

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
November 14-16, 2022**

| Time** | Committee | Location¹ |
|--|---|-------------------------------|
| <i>MONDAY, NOVEMBER 14, 2022</i> | | |
| 9:00 a.m. | <u>Board of Trustees—Closed Session</u> Executive Personnel Matters Government Code §11126 | Hilton Long Beach |
| <i>TUESDAY, NOVEMBER 15, 2022</i> | | |
| 8:00 a.m. | <u>Board of Trustees—Closed Session</u> Executive Personnel Matters Government Code §11126 Pending Litigation Government Code §11126 Kumar, et al v. Koester, et al Simpson v. Cal Poly Pomona, et al | Munitz Conference Room |
| 9:45 a.m. | <u>Committee on Collective Bargaining—Closed Session</u> Government Code §3596(d) | Munitz Conference Room |
| 10:30 a.m. | Break | |

¹ All committees meet in the Dumke Auditorium unless otherwise noted.

***In compliance with the Bagley-Keene Act, this meeting will also be held via teleconference at the locations listed in Attachment A of this notice.**

**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.

Agendas, notices, and information on addressing the Board of Trustees may be found on Board of Trustees website: <https://www.calstate.edu/csu-system/board-of-trustees/Pages/default.aspx>.

TUESDAY, NOVEMBER 15, 2022 (cont.)

10:40 a.m. Board of Trustees

Call to Order

Roll Call

Public Comment

12:10 p.m. Luncheon

1:00 p.m. Chair's Report

Chancellor's Report

Academic Senate CSU Report: *Chair—Beth Steffel*

California State Student Association Report: *President— Krishan Malhotra*

California State University Alumni Council Report: *President— Jeremy Addis-Mills*

2:00 p.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 6, Teamsters Local 2010

2:05 p.m. Committee on Audit

Consent

Action 1. Approval of Minutes

Discussion

Information 2. Status Report on Audit and Advisory Services Activities

2:35 p.m. Committee on Educational Policy

Consent

Action 1. Approval of Minutes

Discussion

Information 2. Recommended Amendments to Title 5 Regarding the Doctor of Public Health

Information 3. Graduation Initiative 2025

Information 4. Academic Preparation

Information 5. Veterans Affairs Update

TUESDAY, NOVEMBER 15, 2022 (cont.)

4:30 p.m. Committee on Campus Planning, Buildings and Grounds

Consent

- Action* 1. Approval of Minutes

Discussion

- Action* 2. Update and Approval of the Five-Year Capital Plan

- Action* 3. Gateway Hall Renovation and New Construction for California State University Channel Islands

- Action* 4. California State University, Stanislaus Stockton Campus Acacia Replacement Phase 1 Schematic Design Approval

WEDNESDAY, NOVEMBER 16, 2022

9:00 a.m. Committee on Institutional Advancement

Consent

- Action* 1. Approval of Minutes

Discussion

- Action* 2. Naming of the Singelyn Graduate School of Business – California State Polytechnic University, Pomona

- Action* 3. Naming of the Ernest E. Tschannen Engineering Teaching and Research Building – California State University, Sacramento

9:30 a.m. Committee on University and Faculty Personnel

Consent

- Action* 1. Approval of Minutes

- Action* 2. Annual Report on Outside Employment for Senior Management Employees

- Information* 3. Annual Report on Vice President Compensation, Executive Relocation, and Executive Transition

Discussion

- Action* 4. Executive Transition: Executive Consulting Assignment

- Action* 5. Executive Transition: Revision to Transition II Program

- Action* 6. Revision to Employment Policy Governing Administrator Employees' Option to Retreat

- Action* 7. Executive Compensation: President – San José State University

- Action* 8. Executive Compensation Update: Interim President – Sonoma State University

- Action* 9. Executive Compensation: Triennial Performance Reviews – Equity Adjustments

WEDNESDAY, NOVEMBER 16, 2022 (cont.)

10:45 a.m. Committee on Finance

Consent

Action 1. Approval of Minutes

Information 2. Annual Systemwide Report on Hate Incidents on Campus

Discussion

Information 3. California State University Annual Investment Report

11:15 a.m. Committee on Organization and Rules

Consent

Action 1. Approval of Minutes

Discussion

Information 2. Progress Report on the Board of Trustees' Review

11:45 a.m. Board of Trustees

Call to Order

Roll Call

Consent

Action 1. Approval of the Minutes of the Board of Trustees Meeting of September 13, 2022 and September 14, 2022

Action 2. Approval of Committee Resolutions as follows:

Committee on Campus Planning, Buildings and Grounds

2. Update and Approval of the Five-Year Capital Plan

3. Gateway Hall Renovation and New Construction for California State University Channel Islands

4. California State University, Stanislaus Stockton Campus Acacia Replacement Phase 1 Schematic Design Approval

Committee on Institutional Advancement

2. Naming of the Singelyn Graduate School of Business – California State Polytechnic University, Pomona

3. Naming of the Ernest E. Tschannen Engineering Teaching and Research Building – California State University, Sacramento

Committee on University and Faculty Personnel

2. Annual Report on Outside Employment for Senior Management Employees

4. Executive Transition: Executive Consulting Assignment

5. Executive Transition: Revision to Transition II Program

6. Revision to Employment Policy Governing Administrator Employees' Option to Retreat

7. Executive Compensation: President – San José State University

8. Executive Compensation Update: Interim President – Sonoma State University

9. Executive Compensation: Triennial Performance Review – Equity Adjustments

ADDRESSING THE BOARD OF TRUSTEES

Members of the public have the opportunity to observe the meeting in-person or online and to offer public comment as follows:

- The meeting is broadcast via the [livestream](#) through the Board of Trustees website.
- **For in-person attendance:** The Chancellor's Office requires that all visitors comply with Cal/OSHA and local health department safety measures that may be in effect at the time of the meeting, such as temperature checks, physical distancing, seating density, and self-assessments or attestations that they are free of any COVID-related symptoms. Depending on circumstances, masks may be required, and the Dumke Auditorium may have limited seating to ensure proper physical distancing. Visitors who do not comply with the safety measures, or if the Dumke Auditorium has reached capacity, will be asked to watch the meeting via the [livestream](#) on the Board of Trustees website through their phone or computer. Because of possible physical distancing measures and the uncertainty of our seating capacity, members of the public are encouraged to observe the meeting via the livestream and offer any public comments through the available remote option.
- All public comment (for all committee and plenary sessions) will take place on **Tuesday, November 15**, at the start of the Board of Trustees' open session (**scheduled to begin at approximately 10:30 a.m.**)
- **Written comments** may be emailed in advance of the meeting by **12:00 p.m. on Monday, November 14** to 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 **in-person or virtually/telephonically** by providing a written request **by 12:00 p.m. on Monday, November 14** to trusteesecretariat@calstate.edu. The request should also identify the agenda item the speaker wishes to address or the subject of the intended presentation if it is unrelated to an agenda item. Efforts will be made to accommodate each individual who has requested to speak.

The purpose of public comment is to provide information to the board and not evoke an exchange with board members. Questions that board members may have resulting from public comment will be referred to appropriate staff for response.

In fairness to all speakers, and to allow the committees and board members 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** (or less depending on the number of speakers wishing to address the board.) Ceding, pooling, or yielding remaining time to other speakers is not permitted. Speakers are requested to make the best use of their public comment opportunity and follow the established rules.

Requests for reasonable modification or accommodation from individuals with disabilities, consistent with the Americans with Disabilities Act, shall be made as follows:

- By email: trusteesecretariat@calstate.edu, or
- By telephone: (562) 951-4020

TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

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

Tuesday, November 15, 2022

Presiding: Wenda Fong, Chair

| | | |
|--------------------|---|-------------------------|
| 10:40 a.m.* | Board of Trustees | Dumke Auditorium |
| | Call to Order | |
| | Roll Call | |
| | Public Comment | |
| 1:00 p.m. | Chair's Report | |
| | Chancellor's Report | |
| | Academic Senate CSU Report: <i>Chair—Beth A. Steffel</i> | |
| | California State Student Association Report: <i>President—Krishan Malhotra</i> | |
| | California State University Alumni Council Report: <i>President—Jeremy Addis-Mills</i> | |

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AGENDA

COMMITTEE ON COLLECTIVE BARGAINING

Meeting: 9:45 a.m., Tuesday, November 15, 2022
Munitz Conference Room —Closed Session
Government Code §3596(d)

2:00 p.m., Tuesday, November 15, 2022
Glenn S. Dumke Auditorium —Open Session

Christopher Steinhauser, Chair
Jack Clarke, Jr., Vice Chair
Larry L. Adamson
Julia I. Lopez
Lateefah Simon

Open Session—Glenn S. Dumke Auditorium

- Consent**
1. Approval of Minutes of the Meeting of September 14, 2022, *Action*
 2. Adoption of Initial Proposals for a Successor Collective Bargaining Agreement with Bargaining Unit 6, Teamsters Local 2010, *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**

September 14, 2022

Members Present

Christopher Steinhauser, Chair
Jack Clarke, Jr., Vice Chair
Larry L. Adamson
Adam Day
Julia I. Lopez
Lateefah Simon

Wenda Fong, Chair of the Board
Jolene Koester, Interim Chancellor

Public Speakers

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

Chair Steinhauser called the Committee on Collective Bargaining to order.

Approval of the Consent Agenda

The minutes of the September 14, 2022 meeting were approved as submitted.

Agenda Item 2, Ratification of the Tentative Agreement with Bargaining Unit 1, Union of American Physicians and Dentists (UAPD), was approved as submitted.

Chair Steinhauser adjourned the meeting of the Committee on Collective Bargaining.

COMMITTEE ON COLLECTIVE BARGAINING

Adoption of Initial Proposals for a Successor Collective Bargaining Agreement with Bargaining Unit 6, Teamsters Local 2010

Presentation By

Leora D. Freedman
Acting Vice Chancellor
Human Resources

Summary

The initial proposals for a successor collective bargaining agreement between the California State University and Bargaining Unit 6, Teamsters Local 2010, 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 6, Teamsters Local 2010 is hereby adopted.

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

Between

**The Board of Trustees Of
The California State University And
Teamsters Local 2010
(Bargaining Unit 6)**

November 2022

Bargaining Unit 6
2023 Successor Agreement Negotiations California
State University Bargaining Proposals

Article 1 – Recognition

- Review classifications and propose amendments as appropriate.

Article 2 – Definitions

- Review definitions and update in accordance with current practices.

Article 4 – Contracting Out

- Modify provisions to provide operational flexibility and efficiencies in contracting.

Article 7 – Union Rights

- Review and amend provisions regarding union leave and release time.

Article 9 – Grievance Procedure

- Review the existing grievance process and propose amendments consistent with having grievances resolved in a timely manner.

Article 10 – Appointment

- Review and amend current contractual provisions relating to employee appointments.

Article 14 – Corrective Action

- Review and amend current contractual provisions relating to employee reprimands.

Article 15 – Employee Rights

- Review and amend current contractual provisions relating to employee rights and responsibilities.

Article 19 – Leaves of Absence without Pay

- Review and amend current contractual provisions relating to leaves of absence without pay.

