with the 2022-2023 academic year, that at least five percent of each incoming class at each participating campus of the CSU be a participant in the California Promise program, and that at least 70 percent of those participating students be either low-income, first-generation or from communities that are underrepresented in higher education.

- **CSU Position:** Pending
- **Status:** This bill is on the Senate Appropriations Committee Suspense File.

**SB 787 (Hurtado) – CSU Program in Medical Education**

This bill requires the CSU to establish Doctor of Medicine degree programs.

- **CSU Position:** Tracking
- **Status:** This bill is in the Senate Rules Committee awaiting referral.

## **Assembly Bills**

### **AB 29 (Cooper) – State Bodies: Meetings**

This bill amends the Bagley-Keene Open Meetings Act to require that all materials and writings provided to board members of a state agency, board or commission be posted on the website the same day the materials are given to board members or at least 72 hours in advance of the meeting, whichever is earlier. The bill prohibits distribution, discussion or action on writings or materials that do not meet this posting requirement.

- **CSU Position:** Pending
- **Status:** This bill is on the Assembly Appropriations Committee Suspense File.

### **AB 53 (Low) – Election Day Holiday**

This bill creates a state holiday for the general election in even numbered years, and requires state offices, public schools and public postsecondary campuses, including the CSU, to be closed.

- **CSU Position:** Tracking
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

### **AB 99 (Irwin) – Statewide Longitudinal Data System: California Cradle-to-Career Data System: Governance and Support**

This bill establishes the mission and governing structure for the statewide longitudinal data system.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

### **AB 104 (Gonzalez, Lorena) – K-12 Education: Learning Recovery Opportunities: COVID-19**

Among the bill's provisions, for the 2020-2021 school year, this bill requires a school to allow a student to request a change in their letter grade to a pass or no pass on the student's transcript and requires the CSU and encourages the UC and private higher education institutions to accept the transcript for admissions purposes.

- **CSU Position:** Tracking
- **Status:** This bill is in the Senate Rules Committee awaiting referral.

**AB 245 (Chiu) – Student Records: Name and Gender Changes**

This bill requires the CCC, the CSU and the UC to reissue specified documents if a former student provides documentation that their legal name or gender has been changed. Additionally, commencing with the 2023-2024 graduating class, the bill requires the segments to provide an option to allow a graduating student to change the name on their diploma without legal documentation.

- **CSU Position:** Neutral
- **Status:** This bill is awaiting an Assembly floor vote.

**AB 251 (Choi) – Admission by Exception**

This bill prohibits a senior campus administrator who is associated with campus development, external affairs, fundraising, donor relations, alumni relations or alumni outreach from approving a student's admission by exception.

- **CSU Position:** Neutral
- **Status:** This bill is in the Senate Rules Committee awaiting referral.

**AB 288 (Bonta) – California Ban on Scholarship Displacement Act of 2021**

This bill prohibits public and private higher education institutions from reducing certain students' institution-based financial aid awards below their financial need.

- **CSU Position:** Pending
- **Status:** This bill is on the Assembly Appropriations Suspense File.

**AB 295 (Jones-Sawyer) – Pilot Program for Free Tuition and Fees: Working Group**

This bill establishes a working group with representatives from the Department of Education, Board of Governors of the CCC, Trustees of the CSU and Regents of the UC to consider the creation of a pilot program that provides free postsecondary education.

- **CSU Position:** Tracking
- **Status:** This bill failed to meet committee deadlines and has become a two-year bill.

**AB 320 (Medina) – Teacher Preparation Programs: Regionally Accredited Institutions**

This bill simplifies the process and lessens the burden for qualified individuals seeking a teaching credential.

- **CSU Position:** Support
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

**AB 367 (Garcia, Cristina) – Menstrual Products**

This bill requires all public agencies, K-12, public colleges, and requests private universities and the UC, to stock all women’s, gender-neutral, and one men’s restroom with free menstrual products.

- **CSU Position:** Tracking
- **Status:** This bill is awaiting hearing in Assembly Appropriations Committee.

**AB 396 (Gabriel) – CalFresh: Educational Programs**

This bill requires the CSU and other educational institutions to apply to the Department of Social Services to certify that their educational programs increase employability and meet eligibility standards for CalFresh.

- **CSU Position:** Support
- **Status:** This bill is set for hearing in the Assembly Appropriations Committee on May 5.

**AB 403 (Kalra) – Fair Access to College Textbooks Act**

This bill places restrictions on postsecondary educational institutions to assess automatic charges (commonly known as “opt-out” programs) and bulk access programs for instructional materials.

- **CSU Position:** Tracking
- **Status:** This bill failed to meet committee deadlines and has become a two-year bill.

**AB 498 (Quirk-Silva) – Computer Science Access Initiative**

This bill establishes the Computer Science Access Initiative which will award grants to local educational agencies for the purpose of increasing the number of computer science teachers.

- **CSU Position:** Support
- **Status:** This bill is on the Assembly Appropriations Suspense File.

**AB 524 (Rodriguez) – Campus-Affiliated Sorority and Fraternity Transparency Act**

The bill requires higher education institutions to annually collect information from each sorority and fraternity and post it online.

- **CSU Position:** Pending
- **Status:** This bill is set for hearing in the Assembly Appropriations Committee on May 5.

**AB 543 (Davies) – Student Orientation: CalFresh**

This bill requires the CSU and requests the UC to provide educational information about CalFresh and the eligibility requirements to all incoming students during orientation.

- **CSU Position:** Neutral
- **Status:** This bill is in the Senate Rules Committee awaiting referral.

**AB 595 (Medina) – CSU and UC: Student Eligibility Policy**

This bill requires the Trustees of the CSU and Regents of the UC to coordinate with other segments, commission an independent study and present the policy change to the legislature before making any change in undergraduate student eligibility policy that adds new eligibility requirements.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

**AB 609 (Kamlager) – College Athlete Race and Gender Equity Act**

This bill requires that specified sports provide a royalty fee to student athletes, suspends the athletic director for three years for Title IX violations, reduces athletic administrative personnel compensation by 50 percent and prohibits building new athletic facilities for ten years except for health and safety reasons.

- **CSU Position:** Tracking
- **Status:** This bill failed to meet committee deadlines and has become a two-year bill.

**AB 737 (Santiago) – CSU: Tuition**

This bill prohibits the CSU from charging tuition or mandatory systemwide fees for enrollment for any academic year, for up to two academic years, to a CCC resident transfer student who completed an associate degree, has received a fee waiver under the California College Promise and is at least 28 years of age.

- **CSU Position:** Tracking
- **Status:** This bill failed to meet committee deadlines and has become a two-year bill.

**AB 815 (Rivas, Luz) – School Nurses: Credentialing**

This bill authorizes the Commission on Teacher Credentialing to approve local education agencies (K-12) school nurse credentialing programs.

- **CSU Position:** Oppose
- **Status:** This bill is on the Assembly Appropriations Suspense File.

**AB 914 (Irwin) – CSU: Proficiency Level of Entering Students**

This bill updates and adds reporting requirements on student placement in general education courses and shifts the current annual reporting deadline from February 1 to April 1.

- **CSU Position:** Neutral
- **Status:** This bill is awaiting an Assembly floor vote.

**AB 927 (Medina) – Community Colleges: Statewide Baccalaureate Degree Pilot Program**

This bill removes the sunset date on the statewide CCC baccalaureate degree pilot program and allows up to 30 programs to be approved each year. It maintains the current prohibition on CCC baccalaureate degrees that duplicate CSU and UC programs, and provides a structured consultation process on new programs between the CSU, UC and the CCC Chancellor's Office.

- **CSU Position:** Neutral
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

**AB 928 (Berman) – Student Transfer Achievement Reform Act of 2021: Associate Degree for Transfer Intersegmental Implementation Committee**

This bill creates an intersegmental committee on the Associate Degree for Transfer (ADT), consolidates the CSU and UC GE pathways into one pathway, and requires that CCC students automatically enroll in an ADT pathway.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

**AB 1002 (Choi) – Course Credit for Prior Military Education, Training, and Service**

This bill requires the CSU and requests the UC, in collaboration with their respective academic senates, to develop a consistent policy to award course credit to military personnel and veterans who have an official Joint Services Transcript.

- **CSU Position:** Tracking
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

**AB 1097 (Santiago) – Student Financial Aid: Cal Grants: Fraud, Abuse and False Advertising**

This bill expands Cal Grant eligibility to California residents attending a branch of a public postsecondary educational institution established by a jurisdiction other than California and that is located within the state.

- **CSU Position:** Tracking
- **Status:** This bill failed to meet committee deadlines and has become a two-year bill.

**AB 1111 (Berman) – Common Course Numbering System**

This bill requires the CCC Chancellor’s Office to adopt a common-course numbering system.

- **CSU Position:** Pending
- **Status:** This bill is set for hearing in the Assembly Appropriations Committee on May 5.