Article 22 – Hours of Work

- Modify provisions to increase operational efficiencies and flexibility in work schedules.

Article 23 – Overtime

- Modify provisions to increase operational efficiencies.

Article 24 – Salary

- Propose modifications to the existing salary structure and other changes to current salary programs.

Article 25 – Benefits

- Review benefits and propose amendments as appropriate.

Article 28 – Health & Safety

- Review and amend current contractual provisions relating to employee health and safety.

Article 30 – Layoff

- Provide clarity to existing provisions regarding work notice requirements allowing for easier implementation and a better understanding of rights and requirements.

Article 32 – Duration and Implementation

- Propose modifications to the duration of any successor agreement.

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.



TEAMSTERS LOCAL 2010

An Affiliate of the International Brotherhood of Teamsters

Jason Rabinowitz
Secretary Treasurer and Principal Officer

Steve James
Joseph Jelincic
CSU Office of the Chancellor
401 Golden Shore
Long Beach, CA

Dear Mr. James,
Dear Mr. Jelincic,

Below you will find Teamsters Local 2010's initial proposals for successor contract bargaining for Bargaining Unit 6. These proposals are made in accordance with California Government Code §3595 and Article 32 of the current Collective Bargaining Agreement (CBA) between the parties. These proposals shall commence negotiations for a successor agreement to the current CBA expiring June 30, 2023. Teamsters Local 2010 reserves the right to make additions to, modify, or delete these proposals and to introduce new proposals during negotiations.

Sincerely,

Jason Rabinowitz
Secretary-Treasurer/Principal Officer
Teamsters Local 2010



TEAMSTERS LOCAL 2010

An Affiliate of the International Brotherhood of Teamsters

Jason Rabinowitz
Secretary Treasurer and Principal Officer

Teamsters Local 2010's Initial Proposals for Unit 6 Successor Contract Negotiations
October 28, 2022

Article 1 - Recognition

- Teamsters Local 2010 will propose updates to the list of recognized bargaining unit classes.
- Teamsters Local 2010 will propose a change to the process for reviewing recognized bargaining unit classes.

Article 2 - Definitions

- Teamsters Local 2010 will propose additional definitions of terms where relevant to the CBA.

Article 4 - Contracting Out

- Teamsters Local 2010 will propose language changes to ensure fairer processes around contracting out and other privatization of CSU facilities that undermine the bargaining unit and its work as recognized under the CBA.

Article 6 - Non-Discrimination

- Teamsters Local 2010 will propose amendments to ensure a fair process to address instances of workplace discrimination.
- Teamsters Local 2010 will propose new language to ensure fair and respectful treatment in the workplace.

Article 7 - Union Rights

- Teamsters Local 2010 will propose language to ensure that Unit 6 members' rights to engage in union activity is adequately protected.

Article 8 - Concerted Activities

- Teamsters Local 2010 will propose changes to clarify the language around concerted activities.

Article 9 – Grievance Procedure

- Teamsters Local 2010 will propose changes and improvements to the grievance procedure to provide for fair and efficient resolution of disputes.

Article 10 - Appointment

- Teamsters Local 2010 will propose modifications to address the use of temporary employees.
- Teamsters Local 2010 will propose modifications to the interview and hiring process.



TEAMSTERS LOCAL 2010

An Affiliate of the International Brotherhood of Teamsters

Jason Rabinowitz
Secretary Treasurer and Principal Officer

Article 11 - Probationary Period

- Teamsters Local 2010 will propose language to ensure that employees serve reasonable probationary periods.

Article 12 - Evaluation

- Teamsters Local 2010 will propose changes to existing language to ensure a fair evaluation process.

Article 13 - Personnel File

- Teamsters Local 2010 will propose changes to bring Article in line with proposed changes in Article 14.

Article 14 - Corrective Action

- Teamsters Local 2010 will propose amendments to provisions on letters of reprimand and retention of these records.
- Teamsters Local 2010 will propose clarifying existing language on discipline.

Article 15 - Employee Rights

- Teamsters Local 2010 will propose making current language clear with regards to our members' access to Union representation and protections under existing law.

Article 16 - Vacation

- Teamsters Local 2010 will propose amendments to better reflect our members' years of service.
- Teamsters Local 2010 will propose new language around emergency vacation.

Article 18 - Leaves of Absence With Pay

- Teamsters Local 2010 will propose allowing our members to use their accrued time as needed.
- Teamsters Local 2010 will propose establishing a clear definition for reporting under this Article.

Article 20 - Assignment-Reassignment

- Teamsters Local 2010 will propose changes to assignments/reassignments and to protect Bargaining Unit 6 work.

Article 22- Hours of Work

- Teamsters Local 2010 will propose modifying the shift schedules.





TEAMSTERS LOCAL 2010

An Affiliate of the International Brotherhood of Teamsters

Jason Rabinowitz
Secretary Treasurer and Principal Officer

- Teamsters Local 2010 will propose a fair and reasonable process for the assignment of alternate work schedules.
- Teamsters Local 2010 will propose changes in the use of voluntary training time.

Article 23 - Overtime

- Teamsters Local 2010 will propose changes to overtime premium pay and expenses for Unit 6 employees.

Article 24 - Salary

- Teamsters Local 2010 will propose fair compensation including a salary step structure with guaranteed progression for the essential work our members do to ensure health, safety, and continued operations at the CSU.

Article 25 - Benefits

- Teamsters Local 2010 will propose language to enhance access to and quality of member benefits.

Article 28 - Health & Safety

- Teamsters Local 2010 will propose expanding the ability of Unit 6 employees to attend health and safety trainings.
- Teamsters Local 2010 will propose new language on personal protective equipment.

Article 32 - Duration and Implementation

- Teamsters Local 2010's proposal will be forthcoming.

Article 33 – Reasonable Accommodation

- Teamsters Local 2010 will propose a new article to ensure a fair process for our members to receive appropriate workplace accommodations for any disabilities.

Appendices and Side Letters

Will review and update appendices/side letters where appropriate.



AGENDA

COMMITTEE ON AUDIT

Meeting: 2:05 p.m., Tuesday, November 15, 2022
Glenn S. Dumke Auditorium

Lateefah Simon, Chair
Yammilette Rodriguez, Vice Chair
Diana Aguilar-Cruz
Jack Clarke, Jr.
Lillian Kimbell
Jack McGrory
Jose Antonio Vargas

- Consent** 1. Approval of Minutes of the Meeting of September 13, 2022, *Action*
Discussion 2. Status Report on Audit and Advisory Services Activities, *Information*

**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**

September 13, 2022

Members Present

Lateefah Simon, Chair
Yammilette Rodriguez, Vice Chair
Diana Aguilar-Cruz
Jack Clarke, Jr.
Adam Day
Lillian Kimbell
Jack McGrory
Wenda Fong, Chair of the Board

Trustee Adam Day called the meeting to order.

Approval of the Consent Agenda

The minutes of the July 12, 2022, meeting of the Committee on Audit were approved as submitted.

Item number two, Status Report on Audit and Advisory Services Activities, was an information item.

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.

The 2021-22 audit plan was completed in September 2022. Attachment A provides a summary of key accomplishments from the 2021-22 plan year.

For the current year 2022-23 audit plan, 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; provide advisory services; support intergovernmental audits; and perform investigation reviews, as needed.

Follow-up on current and past assignments is being conducted on approximately 41 completed campus reviews. Attachment B summarizes the status of audit assignments by campus.

Additionally, Attachment C illustrates key activities and milestones for the 2022-23 audit plan year.

ASSURANCE AUDITS AND DATA ANALYTICS

Status of In-Process and Completed Audits

Assurance audits of the 23 CSU campuses and Chancellor's Office for 2022-23 are in-progress. Twenty-one campus audits are currently in process and four audit reports have been finalized. Completed audit reports are posted on the California State University website at <https://www2.calstate.edu/csu-system/transparency-accountability/audit-reports>.

The status of campus progress toward implementing recommendations for completed audits is included in Attachment B. Prior year audits that have open recommendations are also included in Attachment B and are removed from the report once all recommendations are 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 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 put in place 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.

Data Analytics

The data analytics team continues to monitor credit card data and perform human resources/payroll reviews. For human resources/payroll reviews, reviews have been completed for eight campuses and two reviews are in progress. Overall, more than 30 recommendations have been issued to improve human resources and payroll controls.

Additionally, to-date the data analytics team finalized 20 unique dashboards and visualizations for Concur travel data that will be used for travel-related audits and continuous monitoring of travel data.

As part of our AWS implementation, the data analytics team participated in the AWS Data Lab, an accelerated and joint engineering engagement with an AWS expert to build, design, and automate dashboards. The team successfully created 11 credit card dashboards to share with campuses in the future.

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.

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, Audit and Advisory Services assists with tracking external audits being conducted by state and federal agencies, offers assistance to campuses undergoing such audits, and acts as a liaison for the California State University system throughout the audit process when appropriate. The California State Auditor (CSA) began its audit of the California State University's handling of sexual harassment complaints (Title IX) on November 1, 2022. The CSA audit team began its review at the Chancellor's Office and plans to also review three campuses: Fresno, San Jose, and Sonoma. The CSA plans to begin its audit of the California State University's compliance with the Native American Graves Protection and Repatriation Act (NAGPRA) on November 30, 2022. As part of the audit, the CSA will review four campuses: Chico, San Jose, and two campuses that are yet to be determined. The scope and objectives of the audits are available on the California State Auditor's website (<https://www.auditor.ca.gov/bsa/recent>).

OUTREACH AND ENGAGEMENT

Audit and Advisory Services continues to partner and work with our campus and system stakeholders beyond what would be the usual course of business for an audit or advisory review in order to find opportunities to add value to the organization when possible. This includes partnering activities such as participating and leading affinity groups, providing support to campus and chancellor's office management, sharing information and common themes across campuses, and acknowledging feedback and insights provided by management. In September 2022 Audit and Advisory Services hosted the 6th annual roundtable meeting designed to facilitate communication and collaboration between Audit and Advisory Services and CSU campus audit representatives. This year's event included Interim Chancellor Jolene Koester and CSU Chico Vice President/Chief Financial Officer Ann Sherman as keynote speakers. Meeting sessions covered a variety of topics such as fraud prevention, information security, recent trends in higher education and internal audit, and data analytics.