**AB 1113 (Medina) – Exemption from Tuition and Fees: Qualifying Survivors of Persons Providing Medical or Emergency Services Deceased During COVID-19 California State of Emergency**

This bill requires the CCC and the CSU, and requests the UC, to not collect systemwide tuition and fees from any qualifying spouse or child of a California licensed physician, nurse or first responder who died of COVID-19 during the pandemic state of emergency in California.

- **CSU Position:** Tracking
- **Status:** This bill is on the Assembly Appropriations Suspense File.

**AB 1115 (Choi) – Community Colleges: Statewide Baccalaureate Degree Pilot Program**

This bill extends the sunset date for the existing CCC baccalaureate degree pilot program by one year to July 2027.

- **CSU Position:** Tracking
- **Status:** This bill failed to meet committee deadlines and has become a two-year bill.

**AB 1176 (Garcia, Eduardo) – Communications: Universal Broadband Service: California Connect Fund**

This bill creates the California Connect Program to increase access to high-speed broadband service and subsidize households that meet certain requirements. The bill tasks the Public Utilities Commission with developing and implementing the program, with eligibility criteria that includes a low-income qualification and a student qualification.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

**AB 1185 (Cervantes) – Student Financial Aid: Cal Grant Program**

This bill extends the Cal Grant eligibility requirements related to time out of high school and community college as well as age of the recipient until July 1, 2023, in response to the COVID-19 state of emergency.

- **CSU Position:** Support
- **Status:** This bill is set for hearing in the Assembly Appropriations Committee on May 5.

**AB 1306 (Arambula) – Health Professions Careers Opportunity Program**

This bill makes legislative findings regarding the creation of a statewide HCOP program office, the funding of 20 pilot programs at campuses, including five at CSU, and the funding of internships, fellowships and scholarships.

- **CSU Position:** Pending
- **Status:** This bill is awaiting an Assembly floor vote.

**AB 1326 (Arambula) – Public Social Services: County Liaison for Higher Education**

This bill requires a county human services agency to designate at least one employee as a staff liaison to serve as a point of contact for academic counselors and other professional staff at public higher education institutions within the county and to develop protocols for engagement.

- **CSU Position:** Support
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

**AB 1377 (McCarty) – Student Housing: California Student Housing Revolving Loan Fund Act of 2021: Community College Student Housing**

This bill appropriates an unspecified amount of funds to the California School Finance Authority to provide loans to the CCC, the CSU and the UC for the purpose of building student housing.

- **CSU Position:** Tracking
- **Status:** This bill is on the Assembly Appropriations Suspense File.

**AB 1407 (Burke) – Nurses: Implicit Bias Courses**

This bill requires schools of nursing to include implicit bias coursework in its curriculum and specifies other requirements for a licensee when they renew their license.

- **CSU Position:** Neutral
- **Status:** This bill is set for hearing in the Assembly Appropriations Committee on May 5.

**AB 1421 (Nguyen) – Refunds of Student Campus Fees**

This bill requires the CCC and the CSU, and requests the UC, to identify the students who were obliged to stay away from their respective campuses due to the COVID-19 pandemic during the 2019-2020 and 2020-2021 academic years and ascertain the amounts of campus fees collected from each of these students. The bill appropriates this unknown amount from the General Fund to be refunded to those students through their respective institutions.

- **CSU Position:** Tracking
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 1456 (Medina) – Student Financial Aid: Cal Grant Reform Act**

This bill enacts the Cal Grant Reform Act, which revises the current structure and eligibility requirements of the state financial aid program.

- **CSU Position:** Support if amended
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

**AB 1467 (Cervantes) – Student Safety: Sexual Assault Procedures and Protocols: Sexual Assault Counselors**

This bill requires procedures related to the hiring of campus sexual assault counselors and the annual review of executive orders related to Title IX.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Appropriations Committee.

## AGENDA

### COMMITTEE ON EDUCATIONAL POLICY

**Meeting:** 3:15 p.m., Tuesday, May 18, 2021  
Virtually via Teleconference

Wenda Fong, Chair  
Romey Sabalius, Vice Chair  
Silas H. Abrego  
Larry L. Adamson  
Diego Arambula  
Jane W. Carney  
Jack Clarke, Jr.  
Douglas Faigin  
Debra S. Farar  
Maryana Khames  
Christopher Steinhauser

**Consent** 1. Approval of Minutes of the Meeting of March 23, 2021, *Action*  
**Discussion** 2. Post-Pandemic Academic Programs, *Information*

**MINUTES OF MEETING OF  
COMMITTEE ON EDUCATIONAL POLICY**

**Trustees of The California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**March 23, 2021**

**Members Present**

Wenda Fong, Chair  
Romey Sabalius, Vice Chair  
Silas H. Abrego  
Larry L. Adamson  
Diego Arambula  
Jane W. Carney  
Jack Clarke, Jr.  
Douglas Faigin  
Debra S. Farar  
Maryana Khames  
Christopher Steinhauser

Lillian Kimbell, Chair of the Board  
Joseph I. Castro, Chancellor

Trustee Fong called the meeting to order.

**Approval of Minutes**

The minutes from January 26, 2021 were approved as submitted.

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 23, 2021 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

### **Academic Planning, Action**

The presentation began with opening remarks regarding the annual academic planning report by executive vice chancellor of Academic and Student Affairs Fred E. Wood. Dr. Alison Wrynn, associate vice chancellor for Academic Programs, Innovation and Faculty Development, then provided a detailed overview of the CSU's academic planning process and updates to the CSU Academic Master Plan which includes degree programs that have been proposed, suspended admission or discontinued by the 23 campuses over the past year. She also provided an update on campus accreditation. Dr. Wrynn concluded the report with the proposed resolution presented for board action that would authorize CSU campuses to add degree program projections and begin the process of developing degree proposals.

Trustees posed questions regarding the discontinuation of existing degree programs, how departments and colleges are identified for proposed degree programs, the duration of the proposal approval process and how inter-departmental collaboration will be incorporated in the academic planning discussion.

Through a roll call vote, the committee recommended approval of the proposed resolution. (REP 03-21-01)

### **Academic Preparation Annual Report and Quantitative Reasoning Update, Information**

The presentation began with opening remarks from executive vice chancellor of Academic and Student Affairs Fred E. Wood which affirmed the CSU's commitment to academic preparation for all students and the importance of eliminating equity gaps that limit students' academic and career options. Supporting the academic preparation of students from all backgrounds is also one of the six pillars of Graduation Initiative 2025, the CSU's flagship effort to increase graduation rates and eliminate equity gaps.

Dr. James Minor, assistant vice chancellor and senior strategist for Academic Success and Inclusive Excellence, then provided an overview of the implementation of Executive Order 1110, a policy that discontinued stand-alone, non-credit development education courses and transformed the CSU Early Start program to offer college credit. He proceeded to highlight the progress made by student cohorts in completing college-level Mathematics/Quantitative Reasoning or Written Communication/English general education courses in their first year of college since the enactment of Executive Order 1110. As part of the presentation, Dr. Minor also reviewed the conditions outlined in the board's January 2020 resolution regarding the proposed addition of one quantitative reasoning course for first year admission. Such a requirement would go into effect beginning in the fall of 2027 if certain criteria were met.

One condition of the 2020 board resolution includes employing a third party to conduct an independent evaluation of the potential impact of the proposed additional quantitative reasoning course on various student populations. As a result, the CSU has contracted with the nonprofit and nonpartisan firm MDRC to serve as the third-party evaluator and provide independent analysis of the implementation and potential impact of the proposed requirement on CSU applicants. Dr. Susan Sepanik, senior research associate with MDRC, provided a brief overview of the study and proposed timeline.

Following the MDRC overview, Dr. Marquita Grenot-Scheyer, assistant vice chancellor for Educator Preparation and Public School Programs, provided an update on progress made on the additional items articulated in the board resolution regarding teacher capacity and preparation, the creation of a steering committee and progress on outreach efforts to PK-12 partners and external stakeholders. Dr. Grenot-Scheyer then invited a panel of education leaders to speak to their work in preparing students for college via a brief video. The speakers included Dr. Mary Barlow, Kern County Superintendent of Schools and member of the CSU Steering Committee on Academic Preparation and Quantitative Reasoning; Dr. Dale Marsten, former San Bernardino City Unified School District Superintendent and founder and CEO of Tomorrow's Talent; and Deacon John Wilson, Education and Enrichment Program Director at West Los Angeles Church.

Trustees posed questions regarding attrition in teacher capacity as a result of a spike in teacher retirements following the pandemic, how the state can improve access to stem classes in K-12, implementing new spending to address deficiencies that contribute to equity gaps, how the CSU plans to promote collaboration across systems of education and what effort will be made to ensure the MDRC report is widely available to address concerns expressed in public comment regarding transparency.