AUDIT AND ADVISORY SERVICES 2021-22 KEY ACCOMPLISHMENTS

25

VALUE-ADDED REVIEWS



Advisory and data analytics projects providing proactive feedback to campus management

VENDOR MASTER FILE BEST PRACTICE GUIDE

Issued to strengthen vendor administration controls

REAL TIME

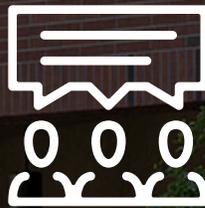
Alerts of fraudulent activity sent to campuses

49

Assurance Audits



Providing assurance to the Board that controls are designed and operating effectively



IT AUDIT WORK GROUP

Addressing recurring IT audit observations

NEW ANALYTICS PLATFORM

50

Data Analytics Dashboards



To view trends and anomalies in financial areas

COMMUNICATION

Observations presented to campus management to share issues noted throughout the year



Fraud prevention training provided to over

200

CAMPUS EMPLOYEES

240

DATA SETS REVIEWED

In support of Audit and Advisory projects

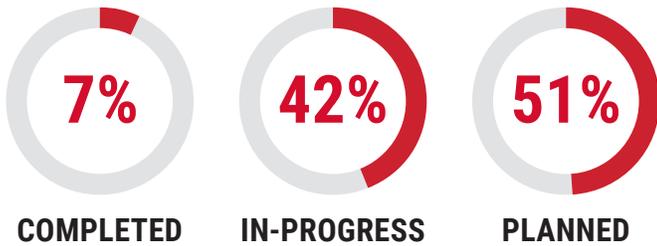
STATUS REPORT ON CURRENT AND PAST AUDIT ASSIGNMENTS

| Campus | Category | Audit Topic | Audit Plan Year | Total # of Recommendations | *Status |
|---------------------|------------------------------|---|-----------------|----------------------------|---------|
| Bakersfield | Audits Currently in Progress | Academic Department Fiscal Review | 2022 | | |
| | Status of Recommendations | Information Security | 2021 | 6 | 6 |
| Chancellor's Office | Status of Recommendations | Information Security | 2021 | 7 | 6, 1 |
| Channel Islands | Status of Recommendations | Sponsored Programs | 2021 | 2 | 2 |
| | | IT Disaster Recovery | 2022 | 6 | 6 |
| Chico | Audits Currently in Progress | Information Security | 2022 | | |
| | Status of Recommendations | Chico State Enterprises | 2021 | 4 | 4 |
| | | Academic Department Fiscal Review | 2022 | 2 | 2 |
| Dominguez Hills | Audits Currently in Progress | Information Security | 2022 | | |
| | Status of Recommendations | Endowment Management | 2021 | 3 | 3 |
| East Bay | Audits Currently in Progress | Student Health Services | 2022 | | |
| | Status of Recommendations | Procurement | 2021 | 3 | 3 |
| Fresno | Audits Currently in Progress | Construction Management | 2022 | | |
| | Status of Recommendations | Counseling and Psychological Services | 2021 | 6 | 6 |
| Fullerton | Audits Currently in Progress | Procurement | 2022 | | |
| | Status of Recommendations | Corporation | 2021 | 7 | 4, 3 |
| | | Information Security | 2021 | 6 | 6 |
| Humboldt | Audits Currently in Progress | Human Resources | 2022 | | |
| | Status of Recommendations | Information Security | 2021 | 5 | 4, 1 |
| | | Police Services | 2021 | 7 | 3, 4 |
| Long Beach | Audits Currently in Progress | Athletics Fiscal Administration | 2022 | | |
| | Status of Recommendations | Decentralized Computing | 2021 | 13 | 13 |
| | | Sponsored Programs | 2021 | 4 | 4 |
| | | Student Fee Administration | 2021 | 2 | 2 |
| Los Angeles | Audits Currently in Progress | Computer Security Incident Response | 2022 | | |
| | Status of Recommendations | Associated Students, Inc. | 2021 | 4 | 4 |
| Maritime Academy | Audits Currently in Progress | Vendor Administration and Payments | 2022 | | |
| | Status of Recommendations | Service Learning and Internships | 2020 | 5 | 5 |
| | | Information Security | 2021 | 10 | 7, 3 |
| Monterey Bay | Audits Currently in Progress | Vendor Administration and Payments | 2022 | | |
| | Status of Recommendations | Construction Management | 2021 | 2 | 1, 1 |
| Northridge | Status of Recommendations | Information Security | 2021 | 5 | 5 |
| Pomona | Audits Currently in Progress | Foundation | 2022 | | |
| | Status of Recommendations | Auxiliary-Owned Housing | 2021 | 7 | 7 |
| | | Facilities Management | 2021 | 10 | 1, 9 |
| | | Academic Department Fiscal Review | 2022 | 2 | 2 |
| Sacramento | Audits Currently in Progress | Athletics Fiscal Administration | 2022 | | |
| | Status of Recommendations | Information Security | 2020 | 10 | 10 |
| | | Endowment Management | 2021 | 3 | 3 |
| San Bernardino | Audits Currently in Progress | Information Security | 2022 | | |
| | Status of Recommendations | Centers and Institutes | 2021 | 5 | 5 |
| | | Human Resources | 2021 | 13 | 13 |
| San Diego | Audits Currently in Progress | Student Organizations | 2022 | | |
| | Status of Recommendations | Information Security | 2020 | 9 | 8, 1 |
| | | Student Fee Administration | 2021 | 2 | 2 |
| San Francisco | Audits Currently in Progress | Construction Management | 2022 | | |
| | Status of Recommendations | Training Compliance | 2022 | | |
| | | Associated Students, Inc. | 2021 | 8 | 8 |
| | | Decentralized Computing | 2021 | 6 | 6 |
| San Jose | Audits Currently in Progress | Athletics Fiscal Administration | 2022 | | |
| | Status of Recommendations | Decentralized Computing | 2021 | 9 | 2, 7 |
| | | Student Health Services | 2021 | 6 | 6 |
| | | Vendor Administration and Payments | 2022 | 1 | 1 |
| San Luis Obispo | Audits Currently in Progress | IT Disaster Recovery | 2022 | | |
| | Status of Recommendations | Information Security | 2020 | 12 | 11, 1 |
| | | Endowment Management | 2021 | 1 | 1 |
| San Marcos | Audits Currently in Progress | Training Compliance | 2022 | | |
| | Status of Recommendations | Corporation | 2021 | 1 | 1 |
| | | Faculty Assigned Time and Additional Employment | 2021 | 3 | 3 |
| Sonoma | Audits Currently in Progress | Academic Department Fiscal Review | 2022 | | |
| | Status of Recommendations | Information Security | 2021 | 16 | 16 |
| Stanislaus | Status of Recommendations | Construction Management | 2021 | 5 | 5 |

*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

AUDIT HIGHLIGHTS

2022-23 ASSURANCE AUDITS



DATA ANALYTICS

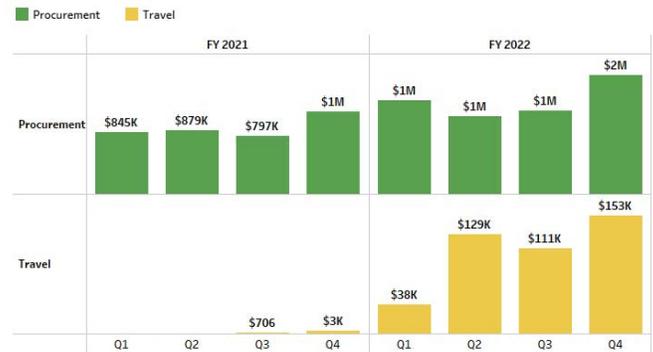
CREDIT CARD QUARTERLY REPORT SAMPLE DASHBOARD

Credit Card Spending
(July 1, 2021 to June 30, 2022)

| | Total Spending | Change from Prior Yr. Spending | Avg. Spending Per Acct.* |
|-------------|----------------|--------------------------------|--------------------------|
| Procurement | \$5,120,442 | \$1,467,680 | \$18,756 |
| Travel | \$431,604 | \$433,547 | \$5,078 |

* Total Spending / Total Number of Accounts with Activity during the year

Spending Over Time



2021-22 AUDIT RECOMMENDATIONS



CALIFORNIA STATE AUDITOR (CSA)

CSA AUDITS OF TITLE IX AND NAGRA COMPLIANCE HAVE COMMENCED

OUTREACH AND ENGAGEMENT

DEVELOPED ENDOWMENT MANAGEMENT GUIDE FOR ASSOCIATION OF COLLEGE AND UNIVERSITY AUDITORS

HOSTED 6TH ANNUAL CSU CAMPUS AUDIT LIAISONS ROUNDTABLE IN SEPTEMBER 2022

PRESENTED OBSERVATIONS FROM 2021-22 AUDITS TO CAMPUS CFOs AND KEY CSU STAKEHOLDERS

AGENDA

COMMITTEE ON EDUCATIONAL POLICY

Meeting: 2:35 p.m., Tuesday, November 15, 2022
Glenn S. Dumke Auditorium

Romey Sabalius, Chair
Diego Arambula, Vice Chair
Douglas Faigin
Jean Picker Firstenberg
Leslie Gilbert-Lurie
Maria Linares
Julia I. Lopez
Yammilette Rodriguez
Christopher Steinhauser

- Consent** 1. Approval of Minutes of the Meeting of September 14, 2022, *Action*
- Discussion** 2. Recommended Amendments to Title 5 Regarding the Doctor of Public Health
Information
3. Graduation Initiative 2025, *Information*
4. Academic Preparation, *Information*
5. Veterans Affairs Update, *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**

September 13, 2022

Members Present

Romey Sabalius, Chair
Diego Arambula, Vice Chair
Douglas Faigin
Jean Picker Firstenberg
Leslie Gilbert-Lurie
Maria Linares
Julia I. Lopez
Yammilette Rodriguez
Christopher Steinhauser

Wenda Fong, Chair of the Board
Jolene Koester, Interim Chancellor

Trustee Sabalius called the meeting to order.

Approval of the Consent Agenda, Action

A motion to approve the consent agenda without discussion passed. The minutes from the meeting on July 12, 2022 were approved as submitted.

Research, Scholarship and Creative Activity, *Information*

Dr. Sylvia A. Alva, executive vice chancellor of Academic and Student Affairs, began the presentation by explaining the expansive ways that research, scholarship and creative activities provide experiential learning opportunities for students and supports faculty excellence. Dr. Alva invited Dr. Ganesh Raman, assistant vice chancellor for Research, to provide the board with an update on the variety of CSU programs and initiatives that have resulted in both meaningful learning opportunities as well applied research addressing many of California's most pressing issues. While the pandemic posed a unique set of challenges in conducting research, Dr. Raman

shared the many ways the CSU community has continued to advance research and scholarly activities, many of which are student-driven. Dr. Lynn Mahoney, president of San Francisco State University, was invited to speak on a specific project at the university exploring health disparity issues involving the lack of access to nature and the impact on the well-being of underserved populations.

Dr. Raman also provided updates from multi-campus affinity groups as well as student competitions designed to promote innovation and entrepreneurship. To conclude the presentation, Dr. Raman invited CSUN alumna Ms. Jessica Gonzalez to share her experience in the 2022 Grad Slam research competition in which she took first place.

Following the presentation, committee chair Trustee Sabalius shared brief remarks acknowledging the collaborative work and meaningful impact of CSU research. Trustees posed questions regarding different approaches to securing external funding and how are students engaged in research funded by grants. Additionally, a question was raised regarding how CSU research is different from research conducted at the UC system. Comments were also shared regarding the importance of providing faculty with professional research opportunities to support the integral role they play in engaging students – from the funding process to the publication of research literature.