### **Establishing a Biennial Symposium Recognizing African American History and Achievement and Promoting Anti-Racism Work, Action**

The presentation began with Executive Vice Chancellor for Academic and Student Affairs Fred E. Wood's introduction of a proposed resolution for the establishment of a biennial symposium recognizing African American history and achievement as well as promoting and sustaining anti-racism work. Student trustee Maryana Khames explained the impetus for this proposal as a promise by the CSU to not only foster spaces for open dialogue but to create the opportunity to examine ways that the institutions can internally better serve Black students. Trustee Khames invited Christian Holt, president and chief executive officer, Associated Students, San Diego State University, to share his experience via video as a Black student in the CSU and the change he and members of his community hope to see. Dr. Luoluo Hong, associate vice chancellor for Student Affairs and Enrollment Management, concluded the presentation with an overview of the available data that illustrates the need for such a symposium and how it can further amplify and complement the substantial work already underway on campuses led by students, faculty and staff who are dedicated to advancing diversity, equity and inclusion in all its forms.

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Trustees shared comments in support of the resolution and thoughts about the profound impact passing this resolution will have on the CSU's diversity and equity work.

Through a roll call vote, the committee recommended approval of the proposed resolution. (REP 03-21-02)

## **COMMITTEE ON EDUCATIONAL POLICY**

### **Post-Pandemic Academic Programs**

#### **Presentation By**

Fred E. Wood  
Executive Vice Chancellor  
Academic and Student Affairs

Alison M. Wrynn  
Associate Vice Chancellor  
Academic Programs, Innovations and Faculty Development

Sheila Thomas  
Assistant Vice Chancellor, Self-Support Strategy and Partnerships  
Dean, Professional and Continuing Education (PaCE)

#### **Overview**

The COVID-19 pandemic has left an indelible mark on the world, the nation and the communities across the California State University (CSU) system. The global crisis would not only impact public health, it would have significant and profound implications for the economy and be a catalyst for a growing social movement responding to injustices rooted in systemic racism. Against this backdrop, the CSU was – and continues to be – guided by two North Stars: the safety and well-being of its students, faculty and staff and the ongoing commitment to student success embodied by Graduation Initiative 2025.

This informational item provides a overview of how the CSU responded to the pandemic by building on, or accelerating, innovations in its academic programs while remaining steadfast in its commitment to eliminating equity gaps. This item will be complemented by “deep dive” webinar regarding online education in June 2021. In addition, given the undeniable connection between student well-being and student academic success, a more in-depth overview of the post-pandemic CSU student experience will be presented at the July 2021 CSU Board of Trustees meeting.

In addition to highlights from the last 12 months, this item outlines the anticipated opportunities emerging from a post-pandemic world. It offers a preview of the factors that will have longstanding impact on the state of California and nationwide, including a evolving student population, growing economic needs and a dynamic social landscape.

## **Background**

On March 19, 2020, California Governor Gavin Newsom issued a stay at home order in response to the growing public health threat of the SARS-CoV2 virus, which would become more commonly known as COVID-19. Just eight days prior, the World Health Organization had declared the coronavirus outbreak a global pandemic. Within a year, more than an estimated 575,000 Americans would die from COVID-19 – placing it as the third leading cause of death following heart disease and cancer. Worldwide, approximately 3.1 million have died thus far as a result of the virus and in total 151 million cases have been reported.

The pandemic initially impacted the CSU system in February 2020 as a result of students returning from study abroad placements. By March 10, as COVID-19 cases began to surge in the Bay Area, San José State University, San Francisco State University and CSU East Bay made the decision to move to virtual instruction. By the end of the following week, all CSU campuses would transition to remote learning and instruction. The campuses took an “academic pause” for a short period of time (typically two to four instructional days) to assist faculty in setting up their courses in the online and virtual environments and to ensure that students and faculty had adequate technology to continue with their academic courses. Two months later, Chancellor Timothy White announced that the majority of CSU courses would continue to be offered virtually in the fall. The CSU would remain primarily virtual through spring and summer 2021.

## **Pandemic as Catalyst**

The onslaught of the pandemic amplified stresses that existed already for many struggling with economic and social hardships. Many individuals faced the heart-breaking loss of a loved one. Others faced the loss of employment or a business as the pandemic wreaked havoc in a variety of industries, many of which employ low-wage earners. At a macro level, the pandemic spotlighted disparities and inequities in public health and society as a whole, and communities responded with demands for reform. Within this context, the division of Academic and Student Affairs and its campus counterparts and colleagues in the Office of the Chancellor sought to build on best practices and existing innovations within their collective departments to provide transformational support to students and faculty alike. Key areas included: maintaining student support services and addressing safety and well-being; teaching and learning support in a virtual environment; workforce demands; and responding to the greater community’s needs.

### *Supporting a Learning Environment Virtually*

With safety of students and faculty as a key directive, the CSU worked closely with the U.S. Department of Education, the office of the Governor of California, the regional accreditor WASC Senior College and University Commission (WSCUC) and a variety of discipline-based regulatory bodies to ensure that student progress to degree would continue in a virtual environment. As reported earlier this year, the spring 2020 graduating class of 128,925 was the largest in CSU history.

An effective transition to virtual instruction during the pandemic required robust support for faculty – many who may never have taught online or who required additional assistance in translating a traditional classroom experience, such as a lab work, to a virtual environment. As way of comparison, in fall 2019 there were 4,323 fully online sections in the CSU. By March 2020, approximately 74,000 sections had transitioned from face-to-face to remote modalities. Following the announcement of the CSU’s transition to virtual learning for fall 2020, working closely with campus partners, Academic and Student Affairs focused on providing professional development for faculty during the summer. Ultimately centers for teaching and learning and academic technology across the CSU provided 17,000 faculty, or 60 percent of the CSU’s total teaching force, with professional development programming. Faculty engaged in nearly a quarter million hours, with an average of 15 hours per participant.

In previous summers, a typical CSU center for teaching and learning might engage 25 to 40 faculty. In summer 2020, smaller campuses accommodated between 250 and 300 faculty members and larger campuses served 1,000 faculty members or more. What made the exponential increase in scale possible was the quick recruitment of faculty already familiar with teaching online to support their peers. Across our campuses, nearly 600 faculty members of all ranks, including lecturers, served as peer mentors in adapting to online instruction modalities.

California State University, Los Angeles’s Center for Effective Teaching and Learning (CETL) is one example of a faculty development center sharing its modules for use by centers across the system. This homegrown programming, developed in the CSU, illustrates the opportunity to both scale resources across the 23 campuses as well as study systemwide the effect of innovating teaching on learning. Last summer the CETL offered four modules that covered the fundamentals of teaching in a learning management system including leveraging multimedia and creating online activities. However, it also offered an innovative fourth module on teaching first-generation students. With the recognition that more than half of CSU students have a parent who does not have a bachelor’s degree, this module helps faculty to support students in acclimating to the college experience. At the conclusion of the course, faculty would be able to better distinguish challenges first-generation students face from their non-first-generation counterparts, define “hidden curriculum” and “impostor syndrome” and identify strategies to help support first-generation students in their classroom.

Other campuses, such as California State University, Dominguez Hills, offered workshops on promoting equity and diversity in an online environment. At California State University, Sacramento, faculty were also provided with additional tools to address student well-being in the time of COVID-19 and other economic and social unrest. The campus developed an online boot camp for nearly 800 faculty members during the summer of 2020 to reinforce faculty skills in empathy and compassion for students’ experiences during the pandemic while applying skills they have learned in virtual instruction. Faculty accumulated a combined 15,000 hours enhancing their abilities.

The Chancellor's Office supplemented campus-based faculty programming with two additional courses: "Introduction to Quality Online Learning and Teaching" and the Association of College and University Educators (ACUE) micro credential course "Promoting Active Learning Online." Between May and August, 1,700 faculty across the CSU took the introduction course which is offered by Academic Technology Services as part of the Quality Assurance Program. More than 500 faculty from 15 campuses enrolled in the ACUE's micro credential course last summer, with a completion rate of more than 90%. An additional 120 faculty enrolled in the same course in fall 2020.

As a result of the pivot to remote learning, the CSU would emerge in 2020 as the largest online university in the nation with 485,549 students participating primarily through virtual learning. Perhaps more telling was the anecdotal stories of faculty emerging from these professional development experiences with a renewed appreciation for teaching. As one faculty member at California State University, Bakersfield shared, "This is the summer that I fell in love with the craft of teaching again."

#### *Meeting Workforce Needs*

Anticipating a time when California would be able to safely re-open businesses and schools, California Governor Gavin Newsom and state leaders recognized the need to address not simply an economic recovery, but one that placed equity at its center. The Recovery with Equity Taskforce, a group of state and national experts in higher education and innovation, was convened in summer 2020. Sonoma State President Judy Sakaki and former Executive Vice Chancellor for Academic and Student Affairs Loren J. Blanchard were among those representing CSU perspectives on the taskforce and given the goal to "...recast today's challenges as an opportunity to help California's economy recover with a post-secondary ecosystem that is more equitable, more resilient, and more coordinated." In its subsequent February 2021 report "Recovery with Equity: A Roadmap for Higher Education After the Pandemic" the taskforce stated student success is "inextricably tied to the future of California." Two months after the report was published, an economic impact study compiled by consulting firm ICF International further captured the financial impact of the California State University on the state. It noted a return of nearly seven dollars for every dollar invested in the university by California. It also attributes to the CSU \$26.9 billion in industry activity throughout the state, \$10.3 billion in labor income, \$1.6 billion in state and local tax revenue and the creation of 209,400 jobs.

The pandemic likely will have lasting impact on future academic programming across higher education. As described in the annual agenda item on academic planning that was presented to the Board in March, CSU campuses address a number of criteria when developing and projecting for new academic programs. In addition to student demand, the need to meet future workforce demand is essential given the CSU's size and impact on the state and the nation. Marketplace factors including innovations in technology as well as a health care crisis can influence future programs. Projected degree programs include a growing number in nursing and public health already, as well as growth in the areas of data science and cybersecurity. San José State University will offer the first CSU degree in artificial intelligence in fall 2021.

It is often through Professional and Continuing Education (PaCE) that the CSU can incubate new ideas related to workforce development and respond nimbly to factors occurring in the field. It is believed that COVID-19 has prompted 40% of employers to shut down certain aspects of the business and 83% of employers to adjust their business practices (SHRM, 2020). For many, this means obtaining a certificate or credential so they can remain in or re-enter the workforce. So as the CSU faculty development centers were designing training for faculty, PaCE launched a suite of free online courses in support of first responders, health care workers, working adults and community members to respond to training and career needs. The COVID-19 Courses for Causes cover a wide range of topics, such as basic life support, Spanish for first responders, chemical dependency, human resources, nonprofit management, contract management and crisis leadership. Participants are provided a level of flexibility, with courses offered for a day or over the course of a year. More than 6,200 students were served, and 200 certificates were issued in its first term. More than 85 courses were offered in fall 2020 and currently 35 courses are offered during spring 2021. Overall, Courses for Causes served nearly 8,000 community members and is on track to reach 10,000 individuals by the end of spring 2021.

Another aspect of meeting workforce needs in the time of COVID-19 is addressing existing gaps that are growing due to the health crisis. Specifically, the pandemic has stressed even further California's teachers in a time when students are struggling with potential learning loss. The CSU is a national leader in creating well prepared diverse teachers for California's PK-12 school system. In fact, the CSU prepares more than 6,000 teachers every year who are helping to address California's teacher shortage. Since 2015, CSU has produced nearly 30,000 new teachers and 45% of all California teachers who earned their teaching credentials in 2019-20 were made in the CSU.

The pandemic has caused the CSU's educator preparation programs to explore more ways to prepare its students to be culturally responsive educators and change agents. For example, it is reexamining clinical placements to ensure they are supportive environments where teaching candidates, especially candidates of color, can learn and thrive. Recruiting and retaining teachers of color, also remains a priority as research shows the tangible impact teachers of color have upon students of color. The CSU has developed innovative approaches to recruit teachers of color, including supporting high school students in accessing dual-enrollment classes, helping paraprofessionals work towards their teaching certificate and collaborating with community college partners to recruit and prepare teachers.

#### *Supporting Community in Addressing Systemic Racism*

On May 25, 2020, the murder of George Floyd while under arrest in Minneapolis, Minnesota, led to worldwide protests against police brutality and racial injustice. Less than a month later, the Chiefs of Police of the university's 23 campus police departments issued a statement pledging their commitment to implement the recommendations of The President's Task Force on 21<sup>st</sup> Century Policing originally reported to President Barack Obama in May 2015. The recommendations featured six key pillars: building trust and legitimacy; policy and oversight; technology and social

media; officer wellness and safety; community policing and crime reduction; and training and education. Additionally campus leaders, administrators and students alike, continued to advance efforts to create spaces and centers to hold discussions and increase awareness on anti-racism work. More work is needed on this vital issue and information regarding these efforts will be provided in a future item regarding the CSU student experience.

Training and education are essential to addressing issues of racism in our culture. As the CSU seeks more ways to be responsive to the community it serves, one program that is leading the way is San Diego State University's Criminal Justice offerings. Designed to encourage thoughtful exploration of the ways that criminal justice systems provide "justice", or fail to do so, the San Diego State program studies criminal justice from a social justice perspective, allowing for the examination of policy issues as diverse as genocide, institutionalized racism, organized crime and environmental destruction, in addition to traditional criminal justice issues. The Bachelor of Science in Criminal Justice appeals to students who are interested in working in the fields of law, law enforcement, probation and parole, corrections or other social service agencies. Pending for fall 2021 is the addition of race relations as required coursework that will encompass how racial bias and discrimination impact the criminal justice system and policing. Students may meet the race relations requirement by taking an existing San Diego State Africana studies course, Blacks in the American Justice System. Criminal justice is San Diego State's second-most popular major, with nearly half of its graduates pursuing careers in criminal justice and in nonprofit organizations.

### **Planning for the Future**

*"It is critical to chart a course to a new day when all Californians can actively participate in helping our state thrive. What is the best route to that future? Preparing everyone with the training and education necessary to engage in the high-quality, in-demand jobs that will drive a recovering, vital economy."* – Recovery with Equity Taskforce Report, February 2021

Higher education is facing unprecedented change, driven in part by the paradigm shift of a global pandemic as well as a changing student population. The CSU is no stranger to innovation – alumni have imagined the microprocessor, augmented reality, DNA analysis methodology and Bluetooth technology, to name a few. However, preparing for post-pandemic academic programs means beginning the conversation today so campuses are prepared to plan for both a transitional and post-pandemic university.

#### *The Changing Face of Future Learners*

When the high school Class of 2025 earn their high school diplomas, the nearly four million graduates will mark the peak of a student population that has grown consistently over the last 25 years. This graduating cohort is anticipated to mark the beginning of an impending national decline in high school graduates – and presumably prospective traditional college students – beginning at

the end of this decade if high school graduation rates remain the same. Attributed to the decline in birthrates during and after the Great Recession of 2008, the Western Interstate Commission on Higher Education (WICHE) predicts California will experience a 15% decrease from the size of the Class of 2019 (484,630 graduates) to the Class of 2037 (410,860 graduates). This decrease places the Golden State in line with the nationwide average. However, improving California high school graduation rates and greater shares of cohorts completing ‘a-g’ college preparatory courses may temper the impact of this projected decrease.

#### Number of U.S. High School Graduates



Source: Western Interstate Commission for Higher Education, 2020

With the potential decrease in traditional first-time first-year students, the CSU may experience a continued rise in enrollment interest and demand from adult learners. Many may be returning students, with some college credit but no degree or credential completed. According to California Competes, four million Californians have completed college courses but never finished a degree. Enrolling and supporting this growing population of learners will require additional adaptation and innovation across CSU campuses.

#### *Student Success*

Recruiting, retaining and graduating students through and beyond the COVID-19 health crisis is a priority that undergirds all of the discussions of the transition to a post-pandemic university. With any academic program planning, eliminating equity gaps will continue to inform discussion and development. Instruction needs to be more responsive to students, and the CSU will need to be even more focused on identifying how students learn best and what resources can be provided to help all students be successful.

Academic advisors play a major role in helping to support students. Best practices gleaned from successful remote advising can be shared and integrated across all campuses, creating broader and stronger networks to connect students to the institution and to their college experience. Similarly, focusing on a greater integration of career centers into the fabric of orientation and advising will help students meet their career goals more seamlessly.

### *Faculty Professional Development*

The CSU's response to the sudden need to support thousands of faculty as they abruptly transitioned to be highly effective online teachers in 2020 will likely evolve over time given the likely demand for more online courses. In fact, a recent survey published in partnership with Cengage, the Online Learning Consortium, and the University Professional and Continuing Education Association, among others, found that faculty and student respondents' attitudes toward online learning had improved significantly over the last year. What's more, 73% of students somewhat or strongly agreed that they would like to take online courses in the future. This continued interest in continued opportunities for online learning aligns with initial student responses from CSU campus surveys. The system will consider ways in which to prioritize faculty development, and effectively and efficiently deliver training to faculty with differing levels of knowledge. Teaching – like everything – requires lifelong learning and continuous improvement. The experience of pivoting rapidly to remote teaching has opened CSU faculty to both the value of online teaching and the advantages of using digital tools to support engagement and check for understanding. The result has been a deeper appreciation and learning around more equitable learning for many. By designing courses for learning, faculty can be successful in creating the conditions (regardless of modality) where students learn best.

Prioritizing effective teaching and improvement in teaching as part of reward structures and institutional policies should also be considered in post-pandemic programs. Similarly, the system could consider prioritizing training on issues related to equity and access in teaching and learning (e.g., accessible technology, empathy- and trauma-informed pedagogies, teaching multicultural, diverse student populations, etc.). Faculty development, investments in academic technology and incentive structures are a high priority: we can address equity issues, support our faculty to be even more effective teachers and serve our students better through these investments.