COMMITTEE ON EDUCATIONAL POLICY

Recommended Amendments to Title 5 Regarding the Doctor of Public Health

Presentation By

Sylvia A. Alva
Executive Vice Chancellor
Academic and Student Affairs

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

Summary

Recent changes in legislation amended the California Education Code to add Education Code Section 66044 and 66044.1 which grants the California State University (CSU) the authority to offer the doctoral degree in public health, called the Doctor of Public Health (DrPH) degree effective January 1, 2023. The purpose of this information item is to propose additions to Title 5 to reflect this legislation.

This proposal will return to the board in January 2023 as an action item for approval, along with a request to set tuition for DrPH programs through the Finance Committee. As has been done with all previous independent doctoral programs, Chancellor's Office staff will soon begin the process of collaborating with faculty to develop systemwide policy that will include more detailed information related to the DrPH programs so that it is ready for campus use following the January 2023 board meeting. Campuses have already been informed that they have the option of proposing DrPH programs for approval as part of the March 2023 Board of Trustees academic master planning process.

Background

The DrPH is an advanced, terminal professional degree that prepares the future workforce to engage in public health research, teaching, practice and leadership. It is governed by the Association of Schools and Programs of Public Health (ASPPH) and is accredited by the Council on Education for Public Health (CEPH). The degree focuses on the practical application of public health principles across a variety of settings, such as health departments, communications, health advocacy, community organizations, marketing and others. This degree prepares individuals to

take on a leadership role in a variety of public health settings by bridging the gap between research and applied fieldwork, emphasizing knowledge translation and transformative leadership.

There is a need for DrPH professionals as they are uniquely equipped to promote community engagement and conduct tailored needs assessments to quickly identify which priority targets to engage, based on the highest risk and/or need. These professionals engage community stakeholders, promote health advocacy, encourage critical analyses, and influence decision making, policies and laws. They also interpret and translate evidence-based information for the general public in a manner that would be tailored according to individuals' literacy levels.

Nationally, there is a significant shortage in trained DrPH-level public health professionals. This need became more apparent during the COVID-19 pandemic. In California as well, there is a shortage of advanced trained public health professionals, especially those who are ethnically/racially diverse.

Senate Bill 684, authored by Senator Ben Hueso and supported by the CSU Board of Trustees, allows for the CSU to offer independent DrPH programs. This legislation was signed into law by Governor Newsom on September 30, 2022.

Correspondingly, additions of the following Title 5 sections are recommended:

- **§ 40519.2. The Doctor of Public Health Degree.**
This addition will establish the DPH degree program scope and the minimum number of degree units.
- **§ 40519.3. The Doctor of Public Health Degree: Requirements.**
This addition will establish the minimum requirements for completion of the program.
- **§ 41025. Admission to Doctor of Public Health Programs.**
This addition will establish admission requirements for the degree program.

An item will be presented at the January 2023 meeting for board action to adopt the following recommended additions to Title 5.

Title 5, California Code of Regulations
Division 5 – Board of Trustees of the California State Universities
Chapter 1 – California State University
Subchapter 2 – Educational Program
Article 7 – Graduate Degrees

§ 40519.2. The Doctor of Public Health Degree.

(a) A California State University program leading to a Doctor of Public Health degree shall be distinguished from a University of California doctoral degree program by its conformity with the following criteria:

(1) the program shall be focused on health and scientific knowledge translation and transformative community leadership;

(2) the program shall be designed to address the community public health workforce needs of California;

(3) the program shall prepare qualified professionals to be leaders and experienced practitioners who apply their advanced knowledge in service to California's diverse communities.

(4) the program shall enable professionals to earn the degree while working full time.

(b) Each campus offering a program leading to a Doctor of Public Health degree shall establish requirements for admission to the program. The requirements for admission shall include, at a minimum, the requirements stated in Section 41025.

(c) The program leading to the Doctor of Public Health degree shall conform to the following specifications:

(1) The curriculum shall include learning experiences that balance research, theory, and practice, including field experiences. The core curriculum shall provide professional preparation for leadership in community public health, including but not limited to theory and research methods, the structure and culture of public health, and health and scientific knowledge translation and transformative community leadership.

(2) The pattern of study shall be composed of at least 60 semester units earned in graduate standing. At least 48 semester units required for the degree shall be in courses organized primarily for doctoral students, and the remaining units required for the degree shall be in courses organized primarily for doctoral students or courses organized primarily for master's and doctoral students.

(3) At least 42 semester units shall be completed in residence at the campus or campuses awarding the degree. The appropriate campus authority may authorize the substitution of credit earned by alternate means for part of this residence requirement. The campus may establish a transfer policy allowing application to degree requirements of relevant coursework and credits completed as a

matriculated student in another graduate program, on the condition that the other program is appropriately accredited.

(4) A qualifying examination shall be required.

(5) The pattern of study shall include completion of a dissertation subject to the following:

(A) The dissertation shall be the written product of systematic, rigorous research on a significant professional issue related to community public health. The dissertation is expected to contribute to an improvement in health and scientific knowledge translation and transformative community leadership. It shall evidence originality, critical and independent thinking, appropriate form and organization, and a rationale.

(B) The dissertation shall identify the research problem and question(s), state the major theoretical perspectives, explain the significance of the undertaking, relate it to the relevant scholarly and professional literature, set forth the appropriate sources for and methods of gathering and analyzing the data, and offer a conclusion or recommendation. It shall include a written abstract that summarizes the significance of the work, objectives, methodology, and a conclusion or recommendation.

(C) No more than 12 semester units shall be allowed for a dissertation; and

(D) An oral defense of the dissertation shall be required.

(d) Each campus shall create and distribute to all students enrolled in a Doctor of Public Health degree program a student manual or handbook detailing, at a minimum, the following:

(1) requirements for admission with classified standing;

(2) policies on the transfer of credit earned at other institutions;

(3) policies on professional ethics and academic integrity;

(4) policies on student fees;

(5) provisions for advising and mentoring;

(6) policies and procedures for petitioning for a variance in academic requirements;

(7) policies and procedures for obtaining a leave of absence or for withdrawing from the university;

- (8) policies and procedures regarding student grievances;
- (9) policies on harassment and discrimination;
- (10) policies and procedures for establishing and amending a plan of study;
- (11) requirements for satisfactory progress in the program;
- (12) policies on academic probation;
- (13) requirements for field experience embedded in the program;
- (14) requirements for advancement to candidacy;
- (15) policies and procedures for the formation of a committee for administering a qualifying examination (if the qualifying examination is unique to the individual student);
- (16) dissertation requirements;
- (17) policies and procedures for the formation of a committee for supervising a dissertation;
- (18) forms to be completed by students in the course of the degree program;
- (19) the names and areas of expertise of faculty members affiliated with the degree program.

Credits

NOTE: Authority cited: Sections 66044 (effective January 1, 2023 per SB 684 [2022]), 66044.1 (effective January 1, 2023 per SB 684 [2022]), 66600, 89030 and 89035, Education Code. Reference: Sections 66044, 66044.1, 66600, 89030 and 89035, Education Code.

§ 40519.3. The Doctor of Public Health Degree: Requirements.

- (a) Advancement to Candidacy. For advancement to candidacy for the Doctor of Public Health degree, the student shall have achieved classified graduate standing and met such particular requirements as the Chancellor and the appropriate campus authority may prescribe. The requirements shall include a qualifying examination.
- (b) To be eligible for the Doctor of Public Health degree, the candidate shall have completed a pattern of study, including a dissertation, that is consistent with the specifications in subdivision (c)(5) of Section 40519.2 and that is approved by the appropriate campus authority. A grade point average of 3.0 (grade of B) or better shall have been earned in coursework taken to satisfy the

requirements for the degree, except that a course in which no letter grade is assigned shall not be used in computing the grade point average.

(c) The student shall have completed all requirements for the degree within five years of achieving classified standing in the doctoral program. The appropriate campus authority may extend the time for completion of the requirements if:

- (1) the extension is warranted by individual circumstances, and
- (2) the student demonstrates current knowledge of research and practice in public health, as required by the campus.

Credits

NOTE: Authority cited: Sections 66044 (effective January 1, 2023 per SB 684 [2022]), 66044.1 (effective January 1, 2023 per SB 684 [2022]), 66600, 89030 and 89035, Education Code. Reference: Sections 66044 (effective January 1, 2023 per SB 684 [2022]), 66044.1 (effective January 1, 2023 per SB 684 [2022]), 66600, 89030 and 89035, Education Code.

§ 41025. Admission to Doctor of Public Health Programs.

(a) An applicant may be admitted with classified graduate standing to a program leading to a Doctor of Public Health degree established pursuant to Section 40519.2 if the applicant satisfies the requirements of each of the following numbered subdivisions:

- (1) The applicant holds an acceptable baccalaureate degree earned at an institution accredited by a regional accrediting association, or the applicant has completed equivalent academic preparation as determined by the appropriate campus authority.
- (2) The applicant holds an acceptable master's degree earned at an institution accredited by a regional accrediting association, or the applicant has completed equivalent academic preparation as determined by the appropriate campus authority.
- (3) The applicant has attained a cumulative grade point average of at least 3.0 in upper-division and graduate study combined.
- (4) The applicant is in good standing at the last institution of higher education attended.
- (5) The applicant has demonstrated sufficient preparation and experience pertinent to community public health to benefit from the program.

(6) The applicant has met any additional requirements established by the Chancellor in consultation with the faculty and any additional requirements prescribed by the appropriate campus authority.

(b) An applicant who does not qualify for admission under the provisions of subdivision (a) may be admitted with classified graduate standing by special action if on the basis of acceptable evidence the applicant is judged by the appropriate campus authority to possess sufficient academic and professional potential pertinent to community public health to merit such action.

(c) An applicant who is ineligible for admission under the provisions of either subdivision (a) or subdivision (b) because of deficiencies in prerequisite preparation that in the opinion of the appropriate campus authority can be rectified by specified additional preparation, including examinations, may be admitted with conditionally classified graduate standing. The student shall be granted classified graduate standing upon rectification of the deficiencies.

(d) Only those students who continue to demonstrate a satisfactory level of scholastic competence and fitness shall be eligible to continue in Doctor of Public Health programs.

Credits

NOTE: Authority cited: Sections 66044 (effective January 1, 2023 per SB 684 [2022]), 66044.1 (effective January 1, 2023 per SB 684 [2022]), 66600, 89030 and 89035, Education Code. Reference: Sections 66044 (effective January 1, 2023 per SB 684 [2022]), 66044.1 (effective January 1, 2023 per SB 684 [2022]), 66600, 89030 and 89035, Education Code.

5 CCR § 40519.2

§ 40519.2. The Doctor of Public Health Degree.

(a) A California State University program leading to a Doctor of Public Health degree shall be distinguished from a University of California doctoral degree program by its conformity with the following criteria:

- (1) the program shall be focused on health and scientific knowledge translation and transformative community leadership;
- (2) the program shall be designed to address the community public health workforce needs of California;
- (3) the program shall prepare qualified professionals to be leaders and experienced practitioners who apply their advanced knowledge in service to California's diverse communities; and
- (4) the program shall enable professionals to earn the degree while working full time.

(b) Each campus offering a program leading to a Doctor of Public Health degree shall establish requirements for admission to the program. The requirements for admission shall include, at a minimum, the requirements stated in Section 41025.

(c) The program leading to the Doctor of Public Health degree shall conform to the following specifications:

- (1) The curriculum shall include learning experiences that balance research, theory, and practice, including field experiences. The core curriculum shall provide professional preparation for leadership in community public health, including but not limited to theory and research methods, the structure and culture of public health, and health and scientific knowledge translation and transformative community leadership.
- (2) The pattern of study shall be composed of at least 60 semester units earned in graduate standing. At least 48 semester units required for the degree shall be in courses organized primarily for doctoral students, and the remaining units required for the degree shall be in courses organized primarily for doctoral students or courses organized primarily for master's and doctoral students.
- (3) At least 42 semester units shall be completed in residence at the campus or campuses awarding the degree. The appropriate campus authority may authorize the substitution of credit earned by alternate means for part of this residence requirement. The campus may establish a transfer policy allowing application to degree requirements of relevant coursework and credits completed as a matriculated student in another graduate program, on the condition that the other program is appropriately accredited.
- (4) A qualifying examination shall be required.
- (5) The pattern of study shall include completion of a dissertation subject to the following:
 - (A) The dissertation shall be the written product of systematic, rigorous research on a significant professional issue related to community public health. The dissertation is expected to contribute to an improvement in health and scientific knowledge translation and transformative community

leadership. It shall evidence originality, critical and independent thinking, appropriate form and organization, and a rationale;

(B) The dissertation shall identify the research problem and question(s), state the major theoretical perspectives, explain the significance of the undertaking, relate it to the relevant scholarly and professional literature, set forth the appropriate sources for and methods of gathering and analyzing the data, and offer a conclusion or recommendation. It shall include a written abstract that summarizes the significance of the work, objectives, methodology, and a conclusion or recommendation;

(C) No more than 12 semester units shall be allowed for a dissertation; and

(D) An oral defense of the dissertation shall be required.

(d) Each campus shall create and distribute to all students enrolled in a Doctor of Public Health degree program a student manual or handbook detailing, at a minimum, the following:

- (1) requirements for admission with classified standing;
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- (3) policies on professional ethics and academic integrity;
- (4) policies on student fees;
- (5) provisions for advising and mentoring;
- (6) policies and procedures for petitioning for a variance in academic requirements;
- (7) policies and procedures for obtaining a leave of absence or for withdrawing from the university;
- (8) policies and procedures regarding student grievances;
- (9) policies on harassment and discrimination;
- (10) policies and procedures for establishing and amending a plan of study;
- (11) requirements for satisfactory progress in the program;
- (12) policies on academic probation;
- (13) requirements for field experience embedded in the program;
- (14) requirements for advancement to candidacy;
- (15) policies and procedures for the formation of a committee for administering a qualifying examination (if the qualifying examination is unique to the individual student);
- (16) dissertation requirements;
- (17) policies and procedures for the formation of a committee for supervising a dissertation;
- (18) forms to be completed by students in the course of the degree program; and
- (19) the names and areas of expertise of faculty members affiliated with the degree program.

Credits

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5 CCR § 40519.3

§ 40519.3. The Doctor of Public Health Degree: Requirements.

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(b) To be eligible for the Doctor of Public Health degree, the candidate shall have completed a pattern of study, including a dissertation, that is consistent with the specifications in subdivision (c)(5) of Section 40519.2 and that is approved by the appropriate campus authority. A grade point average of 3.0 (grade of B) or better shall have been earned in coursework taken to satisfy the requirements for the degree, except that a course in which no letter grade is assigned shall not be used in computing the grade point average.

(c) The student shall have completed all requirements for the degree within five years of achieving classified standing in the doctoral program. The appropriate campus authority may extend the time for completion of the requirements if:

(1) the extension is warranted by individual circumstances, and

(2) the student demonstrates current knowledge of research and practice in public health, as required by the campus.

Credits

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5 CCR § 41025

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(1) The applicant holds an acceptable baccalaureate degree earned at an institution accredited by a regional accrediting association, or the applicant has completed equivalent academic preparation as determined by the appropriate campus authority.

(2) The applicant holds an acceptable master's degree earned at an institution accredited by a regional accrediting association, or the applicant has completed equivalent academic preparation as determined by the appropriate campus authority.

(3) The applicant has attained a cumulative grade point average of at least 3.0 in upper-division and graduate study combined.

(4) The applicant is in good standing at the last institution of higher education attended.

(5) The applicant has demonstrated sufficient preparation and experience pertinent to community public health to benefit from the program.

(6) The applicant has met any additional requirements established by the Chancellor in consultation with the faculty and any additional requirements prescribed by the appropriate campus authority.

(b) An applicant who does not qualify for admission under the provisions of subdivision (a) may be admitted with classified graduate standing by special action if on the basis of acceptable evidence, the applicant is judged by the appropriate campus authority to possess sufficient academic and professional potential pertinent to community public health to merit such action.

(c) An applicant who is ineligible for admission under the provisions of either subdivision (a) or subdivision (b) because of deficiencies in prerequisite preparation that in the opinion of the appropriate campus authority can be rectified by specified additional preparation, including examinations, may be admitted with conditionally classified graduate standing. The student shall be granted classified graduate standing upon rectification of the deficiencies.

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COMMITTEE ON EDUCATIONAL POLICY

Graduation Initiative 2025

Presentation By

Sylvia A. Alva
Executive Vice Chancellor
Academic and Student Affairs

Jeff Gold
Interim Associate Vice Chancellor
Student Success

Dr. Vanya Quiñones
President
California State University, Monterey Bay

Summary

This information item on Graduation Initiative 2025 provides detailed information on the California State University's systemwide graduation rate data for 2022 and the university's ongoing efforts to address existing gaps between underserved students and their peers. Ultimately the goal of Graduation Initiative 2025 is to ensure that every CSU student has a fair and equal opportunity to earn their degree, contribute to the California workforce and thrive in their community. Through its annual Convening as well as the intentional share of promising practices among its 23 campuses, the CSU remains committed to meeting the goals first set forth in 2016. The following is an update on that progress.

Graduation Initiative 2025 Goals

As the largest and one of the most diverse four-year higher education systems in the country, the CSU has been guided by its Graduation Initiative 2025 to set a new national standard for providing high quality affordable degree opportunities. The initiative's bold goals are to achieve the following milestones by 2025:

- A 40 percent 4-year graduation rate goal for first-time students;
- A 70 percent 6-year graduation rate goal for first-time students;
- A 45 percent 2-year graduation rate goal for transfer students;

CORRECTED

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- An 85 percent 4-year graduation rate goal for transfer students;
- Elimination of equity gaps between CSU students who identify as African American, Native American or Latinx and their peers; and
- Elimination of equity gaps between Pell recipient students and their peers.

Operational and Equity Priorities

Graduation Initiative 2025 is comprised of six operational priorities, or pillars, that have been identified as having significant impact on student success. These pillars have served as guiding principles to support students when and where their need was most urgent and acute and include:

- Academic preparation
- Enrollment management
- Student engagement and well-being
- Financial support
- Data-informed decision making
- Removal of administrative barriers

In 2021, the CSU announced five equity priorities to further advance work in promoting equitable learning outcomes for all students. Those priorities include:

- Reengage and reenroll underserved students
- Provide equitable access to a digital degree planner
- Expand credit opportunities through summer and intersession
- Eliminate barriers to graduation
- Promote equitable learning and reduce DFW rates

Progress on these equity priority efforts can be found at www.calstate.edu/graduation-initiative-2025.

2022 Graduation Rate Data

The following data provide insights on graduation rates based on specific student populations including first-time, transfer, underrepresented students of color and Pell Grant recipients.

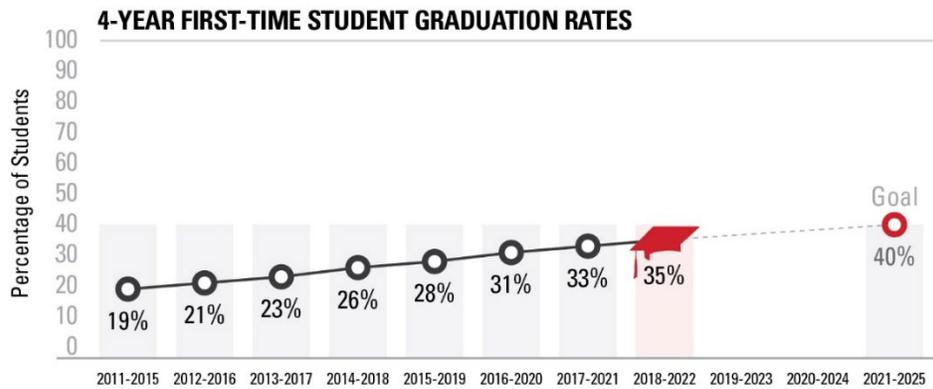
4-Year Graduation Goal for First-Time Students

The 4-year graduation rate for the first-time student cohort that began in 2018 and graduated in 2022 or earlier was 35 percent. This rate is the highest ever for the CSU and marks an increase of 2 percentage points from the previous year as illustrated in the table and graph below. Please note numbers have been rounded up in all graphs.

| Cohort | Grad Rate (%) |
|------------------|----------------------|
| 2009-2013 | 17.9 |
| 2010-2014 | 18.7 |
| 2011-2015 | 19.3 |
| 2012-2016 | 20.7 |
| 2013-2017 | 22.7 |
| 2014-2018 | 25.5 |
| 2015-2019 | 27.7 |
| 2016-2020 | 31.0 |
| 2017-2021 | 33.3 |
| 2018-2022 | 35.1 |
| 2025 Goal | 40 |

CORRECTED

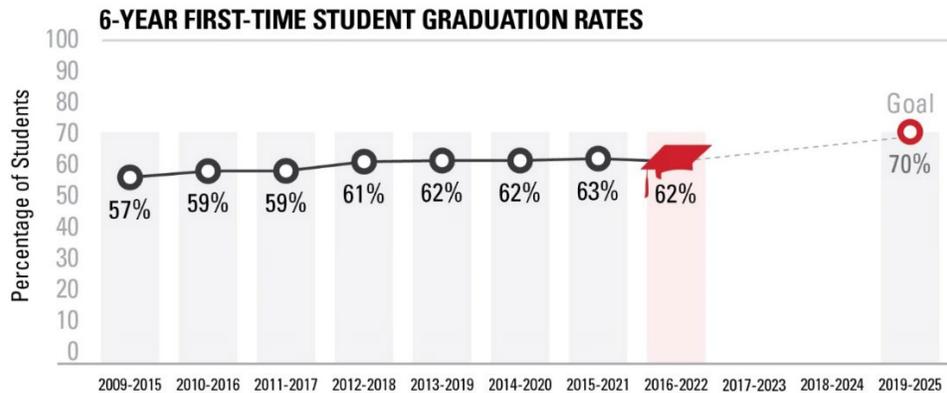
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6-Year Graduation Goal for First-Time Students

The 6-year graduation rate for the first-time student cohort that began in 2016 and graduated in 2022 is at 62 percent.