### *Academic Planning*

Preparing an increasingly diverse population for jobs critical to the state's economic recovery and future with credentials and degrees in areas such as STEM (science, technology, engineering, and math), health care and education will inform CSU academic programming. Addressing inequitable impacts by race and income is also another priority in which the CSU will need to focus, as students and alumni alike will expect the system to help contribute to resolving social issues that are at the heart of inequality in American society.

From a program delivery perspective, remote teaching and learning will have a lasting impact beyond 2020. CSU campuses have begun evaluating what is most successful to capitalize on those best practices. Campuses will likely continue to support the development of a mix of online, hybrid and "HyFlex" – those courses delivered on-site and simultaneously available off-site for those who do not want to come or cannot come to class. Recent educational literature suggests that universities that do not offer flexibility and options to students may lose enrollments and face retention challenges. These topics will be explored during the June 2020 "deep dive" webinar.

The CSU will also continue to explore how best to increase student access with more pathways to degrees. The transfer student population will likely continue to grow, and the Associate Degree for Transfer may be primed for additional enhancements to meet the demand. Dual enrollment, providing high school students the opportunity to earn early college credit, can also help expand access to the CSU by giving learners not only credit toward a post-secondary degree but instilling confidence in their ability to be successful in college. Credit for prior learning, already expanding before the pandemic, is positioned to grow as more adult learners seek greater flexibility as well as acknowledgment of past accomplishments such as military service.

And in a post-pandemic world, there is an opportunity to examine campus academic portfolios, creating more streamlined approaches to a degree. Traditionally, the timeline to curricular approval for new programs remains long and the process cumbersome. The system has responded by expediting curricular review and approval; however, the campus-level changes and new proposals still take time. If the CSU is to better position itself to be responsive to changing workforce needs and student interests, more expedient curricular approval pathways may be needed. Similarly, there may need to be consideration given to where programs already exist before new programs are added – particularly in light of the rise of online and hybrid offerings.

Additionally, there is an urgency to focus on market-driven programs as a result of the changing nature of the post-pandemic student population. Fields that likely will increase interest in the pandemic and post-pandemic world include: allied health, especially public health, mental health disciplines (including psychology and counseling), and data science related to the health professions and the social inequities of health.

#### *A Case Study: Health Care and the CSU*

California's health care workforce is an area that will expand as the state's population continues to grow and age. Pre-pandemic, one out of eight jobs in the state were in health care. The sector itself is expected to increase by 79% within the next 20 years. As there is a significant shortage of health care workers, there is an increased need for health care professionals that are also representative of the increasingly diverse state population. And with the dramatic changes facing the current health environment, these figures are expected to only increase. With nearly 400 health care profession-related degree programs and concentrations and a diverse student body, the CSU is a major contributor to the health care workforce in California. The CSU is also responding dynamically to the evolving healthcare industry demand. Many of the university-educated healthcare professions that are in most demand in the state are already offered at many of our campuses.

To develop and design relevant health care programs, some of the strategies the CSU employs include conducting workforce intelligence, investing in pipeline development, providing relevant curriculum and advocating for workforce policies.

The CSU and its graduates represent a large number of health care professionals within the state, in part due to the variety of academic programming options that are offered throughout the system. As a whole, the CSU continues to adapt to emerging state and national needs with the addition of three stand-alone doctoral programs in the past 10 years and the implementation of mental and social wellness academic programming.

Innovative partnerships, such as one developed with the California Community Colleges in nursing, continue to be developed to address both short and long-term industry demands. Since the fall, the CSU has responded to workforce needs by participating in several initiatives such as: the expansion of concurrent nursing enrollment programs with the California Community Colleges, exploration of health care apprenticeships, implementation of a systemwide medical school pipeline, development of a public health workforce initiative and participation in vaccination clinics.

With many health care systems actively seeking qualified BSN nurses, the pipeline of ADN to BSN nurses is a challenging bottleneck in producing qualified professionals. The average percentage of practicing RNs who transition to become BSNs is approximately 59%, with the average time to completion in eight years. This, along with other factors, hinders a seamless progression of students seeking advancements and meeting workforce demands. As a result, the CSU actively collaborates with California Community Colleges to work collectively in developing a curriculum that allows nursing students to earn their BSN in an efficient and timely means. To achieve these objectives, students are concurrently admitted into both programs while curriculum at each campus is streamlined. Additionally, financial aid is coordinated at the CSU campus. As a result, enrolled students can graduate in four years with a BSN. The first cohorts who started in fall 2019 in a partnership between California State University, Fullerton and Riverside City College are slated to graduate this June and December. Additional models are in development with California State University, San Bernardino and San José State University. Another collaboration is pending with the Los Angeles Regional Nursing Curriculum Consortium and their colleges and four CSU campuses: Dominguez Hills, Long Beach, Los Angeles and Northridge.

Another avenue taken to meet the health care workforce needs is the establishment of baccalaureate apprenticeships. The CSU has engaged with the Department of Labor and the Department of Apprenticeship Standards to form a first-of-its-kind collaborative to establishing these kinds of apprenticeships. This collaboration has led to the development of the state's first clinical laboratory scientist apprenticeship with San José State University among others.

As a continuous goal, many campuses throughout the system have had success establishing linkage agreements to medical schools throughout the nation, allowing CSU's diverse student population to be more represented in the health care field. From a systemwide level, the CSU also has engaged with the California Medicine Scholars initiative with the aim to create a community college to CSU to medicine pathway. Additionally, the system has recently created a systemwide pathway to medical school with Keck Graduate Institute that will provide scholarships to students pursuing

their Master of Science in Community Medicine degree. When students complete this program, they will be sent automatically to the interview stage for medical schools with linkage agreements with the Keck Graduate Institute. All of these efforts support the system's overall objective to ensure equity, while students have a seamless transition into medical school where they will reflect the state's diverse population.

The CSU also has developed a relationship with the California Department of Public Health (CDPH) through its Laboratory Field Services Department as a result of student participation in COVID-19 testing. From this activity has evolved an industry-academia relationship with both the CSU and CDPH and an understanding of the importance in partnering to meet public health workforce needs. Through this partnership, CSU students now have a systemwide opportunity to apply for a paid internship through the CDPH. Additionally, beginning in fall 2021, both students and faculty can receive professional development through the CDPH to better address public health workforce and industry needs. The CSU and CDPH are working on a proposal for state-funded support for workforce, education and training for public health that will incorporate industry alignment along with research opportunities for students and faculty.

In supporting the system's mission of public service, the CSU also has participated in hosting vaccination clinics statewide to help end the pandemic. These efforts also complement the CSU's planned vaccination policy for fall 2021. As of May 2021, 14 of the 23 California State University campuses across the state are serving as COVID-19 vaccine distribution sites, and more are expected to join in the near future.

Whether in partnership with county health agencies, third-party health vendors or the federal government, the CSU is committed to protecting the health and well-being of its students, staff and the communities in which campuses serve. With many campuses located in regions of high need, the CSU has committed itself to provide these critical services with many faculty and health profession students volunteering as staff for these vaccination events. In addition, these sites have allowed the unique opportunity for many academic programs to provide students clinical credit as a way to ensure students are meeting their learning outcomes with their participation.

### *Professional and Continuing Education*

Any envisioning of the future of academic programming must include a broadening of focus to allow for both a diversity in students – both degree seekers and non-degree seekers – and in types of offerings. The shifts in the workforce, impacted by the pandemic, changes in demographics and innovations in the marketplace, invite the CSU to be more nimble, creative and responsive. One area in which this is taking place already is CSU's Professional and Continuing Education (PaCE). Considered by some as the system's "innovation and entrepreneurial" unit, PaCE conducts market research to identify ways the CSU can help displaced workers upskill, reskill and reengage with the workforce. In addition, it identifies ways employers can develop the talent that will drive the

state's recovery and diversify the workforce at all levels. The Commission on the Extended University, a systemwide advisory group to the chancellor, has identified strategic priorities for PaCE in responding to the current trends and preparing for the future.

**Short-Term Courses, Modules and Programs:** PaCE has shifted its emphasis to develop online and blended non-degree and degree courses and programs, focusing on short-term learning opportunities (e.g., programs ranging from a few weeks to less than a year). Deliverables include certificates and stackable modules in partnership with employers and workforce partners.

**Professional and Program Development:** This program maximizes shared resources, information and supports professional development opportunities for faculty teaching online courses who are seeking external funding for program development and employer engagement. PaCE encouraged and incentivized program development using data-driven and evidenced-based models and metrics to address local, regional and statewide workforce needs in partnership with employers.

**Centers of Excellence and High-Quality Shared Services:** PaCE encouraged the development of virtual centers of excellence, expanding and leveraging shared services models to include master enabling and consortia agreements. This includes creating virtual centers of excellence regionally by industry sector. Also, PaCE identified shared services agreements in support of local, regional and statewide shared services efforts, and eliminated operational practices and processes that perpetuated duplication of effort and inefficiencies, increased costs or decreased the quality of services to students.