| Cohort | Grad Rate (%) |
|------------------|----------------------|
| 2009-2015 | 57.3 |
| 2010-2016 | 59.3 |
| 2011-2017 | 59.4 |
| 2012-2018 | 61.2 |
| 2013-2019 | 62.1 |
| 2014-2020 | 62.4 |
| 2015-2021 | 63.2 |
| 2016-2022 | 62.4 |
| 2025 Goal | 70 |



2-Year Graduation Goal for Transfer Students

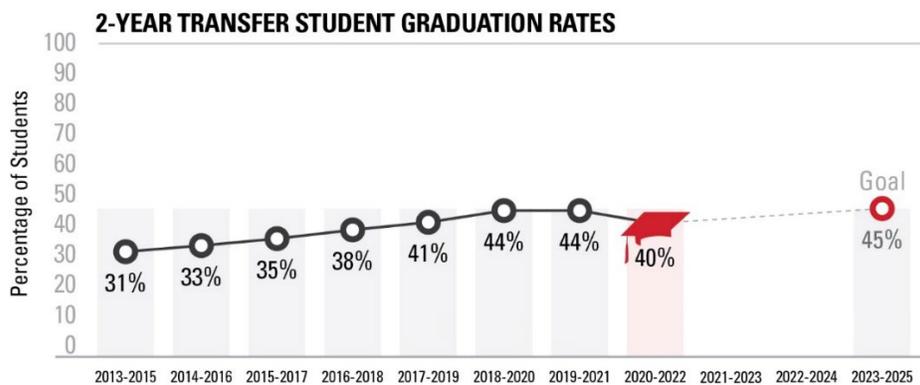
The 2-year graduation rate for the transfer cohort that began in 2020 and graduated in 2022 or earlier was 40 percent.

| Cohort | Grad Rate (%) |
|---------------|----------------------|
| 2009-2011 | 24.5 |
| 2010-2012 | 27.8 |
| 2011-2013 | 26.7 |
| 2012-2014 | 28.4 |
| 2013-2015 | 30.6 |
| 2014-2016 | 32.6 |
| 2015-2017 | 35.1 |
| 2016-2018 | 38.0 |
| 2017-2019 | 40.7 |
| 2018-2020 | 43.6 |
| 2019-2021 | 44.3 |

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| | |
|------------------|-----------|
| 2020-2022 | 40.3 |
| 2025 Goal | 45 |

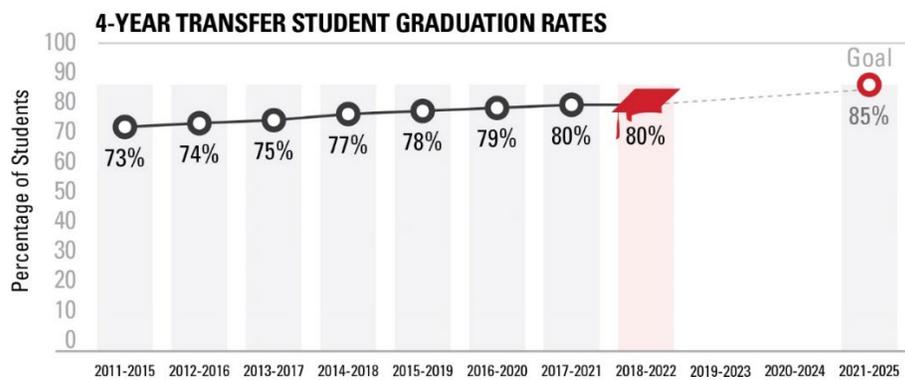


4-Year Graduation Goal for Transfer Students

The 4-year graduation rate for the transfer cohort that began in 2018 and graduated in 2022 or earlier increased slightly to 80 percent. This rate is also the highest ever for the CSU, and puts the university within five percentage points of the 2025 goal of 85 percent.

| Cohort | Grad Rate (%) |
|-----------|---------------|
| 2009-2013 | 69.2 |
| 2010-2014 | 72.8 |
| 2011-2015 | 73.0 |
| 2012-2016 | 74.0 |
| 2013-2017 | 75.3 |
| 2014-2018 | 77.1 |
| 2015-2019 | 77.6 |
| 2016-2020 | 78.9 |
| 2017-2021 | 79.6 |

| | |
|------------------|-----------|
| 2018-2022 | 80.4 |
| 2025 Goal | 85 |



Underrepresented Students Equity Gap Goal

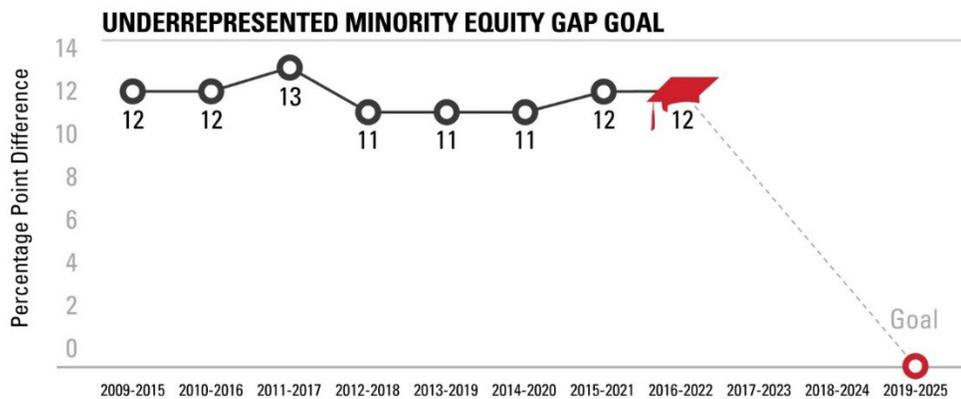
Equity gaps are measured on the 6-year graduation rate for the first-time student cohort. Communities from which students who are historically underrepresented in higher education – those who identify as African American, Native American or Latinx – are included in the student populations measured below.

| Cohort | Grad Gap (percentage points) |
|-----------|------------------------------|
| 2009-2015 | 11.6 |
| 2010-2016 | 12.2 |
| 2011-2017 | 12.5 |
| 2012-2018 | 10.6 |
| 2013-2019 | 11.1 |
| 2014-2020 | 10.5 |
| 2015-2021 | 12.4 |

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| | |
|------------------|----------|
| 2016-2022 | 11.9 |
| 2025 Goal | 0 |



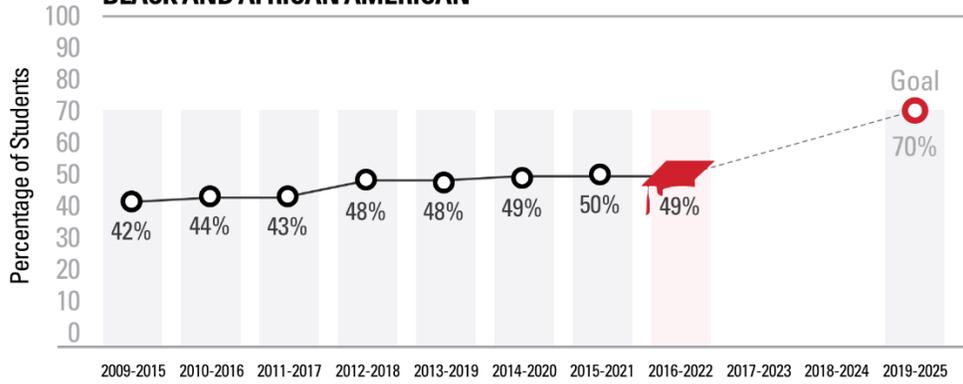
Disaggregated Data by Race and Ethnicity

When the data is disaggregated by race and ethnicity, disparities in graduation rates for students from the CSU’s most marginalized communities is apparent.

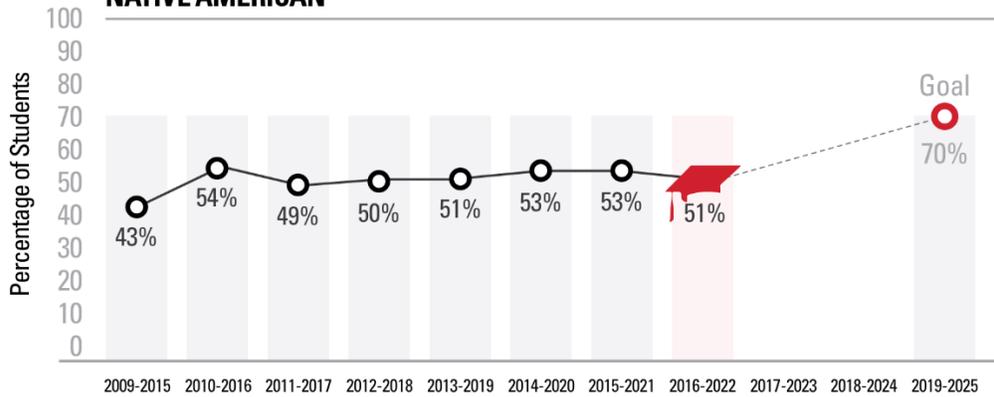
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**6-YEAR FIRST-TIME STUDENT GRADUATION RATES
BLACK AND AFRICAN AMERICAN**



**6-YEAR FIRST-TIME STUDENT GRADUATION RATES
NATIVE AMERICAN**

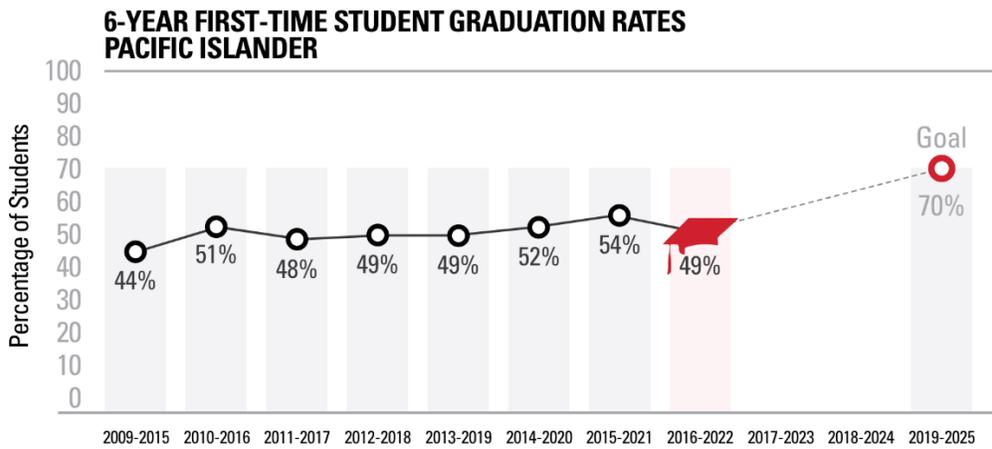
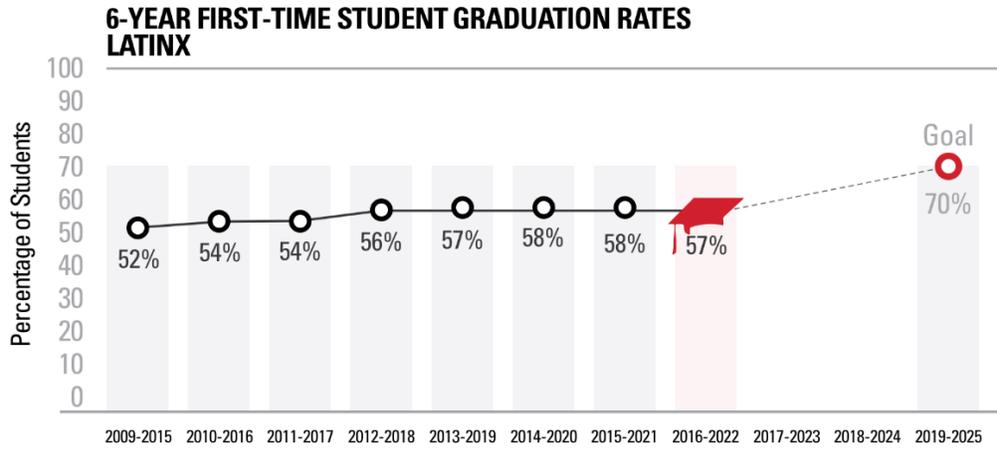


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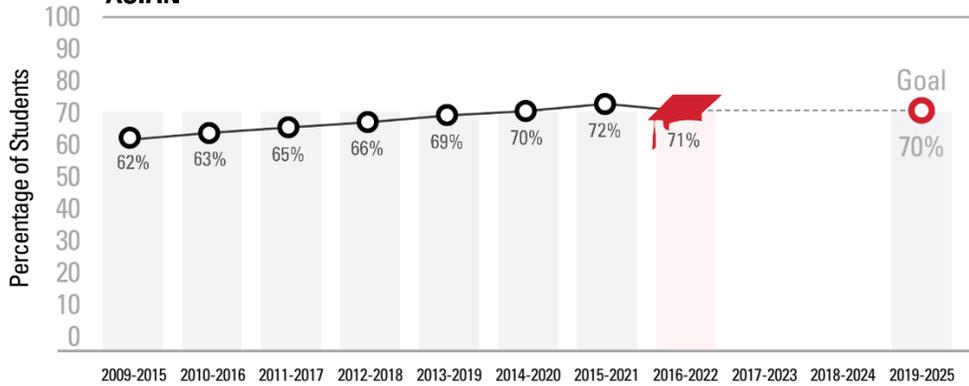
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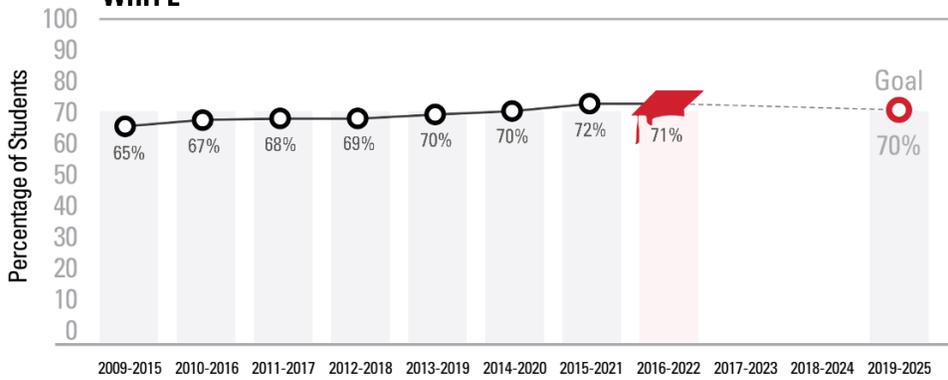
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**6-YEAR FIRST-TIME STUDENT GRADUATION RATES
ASIAN**



**6-YEAR FIRST-TIME STUDENT GRADUATION RATES
WHITE**



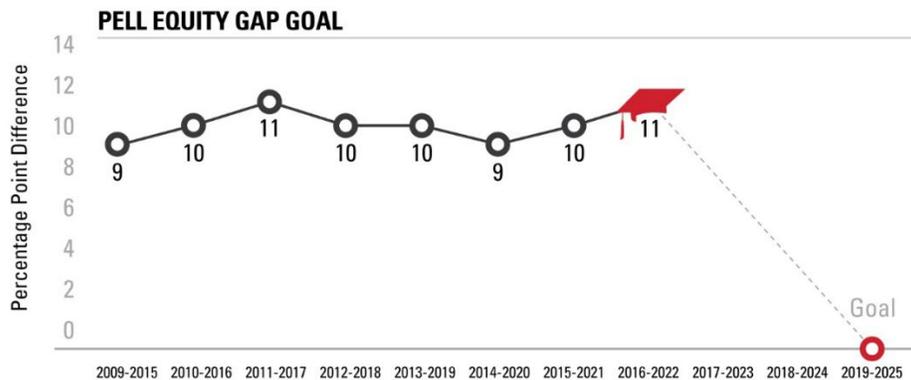
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Pell Equity Gap Goal

The data also indicates that 6-year degree completion outcomes for Pell recipient students trailed those of their peers. The gap for the 2016 cohort that graduated within six years increased to 11 percentage points.

| Cohort | Grad Rate (percentage points) |
|------------------|-------------------------------|
| 2009-2015 | 8.8 |
| 2010-2016 | 10.3 |
| 2011-2017 | 11.1 |
| 2012-2018 | 9.8 |
| 2013-2019 | 10.2 |
| 2014-2020 | 9.2 |
| 2015-2021 | 10.2 |
| 2016-2022 | 11.0 |
| 2025 Goal | 0 |



2022 Graduation Initiative 2025 Convening

The annual Graduation Initiative 2025 is one of many ways the CSU centers student success among its students, staff, faculty and greater community. On October 28, the CSU community gathered virtually for the seventh annual Convening hosted this year by a CSU student emcee. Three additional CSU students shared their journeys of success, while spotlighting the faculty and staff that supported them through challenges faced. Interim Chancellor Jolene Koester updated attendees on the latest graduation rate and equity gap data, including disaggregated data by race/ethnicity. A closing address was provided by Governor Gavin Newsom, who emphasized the invaluable work of CSU staff, administrators and faculty to support students and the state of California.

To view the Convening at full length or in shorter segments, please visit the Convening website: www.calstate.edu/GradInitiative2025Convening.

Conclusion

Since the launch of the Graduation Initiative 2025 in 2016, the CSU is now on track to produce an additional 200,000 graduates and remains a catalyst for social mobility for California's next generation. Through a heightened focus on eliminating equity gaps systemwide as represented by the university's five equity priorities, the CSU will continue to respond and adapt to the ongoing challenges brought forth by the COVID-19 pandemic. In addition, the university will leverage all available data, including data disaggregated by race and ethnicity, to better inform local campus interventions and strategies. Collectively, the CSU community is working to ensure that all students are provided the necessary support to complete their academic journey and join the more than four million thriving CSU alumni who are helping to contribute to California's future.

COMMITTEE ON EDUCATIONAL POLICY

Academic Preparation

Presentation By

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Executive Vice Chancellor
Academic and Student Affairs

Nathan Evans
Associate Vice Chancellor and Chief of Staff
Academic and Student Affairs

Shireen Pavri
Assistant Vice Chancellor
Educator and Leadership Programs

Susan Sepanik
Senior Associate, K-12 Education
MDRC

Summary

Supporting students' academic preparation is essential to the California State University's (CSU) commitment to supporting equity, access and student success. Too often, quantitative reasoning preparation disparities in PK-12 schools exacerbate equity gaps that follow students to college and influence their academic and career options. The CSU seeks to provide all students greater opportunities to enter and succeed in emerging or growth professions that require higher-level analytic skills and competencies.

Recognizing the pandemic's disproportionately adverse impacts on the state's most underserved students, the CSU is employing an equity lens to re-envision the ways it supports students in their transition from high school to college. Instead of focusing on a change to admission requirements as proposed to the CSU Board of Trustees in January 2020, the CSU is adjusting to the current educational landscape, amplifying existing successful initiatives and exploring multiple new and innovative strategies that prepare students with the critical skills necessary for a full range of academic pursuits and professions.

Background

The CSU has a long history of working with its PK-12 partners to create more equitable access to higher education and support students to degree completion. This includes work to improve new students' academic preparation and readiness in mathematics and English, foundational skills students need to be successful throughout their college experience.

Nearly 30 years ago, CSU, community college and school district faculty and administrators partnered in the development and launch of the Early Assessment Program (EAP), providing indicators of college readiness to students and families midway through high school and creating a new high school English course to better support the transition from high school to college or careers. This partnership and common focus have since been expanded. Through the EAP, Early Start Program (ESP), and other academic preparation efforts, the CSU continues to provide students an opportunity to begin their first term of college better prepared for the academic challenges and rigor they will encounter.

In 2015 the Academic Senate of the CSU (ASCSU) established a Quantitative Reasoning task force to consider current and future expectations and needs of quantitative skills. From that task force's recommendations, the CSU implemented changes to its new student assessment and placement process to consider students' high school courses and grades, while a CSU-specific placement exam was discontinued. The CSU also replaced non-credit remedial courses with supported credit-bearing courses for new students, including during the summer after high school.

Also rooted in the ASCSU task force recommendations, in January 2020, the CSU Board of Trustees adopted a resolution to consider adopting a new first-year admission requirement in 2022 to be effective fall 2027. The resolution called for a progress report to the board that included:

- a third-party independent analysis of the planned implementation and potential impact of the proposed requirement on high school students' application to the CSU;
- progress on doubling the number of STEM qualified teachers annually prepared by the CSU;
- clarity of the charge, role and composition of a steering committee;
- clarity on exemptions for students whose public schools do not provide sufficient courses; and
- the progress on increasing outreach with schools, counselors and families.

Implications of the Pandemic

Since the January 2020 board resolution, the COVID-19 pandemic, resulting social and economic distress and unfinished PK-12 learning have changed the educational landscape for prospective CSU students. Not only has the pandemic disrupted learning, school participation and student and

family engagement, it also had a differential and deleterious impact for many of the most historically underserved student communities. The recent release of 2022 California Assessment of Student Performance and Progress data showed that two out of three California students did not meet state math standards and more than half did not meet English standards. Moreover, 84% of Black students and 79% of Latino and low-income students did not meet state math standards. A national assessment showed similar drops in math and reading scores across most of the country.

MDRC Study Findings

Following through on the board’s 2020 resolution, in 2021 the CSU enlisted the nonpartisan research firm MDRC to perform an independent analysis of the planned implementation and potential impact of the proposed quantitative course requirement. The study conducted by MDRC included two types of research. Quantitative analyses were conducted using student- and school-level records collected from the California Department of Education (CDE) and the CSU, and qualitative analyses were conducted using interview data collected from a set of stakeholders across the state. Table 1 maps each research question to the data sources used and analyses conducted to answer that question.