**Essential Industry Employer Partnerships:** PaCE has partnered with essential California industry sectors including the life sciences and fire service who have urgent and emerging workforce needs. These industry sectors are seeking our assistance in training their incumbent and future statewide workforce. While each industry has unique needs, the synergies that emerged from multiple conversations solidified the basic premise that continuing education is the key to success. Campuses are aligning their interests and resources with one or more of the industry sectors, and PaCE is making good progress with industry sector partners.

**Degree Completion Initiative:** Twenty-eight California institutions of higher education have been participating in *Degrees When Due*, a national project led by the Institute for Higher Education Policy (IHEP), primarily funded by the Lumina Foundation and coordinated through California State University, Sacramento. The multi-year project is an effort to help institutions look at their own data and identify ways to move students who started, but dropped out or stopped out, through to completion of a degree at the associate or baccalaureate degree level. Early results show primary solutions are degree reclamation, adult re-engagement and reverse transfer. The pandemic has impacted timelines and resources for the work in twenty-three states and this promising program has the potential to eventually serve as a model for the entire CSU system.

Credit for Prior Learning: As the CSU finalizes revisions to the Credit for Prior Learning policy (formerly known as Executive Order 1036), PaCE is engaging with the Council on Adult and Experiential Learning (CAEL) as a partner in awareness raising, professional development training in Prior Learning Assessment (PLA) and identifying best practices for campus implementation. According to a recent CAEL/WICHE national survey of 72 institutions, students who utilize PLA tend to persist in their educational studies, and can, on average, gain a semester of study.

## **Conclusion**

Through a steadfast commitment to student success and fostering recovery that is equitable to all students, the CSU is positioned to emerge more resilient and innovative in envisioning the future that lies ahead. The experiences of the pandemic, economic downturn and racial and social justice movements have highlighted and accelerated opportunities for innovation and responsive academic programs in the CSU. The importance of ongoing investment in faculty development, academic technology and student services that contribute to student success and well-being is essential to ensure the system can build on best practices and innovations forged during the pandemic and continue to make progress in eliminating equity gaps. This overview of post-pandemic CSU academic programs will be complemented by subsequent sessions on online education and the post-pandemic CSU student experience. As California's Recovery with Equity Taskforce Report stated: "Working together, Californians can change the trajectory of the state so that all its residents have the support they need to qualify for the high-wage, high-quality, high-demand jobs that will drive California's economy. The potential in California is limited only by the talent and skills of its people."

## AGENDA

### COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

**Meeting:** 9:00 a.m., Wednesday, May 19, 2021  
Virtually via Teleconference

Silas H. Abrego, Chair  
Debra S. Farar, Vice Chair  
Adam Day  
Jean P. Firstenberg  
Wenda Fong  
Christopher Steinhauser

- Consent** 1. Approval of Minutes of the Meeting of March 23, 2021, *Action*  
**Discussion** 2. Executive Compensation: President – California State University, Fresno, *Action*

**MINUTES OF THE MEETING OF  
COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

**Trustees of the California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**March 23, 2021**

**Members Present**

Silas H. Abrego, Chair  
Debra S. Farar, Vice Chair  
Jean P. Firstenberg  
Wenda Fong  
Christopher Steinhauser

Lillian Kimbell, Chair of the Board  
Joseph I. Castro, Chancellor

**Public Speakers**

Due to the virtual format of the March 23, 2021 meeting, all public comment took place prior to the committee meeting's open session.

Trustee Abrego called the meeting to order.

**Approval of Minutes**

The minutes of the January 26, 2021 meeting were approved as submitted.

**Executive Compensation: Interim Vice Chancellor for University Relations and Advancement – California State University**

Chancellor Joseph I. Castro opened his remarks by recognizing Mr. Garrett Ashley who will be leaving the CSU Chancellor's Office after serving for more than 12 years as vice chancellor of university relations and advancement. Mr. Ashley joins California State University, Fullerton as senior advisor to President Fram Virjee.

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 23, 2021 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

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Chancellor Castro presented agenda item 2 and introduced Mr. Lawrence E. Salinas as interim vice chancellor for university relations and advancement. Compensation was recommended as published in the amended agenda item. Mr. Salinas will receive an annual salary of \$306,472 while serving as interim vice chancellor (the same salary as the current incumbent). He will also receive an auto allowance of \$1,000 per month.

A roll call vote was taken, and the committee recommended approval of the proposed resolution. (RUFP 03-21-03)

Trustee Abrego adjourned the committee meeting.

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

**Executive Compensation: President – California State University, Fresno**

**Presentation By**

Joseph I. Castro  
Chancellor

**Summary**

This action item establishes the compensation for Dr. Saúl Jiménez-Sandoval as president of California State University, Fresno.

**Executive Compensation**

This item recommends that Dr. Saúl Jiménez-Sandoval receive an annual salary of \$348,423 effective on May 19, 2021, the date of his appointment as president of California State University, Fresno. Dr. Jiménez-Sandoval has been serving as interim president and there will be no change to his compensation as president.

Additionally, Dr. Jiménez-Sandoval will be required to live in the university's presidential residence located in Fresno, California, as a condition of his employment as president.

In accordance with existing policy of the California State University, Dr. Jiménez-Sandoval will receive the following benefits:

- An auto allowance of \$1,000 per month;
- Standard benefit provisions afforded CSU Executive classification employees;
- An executive transition program provided he meets the eligibility requirements of the Executive Transition II program passed by the Board of Trustees on November 15, 2006 (RUF 11-06-06); and
- Reimbursement for actual, necessary and reasonable travel and relocation expenses.

Dr. Jiménez-Sandoval will hold a joint appointment and retain his academic rank of full professor with tenure, subject to faculty consultation, in the College of Arts and Humanities at Fresno State.

**AMENDED**

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**Recommended Action**

The following resolution is recommended for adoption:

**RESOLVED**, by the Board of Trustees of the California State University, that Dr. Saúl Jiménez-Sandoval shall receive a salary set at the annual rate of \$348,423 effective on May 19, 2021, the date of his appointment as president of California State University, Fresno; and be it further

**RESOLVED**, Dr. Jiménez-Sandoval shall occupy the official presidential residence located in Fresno, California, as a condition of his employment as president; and be it further

**RESOLVED**, Dr. Jiménez-Sandoval shall receive additional benefits as cited in Agenda Item 2 of the Committee on University and Faculty Personnel at the May 19, 2021 meeting of the Board of Trustees.

## AGENDA

### COMMITTEE OF THE WHOLE

**Meeting:** 9:15 a.m., Wednesday, May 19, 2021  
Virtually via Teleconference

Lillian Kimbell, Chair  
Wenda Fong, Vice Chair  
Silas H. Abrego  
Larry L. Adamson  
Diego Arambula  
Jane W. Carney  
Jack Clarke, Jr.  
Adam Day  
Douglas Faigin  
Debra S. Farar  
Jean Picker Firstenberg  
Maryana Khames  
Jack McGrory  
Anna Ortiz-Morfit  
Krystal Raynes  
Romey Sabalius  
Lateefah Simon  
Christopher Steinhauser  
Peter J. Taylor  
Joseph I. Castro, Chancellor

- Consent**
- Discussion**
1. Approval of Minutes of the Meeting of March 23, 2021, *Action*
  2. Conferral of Commendation—Karen Nakai, *Action*
  3. Conferral of Title of Trustee Emeritus—Silas H. Abrego, *Action*
  4. Conferral of Title of Trustee Emeritus—Peter J. Taylor, *Action*

**MINUTES OF THE MEETING OF  
COMMITTEE OF THE WHOLE**

**Trustees of The California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**March 23, 2021**

**Members Present**

Lillian Kimbell, Chair  
Wenda Fong, Vice Chair  
Silas H. Abrego  
Larry L. Adamson  
Diego Arambula  
Jane W. Carney  
Jack Clarke, Jr.  
Douglas Faigin  
Debra S. Farar  
Jean Picker Firstenberg  
Maryana Khames  
Jack McGrory  
Anna Ortiz-Morfit  
Krystal Raynes  
Romey Sabalius  
Lateefah Simon  
Christopher Steinhauser  
Peter J. Taylor  
Joseph I. Castro, Chancellor

Chair Kimbell called the meeting to order.

**Consent Agenda**

Chair Kimbell presented the consent agenda for approval. The consent agenda consisted of the minutes of the January 27, 2021 meeting and one action item to appoint five members to the Committee on Committees (RCOW 03-21-02). There was a motion and a second. The consent agenda was approved.

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 23, 2021 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

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## **Discussion Agenda**

### **Conferral of Title of Vice Chancellor Emeritus—Garrett P. Ashley**

Chair Kimbell presented the action item conferring the title of Vice Chancellor Emeritus on Garrett P. Ashley in recognition of over a decade of service in the Chancellor's Office as the vice chancellor for university relations and advancement. There was a brief discussion and video presentation honoring Mr. Ashley for his exemplary leadership and dedication to the CSU on behalf of the students, faculty, staff, presidents, and alumni. The resolution (RCOW 03-21-03) was approved unanimously by a roll call vote.

Chair Kimbell adjourned the meeting of the Committee of the Whole.

**COMMITTEE OF THE WHOLE**

**Conferral of Commendation–Karen Nakai**

**Presentation By**

Joseph I. Castro  
Chancellor

**Summary**

It is recommended that Karen Nakai, Chief of Staff to the Chancellor, be commended for her many decades of exemplary service, commitment and leadership to the California State University and public education in California.

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that this board commends Karen Nakai for her steadfast dedication and leadership on behalf of the students, faculty, staff, administrators, alumni and friends of the California State University.

**COMMITTEE OF THE WHOLE**

**Conferral of Title of Trustee Emeritus–Silas H. Abrego**

**Presentation By**

Lillian Kimbell  
Chair of the Board

**Summary**

It is recommended that Trustee Silas H. Abrego, whose term expires on June 30, 2021, be conferred the title of Trustee Emeritus for his many years of exemplary service, unwavering commitment and visionary leadership to the California State University. The granting of emeritus status carries the title, but no compensation.

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that this board confers the title of Trustee Emeritus on Silas H. Abrego, with all the rights and privileges thereto.

**COMMITTEE OF THE WHOLE**

**Conferral of Title of Trustee Emeritus–Peter J. Taylor**

**Presentation By**

Lillian Kimbell  
Chair of the Board

**Summary**

It is recommended that Trustee Peter J. Taylor, whose term expires on June 30, 2021, be conferred the title of Trustee Emeritus for his exemplary service, unwavering commitment and visionary leadership to the California State University. The granting of emeritus status carries the title, but no compensation.

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that this board confers the title of Trustee Emeritus on Peter J. Taylor, with all the rights and privileges thereto.

# TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, CA 90802

May 19, 2021

*Presiding: Lillian Kimbell, Chair*

9:45 a.m. Board of Trustees

Virtually via Teleconference

Call to Order

Roll Call

Chair's Report

Chancellor's Report

Academic Senate CSU Report: *Chair—Robert Keith Collins*

California State Student Association Report: *President—Zahraa Khuraibet*

California State University Alumni Council Report: *President—Michelle Power*

Consent

*Action* 1. Approval of the Minutes of the Board of Trustees Meeting of March 23, 2021

*Action* 2. Approval of Committee Resolutions as follows:

## **Committee on Committees**

2. Approval of Board of Trustees' Standing Committee Assignments for 2021-2022
3. Election of the Chair and Vice Chair of the Board of Trustees for 2021-2022

## **Committee on Finance**

2. California State University, Monterey Bay Conceptual Approval of a Public-Private Partnership Mixed-Use Development Project

## **Committee on University and Faculty Personnel**

2. Executive Compensation: President—California State University, Fresno

## **Committee of the Whole**

2. Conferral of Commendation—Karen Nakai
3. Conferral of Title of Trustee Emeritus—Silas H. Abrego
4. Conferral of Title of Trustee Emeritus—Peter J. Taylor

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Order N-25-20 issued on March 12, 2020, some or all of the members of the Board of Trustees may participate in this meeting remotely, either by telephonic or video conference means. The Dumke Auditorium shall nonetheless be open and available for members of the public to attend, observe the proceedings of the meeting (including the audio/video transmissions of trustees participating from remote locations), and offer public comment pursuant to the published protocol for "Addressing the Board of Trustees."**

\*\*The Board of Trustees is a public body, and members of the public have a right to attend and participate in its meetings. This schedule of meetings is established as a best approximation of how long each scheduled meeting will take to complete its business. Each meeting will be taken in sequence, except in unusual circumstances. Depending on the length of the discussions, which are not possible to predict with precision in advance, the scheduled meeting times indicated may vary widely. For two-day meetings, items scheduled for one day may be heard either the day before or the day after depending upon the time spent on each matter. The public is advised to take this uncertainty into account in planning to attend any meeting listed on this schedule.

**MINUTES OF THE MEETING OF BOARD OF TRUSTEES**

**Trustees of the California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium\*  
401 Golden Shore  
Long Beach, California**

**March 23, 2021**

**Trustees Present**

Lillian Kimbell, Chair  
Wenda Fong, Vice Chair  
Silas H. Abrego  
Larry L. Adamson  
Diego Arambula  
Jane W. Carney  
Jack Clarke, Jr.  
Douglas Faigin  
Debra S. Farar  
Jean Picker Firstenberg  
Maryana Khames  
Jack McGrory  
Anna Ortiz-Morfit  
Krystal Raynes  
Romey Sabalius  
Lateefah Simon  
Christopher Steinhauser  
Peter J. Taylor  
Joseph I. Castro, Chancellor  
Lieutenant Governor Eleni Kounalakis

Chair Lillian Kimbell called the meeting of the Board of Trustees to order.

**\*PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 23, 2021 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

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## **Public Comment**

Due to the virtual format of the March 23, 2021 meeting, all public comment took place at the beginning of the meeting's open session prior to all committees. For the purposes of public record, the board heard from the following individuals during the revised public comment period:

Niu Gao, Public Policy Institute of California; Denise Castro, Education Trust-West; Audrey Dow, Campaign for College Opportunity; Fabiola Argueta, InnerCity Struggle; Guan Liu, SDSU; Sharon Elise, AVP Racial & Social Justice – South, CFA; Chris Cox, AVP Racial & Social Justice – North, CFA; Margarita Berta-Avila, AVP Northern Chapter Presidents, CFA; Kevin Wehr, Vice President, CFA; Elizabeth Gandara, Health educator, SFSU; Susan Chen, Counselor, CFA (SFSU); Charles Toombs, President, CFA; Steven Filling, Political Action Chair, CFA; Susan Green, Treasurer, CFA; Kenneth Hansen, Professor, Fresno State (CFA); Browning Neddeau, Asst. Professor, Chico (CFA); Michelle Castillo, Friends of Puvungna; Anna Christensen, Friends of Puvungna; Barbara Eaton, Staff, SFSU; Mary Madden, Staff, SFSU; Tessy Reese, Chair Bargaining Unit 2, CSUEU (SDSU); Pam Robertson, Vice Chair Bargaining Unit 2, CSUEU; Don Moreno, Vice Chair Bargaining Unit 5, CSUEU (EB); Tony Spraggins, Chair Bargaining Unit 7, CSUEU (CSUN); Dawn McCulley, CSUEU; Rich McGee, Chair Bargaining Unit 9, CSUEU; Martin Brenner, Vice Chair Bargaining Unit 9, CSUEU; Jessica Westbay, VP for Representation, CSUEU; Katie Murphy, Bargaining Unit 9, CSUEU (SFSU); Sandee Noda, Chapter President, CSUEU (SFSU); Christine Hintermann, Organizing Chair, CSUEU (SFSU); Drew Scott, Teamsters Local 2010; Matt Mason, Teamsters Local 2010; Edie Brown, President, APC; Juan Carlos Gonzalez, Director, SOAR TRÍO/ORSP (SFSU); Ethan Quaranta, ASI, CSUMB; William DeVincenzi, Lecturer, SJSU; Robert Echols, Professor, Cal Poly SLO; Lizza Demsetz, Lecturer, Cal Poly SLO; Erin Pearse, Professor, Cal Poly SLO; Jessica Eng, Student, Cal Poly SLO; Lisa Swartz, CSU Student, SLO; Liliana Alonso Maya, Alliance for a Better Community; Jess Dampier, Director, USAS; Camila Rivera, CSU Student, USAS; Angel Rivera, CSU Student, USAS; Tanya Acosta, CSU Student, Fresno (SQE); Skylar Fisher, CSU Student, (SQE); Julian Johnson-Millan, CSU Student, Stanislaus (SQE); Julianna Gutierrez, CSU Student, San Marcos (SQE); Melys Bonifacio-Jerez, CSU Student, Chico (SQE); Vanessa Ruiz-Monroy, CSU Student, Monterey Bay (SQE); Yahaira Victorino, CSU Student, Sacramento (SQE); Daniela Hernandez, CSU Student, Fullerton (SQE); Ileana Lugo, CSU Student, Fullerton (SQE); Chloe Ricks, CSU Student, Long Beach (SQE); Faith Garcia, CSU Student, San Marcos (SQE); Sabina Wildman, CSU Student; Alyssa Smith, CSU Student; Tia Abusham, CSU Student, SDSU.

## **Chair's Report**

Chair Kimbell's report is available online at the following link:

<https://www2.calstate.edu/cs-system/board-of-trustees/reports-of-the-chair/Pages/march-2021.aspx>

## **Chancellor's Report**

Chancellor Joseph I. Castro's report is available online at the following link:

<https://www2.calstate.edu/cs-system/board-of-trustees/chancellor-reports/Pages/march-23-2021.aspx>

### **Report of the Academic Senate CSU**

CSU Academic Senate Chair Robert Keith Collin's report is available online at the following link:

<https://www2.calstate.edu/csu-system/faculty-staff/academic-senate/Pages/ASCSU-Chairs-Report.aspx>

### **Report from the California State Student Association**

CSSA President Zahraa Khuraibet's report is available online at the following link:

<https://www.calstatestudents.org/public-documents/#president>

### **Report of the California State University Alumni Council**

Alumni Council President Michelle Power's report is available online at the following link:

<https://www2.calstate.edu/impact-of-the-csu/alumni/council/board-of-trustee-reports/Pages/default.aspx>

### **Board of Trustees**

The minutes of the meeting of January 27, 2021 were unanimously approved as submitted.

Chair Kimbell asked to move all the consent agenda items for approval. There was a motion and a second. Chair Kimbell called for a roll call vote and the Board of Trustees unanimously approved the following resolutions:

## **COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS**

### **California State University, Northridge Sierra Annex Schematic Design Approval (RCPBG 03-21-02)**

**RESOLVED**, By the Board of Trustees of the California State University, that:

1. The California State University, Northridge Sierra Annex project will benefit the California State University.
2. The March 2020 Finding of Consistency prepared for the California State University, Northridge Sierra Annex project has been prepared in accordance with the requirements of the California Environmental Quality Act.
3. The California State University, Northridge Sierra Annex project is consistent with the Campus Master Plan approved in March 2006.

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4. Applicable mitigation measures shall be monitored and reported in accordance with the requirements of the California Environmental Quality Act (Public Resources Code, Section 21081.6).
5. The schematic plans for the California State University, Northridge Sierra Annex are approved at a project cost of \$49,959,000 at CCCI 7528.

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## COMMITTEE ON EDUCATIONAL POLICY

### Academic Planning (REP 03-21-01)

**RESOLVED**, by the Board of Trustees of the California State University, that the amended projections to the Academic Plans for the California State University campuses (as identified in Agenda Item 2 of the March 23, 2021 meeting of the Committee on Educational Policy) be approved and accepted for addition to the CSU Academic Master Plan and as the basis for necessary facility planning; and be it further

**RESOLVED**, that those projected degree programs proposed to be included in campus academic plans be authorized for implementation, at approximately the dates indicated on Attachment A, subject in each instance to the chancellor's review, approval, and confirmation that there exists sufficient societal need, student demand, feasibility, financial support, qualified faculty, facilities and information resources sufficient to establish and maintain the programs; and be it further

**RESOLVED**, that degree programs not included in the campus academic plans be authorized for implementation only as pilot or fast-track programs or as modifications of existing degree programs, subject in each instance to Chancellor's Office approval and CSU policy and procedures.

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**Establishing a Biennial Symposium Recognizing African American History and Achievement and Promoting Anti-Racism Work  
(REP 03-21-02)**

**WHEREAS**, African American students, faculty, staff and alumni have made and continue to make vast, meaningful and lasting contributions to the California State University (CSU) and the state of California; and

**WHEREAS**, African Americans suffered enslavement and subsequently continue to face injustices and denial of many of the basic and fundamental rights of humanity and citizenship, reflecting a unique history of the United States with regard to race and racism; and

**WHEREAS**, the vestiges of those injustices and inequities remain evident in our society today, including within our institutions of higher education; and

**WHEREAS**, African American youth and young adults continue to experience disproportionately greater inequities in college preparation, educational access and attainment, which highlights gaps that educators are responsible to redress, as evidenced in a recent report by the Campaign for College Opportunity, *The State of Higher Education for Black Californians*; and

**WHEREAS**, the CSU enrolled 485,550 students across its 23 campuses in Fall 2020 and awards nearly half of the state's bachelor's degrees annually; one in 10 employees in California is a CSU graduate; and there are over 3.8 million living alumni; and

**WHEREAS**, the CSU enrolled 19,645 (4%) students who identify as African American across its 23 campuses in Fall 2020, which represents approximately nine percent of all Black undergraduates in California, and the gap in four-year graduation rates between Black students and white students at the CSU has increased over the past decade from 21 to over 25 percentage points; and

**WHEREAS**, Juneteenth marks the moment on June 19, 1865, when Major General Gordon Granger arrived in Galveston, Texas, and announced the end of both the Civil War and slavery, and as such, Juneteenth is recognized as a consequential day of reflection and is commemorated in communities across our state and nation; and

**WHEREAS**, Black History Month, first proposed by scholar Carter G. Woodson in 1926, seeks to recognize, study and celebrate – at all times and especially during the month of February – the heritage, contributions and achievements of African Americans; and

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**WHEREAS**, multiple other holidays and commemorations recognize and honor the culture, contributions, sacrifices, achievements and legacies of Black, Indigenous and People of Color (BIPOC), including Martin Luther King, Jr. Day, Kwanzaa, Malcolm X Day, César Chávez Day, Latinx Heritage Month, Asian American and Pacific Islander Heritage Month, Indigenous Peoples' Day and among others, and are celebrated on campuses across the CSU; and

**WHEREAS**, the Board of Trustees encourages all students, faculty, staff and administrators to continue to participate in campus activities throughout the CSU that highlight the important contributions BIPOC have made to our communities, state and nation; that acknowledge and recognize the ways in which anti-Black racism and other institutionalized forms of white supremacy continue to manifest across United States society, including in our own histories and legacies as institutions of higher education; and that foster opportunities for individual and collaborative work to promote transformative change that leads to equity and inclusion; and

**WHEREAS**, the CSU is steadfast in its commitment at all times to advance diversity, equity and inclusion; to promote cultural awareness, cross-cultural exchange, decolonization and acknowledgment of African American history; and to engage people from all walks of life in dialogue that moves our University and the communities our campuses serve toward a more socially just society, by engaging in actions that move beyond our words; therefore, be it

**RESOLVED**, by the Board of Trustees, that the California State University celebrate Black History Month, commemorate the significance of Juneteenth and draw inspiration from the many contributions to our society made by African Americans, as well as strive for transformative change that promotes social justice and closes educational equity gaps, by holding a biennial symposium in co-sponsorship with a CSU campus – commencing in calendar year 2022 and occurring every other year thereafter; and be it further

**RESOLVED**, by the Board of Trustees, that the Chancellor will appoint a standing work group comprised of Chancellor's Office and campus-based representatives to include students, alumni, faculty, staff and administrators in order to develop and implement each biennial symposium, where each symposium will be designed to highlight African- American history and achievement; foster authentic intercultural dialogue; advance anti-racism efforts in a sustainable manner; and reinforce an unwavering commitment to build inclusive and diverse campus communities that empower students with the ability to pursue lives of curiosity, prosperity and self-fulfillment.

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

**Executive Compensation: Interim Vice Chancellor for University Relations and Advancement – California State University  
(RUF 03-21-03)**

**RESOLVED**, by the Board of Trustees of the California State University, that Mr. Lawrence E. Salinas shall receive a salary set at the annual rate of \$306,472 effective April 1, 2021, the date of his appointment as interim vice chancellor for university relations and advancement of the California State University; and be it further

**RESOLVED**, Mr. Salinas shall receive additional benefits as cited in Agenda Item 2 of the Committee on University and Faculty Personnel at the March 23, 2021 meeting of the Board of Trustees.

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**COMMITTEE ON ORGANIZATION AND RULES**

**Approval of the California State University Board of Trustees Meeting Dates for 2022  
(ROR 03-21-01)**

**RESOLVED**, by the Board of Trustees of the California State University, that the following schedule of meetings for 2022 is adopted:

**2022 Meeting Dates**

January 25-26, 2022	Tuesday – Wednesday	Virtually or Chancellor’s Office
March 22-23, 2022	Tuesday – Wednesday	Virtually or Chancellor’s Office
May 24-25, 2022	Tuesday – Wednesday	Virtually or Chancellor’s Office
July 12-13, 2022	Tuesday – Wednesday	Virtually or Chancellor’s Office
September 13-14, 2022	Tuesday – Wednesday	Virtually or Chancellor’s Office
November 15-16, 2022	Tuesday – Wednesday	Virtually or Chancellor’s Office

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## COMMITTEE OF THE WHOLE

### **Appointment of Five Members to the Committee on Committees for 2021-2022 (RCOW 03-21-02)**

**RESOLVED**, by the Board of Trustees of The California State University, that the following trustees are appointed to constitute the Board's Committee on Committees for the 2021-2022 term:

Christopher Steinhauser, Chair  
Adam Day, Vice Chair  
Larry Adamson  
Jean P. Firstenberg  
Maryana Khames

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### **Conferral of Title of Vice Chancellor Emeritus–Garrett P. Ashley (RCOW 03-21-03)**

**RESOLVED**, by the Board of Trustees of the California State University, that this board confers the title of Vice Chancellor Emeritus on Garrett P. Ashley, with all the rights and privileges pertaining thereto.