Table 1 Research Questions, Data Sources and Analyses

| Research Question | Data Sources | Analyses |
|--|---|--|
| 1. Potential effect of policy change on access to a CSU | Student-level data from CDE for all 2020 CA high school graduates | Descriptive and correlational |
| 2. Potential influence of policy change on college success at a CSU | Student-level data from CDE, and student-level data from CSU for all CA high school graduates who enrolled at a CSU in fall 2015, 2018, and 2019 ^a | Multivariate regression |
| 3. Potential differential effects of policy change on college access and success | Student-level data from CDE, student-level data from CSU, and school-level Common Core data ^b | Descriptive, correlational, logistic regression, and multivariate regression |
| 4. Stakeholder attitudes about access, success and equity | Interviews with stakeholders conducted from 2020 to 2022 | Qualitative analysis |
| 5. District capacity to implement the policy change | Interviews with stakeholders conducted from 2020 to 2022, and | Qualitative analysis, descriptive analysis |

| | | |
|--|--|----------------------|
| | school-level course offering data from 2020 | |
| 6. Resources needed to implement the policy change | Interviews with stakeholders conducted from 2020 to 2022 | Qualitative analysis |

^a Data from the 2018 and 2019 enrollees is used to measure outcomes during the first three semesters of college, and data from 2015 enrollees is used to measure degree attainment at four, five and six years after entering the CSU.

^b Common Core data were used to identify school location (urban, suburban, town or rural).

As shown in the table, the quantitative analyses were conducted using extensive student-level data from the CDE including all available course data from eighth through twelfth grade for all California public high school graduates.¹ The analyses also included course and degree attainment data from the CSU for all CSU enrollees. The complete study findings, including full analyses descriptions, will be made available online at www.calstate.edu/qr.

For the qualitative analysis, over 70 interviews and focus groups were conducted. At the high school level, school district administrators, principals, teachers, school counselors and students were interviewed. On the college level, students, math faculty, math deans and enrollment staff at CSU universities were interviewed. Two CDE staff members whose work is somewhat connected to the proposed policy were also interviewed. The interviewees represented high schools and CSUs from every geographic region of the state; high schools in low-, middle- and high-income districts; districts serving predominantly Black students and predominantly Latinx students; districts serving large immigrant family populations; one district serving a sizable Native American student population; and districts in urban, suburban and rural areas. While the qualitative sample has good coverage of the state’s diversity, it does skew in the direction of high schools identified as more likely to struggle with the policy change, as those schools were purposely oversampled to better learn the barriers they foresaw and identify the resources needed to implement.² See the Supplemental Appendix in the MDRC report for a detailed description of the qualitative analyses.

The following are key findings from the MDRC study:

¹The data from the CDE includes student-level data submitted to the California Longitudinal Pupil Achievement Data System (CALPADS) by Local Education Agencies referred to throughout this report as school districts.

² High schools identified as more likely to struggle with the policy change include schools the CSU identified as needing additional support if the policy change were to go into effect, schools that do not offer any courses that would allow students to meet the additional requirement, high schools that had the worst ratio of senior student enrollment to quantitative reasoning courses offered, and schools with the lowest percentage of high school graduates meeting A-G course requirements.

- Most of the stakeholders interviewed thought that this policy had the potential to improve students' success in college math courses. However, a key concern of the high school and district-level staff members interviewed was around the capacity for schools and districts to provide the additional courses needed to ensure students can, and do, meet the proposed requirement. Interviewees were especially concerned that rural schools and schools in lower-income communities might be more likely to struggle with capacity issues potentially exacerbating existing equity gaps.
- Quantitative data findings and qualitative perceptions were not aligned. However, the interviews were conducted before the analysis of the student records data. While the interviews suggested that the perceived level of effort needed to ensure students meet the proposed additional requirement may be high, the quantitative analysis suggests that almost all students who meet the current A-G course requirements already take, and pass, an additional quantitative reasoning course that would fulfill the proposed requirement.
- Further, while there are disparities in meeting the current A-G course requirements between student groups (including racial groups, groups based on family income level and groups based on school location), the quantitative analysis did not suggest that the additional requirement would substantially enlarge those disparities.
- A considerable number of California high school graduates currently do not meet the A-G course requirements. The additional requirement could put students who do not currently meet A-G requirements due to a missing math or science course further from the proposed requirement. Schools and districts may need to plan how best to mitigate this problem. For instance, due to the hierarchical nature of math and science, the proposed requirement might present an additional obstacle for students who originally planned not to meet A-G criteria and who decide late in high school to change their plans and seek admission to a CSU.
- The quantitative analysis further suggests that taking an additional quantitative reasoning course as proposed is associated with better college outcomes, such as passing first college-level math course and degree attainment. While the proposed change might not have a drastic effect on average across all CSU students because most enrollees already meet the additional requirement, for the small group of students who do not currently meet the requirement, the policy change has the potential to positively affect their college outcomes.

In summary, while the study will be invaluable in shaping and guiding the CSU's work forward in academic preparation, the findings did not present sufficiently conclusive or compelling evidence that the proposed admission requirement would have a significant impact on inequities in student success versus investment in, and expansion of, other existing and potential strategies, including

those listed in the next section.

PK-12 Student Support

To support PK-12 students on their path toward higher education, the CSU provides a number of successful academic preparation programs serving students in seventh grade through their high school years. MDRC data will assist in more intentional and targeted distribution of these programs in the future.

Summer Algebra Institute

For more than 15 years the CSU's Summer Algebra Institute program has provided students entering seventh grade and through high school the opportunity to further develop their mathematic skills and understanding. This summer, the program reached nearly 650 students in 16 locations that included CSU campuses as well as high schools and community and faith-based organizations. Students were assessed at the beginning and end of their program, and most courses resulted in at least a 10-point increase in student test scores.

The majority of students surveyed responded overwhelming that they found their experience valuable. In addition to mathematics courses, students also had the opportunity to participate in cultural and college-focused activities.

Summer Math Academy

As part of community outreach, the CSU also hosts a four-week Summer Math Academy for incoming high school freshmen. With a mantra that states "All students can achieve at high levels," this camp is designed to make math explorative and collaborative and give students a positive experience with the subject matter.

The program features a four-hour day for students to explore math conceptually, including through visual patterns, art and music. Participating teachers are also provided two hours of professional development daily. All curriculum materials are provided including daily lessons, a teacher guidebook and how-to videos for each lesson. In addition to math work, both students and teachers are taught the importance of resilience and how mistakes can lead to greater learning. A pre- and post-assessment showed a 37% growth in students' mathematical skills.

Mathematics Bridge Courses

With support from the California Mathematics Readiness Challenge Initiative (CMRCI) that was part of Senate Bill 828, and the CSU Center for the Advancement of Instruction in Quantitative

Reasoning (CAIQR), the CSU developed six mathematics bridge courses to support the implementation and evaluation of twelfth grade experiences that are designed to prepare pupils for placement into college-level courses in mathematics. The following campuses have developed these bridge courses:

- San Diego State University: Discrete Mathematics Pre-Collegiate (DCPM)
- Sacramento State University: Quantitative Reasoning with Advanced Mathematics Topics (QRAT) and Transition to Quantitative Reasoning (TQR)
- Cal Poly Pomona, CSU Long Beach, CSU San Bernardino, and San Jose State University: Mathematical Reasoning with Connections (MRWC)
- CSU Monterey Bay: Transition to College Level Mathematics (TCLM)
- CSU Northridge: Transition to College Mathematics and Statistics (TCMS)
- CSU Los Angeles: Statistics and Data Science: A Modeling Approach

Note that two courses, CSUN’s Transition to College Mathematics and Statistics (TCMS) and Cal State LA’s Statistics and Data Science: A Modeling Approach, have a data science component. This field continues to grow in popularity among students, teachers and districts, as it is viewed as a practical way for students to gain quantitative literacy skills. CAIQR continues to promote these courses to schools and districts.

Over the past six years, CSU faculty, with support from the CAIQR, have provided professional development to teachers across the state to facilitate the adoption of these bridge courses and are also working on online workshops to ensure a wider reach. These courses have been very popular and serve not only California public schools but also private and out-of-state schools. Table 1 below demonstrates the impact.

Table 1- Professional Development to Promote the Mathematics Bridge Courses

| | SDSU | Sacramento State | CSUMB | CalPoly Pomona, CSULB, SJSU, CSUSB | CSUN | CSULA |
|----------------------------|-------------|-------------------------|--------------|---|-------------|--------------|
| Districts Served | 7 | 29 | 7 | 46 | 1 | 4 |
| High Schools Served | 22 | 66 | 13 | 95 | 60 | 14 |
| Teachers Served | 50 | 232 | 29 | 203 | 121 | 42 |
| Students | 4,500 | 9,100 | 1,594 | 12,090 | 38,353 | 1,509 |

| | | | | | | |
|---------------|--|--|--|--|--|--|
| Served | | | | | | |
|---------------|--|--|--|--|--|--|

Table 1 Note: These numbers are reported by the programs as of summer 2021.

Building Teacher Capacity

In addition to supporting existing PK-12 students, the CSU is a national leader in preparing diverse and highly skilled teachers for California’s PK-12 school system, particularly in the STEM fields. Twenty-two CSU campuses and CalStateTeach, the CSU’s award-winning online teacher preparation program, are preparing PK-12 teachers in innovative ways, working in close partnership with local schools and expanding access to teacher education. The CSU is a leader in advancing diversity in the teacher workforce; more than half of the teachers the CSU prepares each year are candidates of color.

Since 2016, the CSU has prepared 31,500 new teachers, accounting for more teaching candidates than any other institution of higher education in the state. Nearly half – or 47% – of all California teachers who earned their teaching credentials in 2020-21 were made in the CSU. There has been an upward trajectory in the number of CSU-prepared teachers over the past five years. The CSU prepared 7,400 teachers in 2020-21, up from 6,300 teachers in 2019-20, as it continues to address the state’s teacher shortages. See Table 2 below for a five-year trend.

Table 2 – CSU Teaching Credentials Issued

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|---|----------------|----------------|----------------|----------------|----------------|
| California State University-Credentials Issued | 5,767 | 5,946 | 5,976 | 6,346 | 7,487 |
| Total Credentials Issued in CA | 11,730 | 12,171 | 12,776 | 14,124 | 16,005 |

Source: Commission on Teacher Credentialing, April 2022

Mathematics and Science Teacher Initiative (MSTI)

The CSU has continued supporting the production of PK-12 teachers of mathematics, science, computer science and other STEM fields via its systemwide Mathematics and Science Teacher Initiative (MSTI). Since the initiative began in the CSU in 2005, the Chancellor’s Office has distributed over \$33 million in MSTI funds to campuses to support STEM teachers. This year, an extra goal was added for the campuses to help support the retention of STEM teachers in partner districts. The approaches the campuses used are integrated within MSTI and are inclusive of many

wide-ranging, useful strategies. The MSTI efforts and approaches of the campuses include the following:

- Effective recruitment of diverse new students
- Increasing production through new credential pathways
- Financial support of teacher candidates
- Seamless and effective transfer policies
- Review and preparation assistance for tests
- Early exposure to fieldwork
- Strategies to support schools and districts to retain their teachers
- Sharing best and successful methods with other campuses

CSU campuses continue to increase the production of new secondary STEM teachers, and now also support the retention of these teachers, many of whom are teaching in high-need schools statewide. These graduates attend to school district needs, including those in urban, rural, high-need and low-income districts. CSU campuses are committed to helping eliminate the inequities experienced by PK-12 students in access to highly qualified, well-prepared and diverse STEM teachers.

Mathematics and Science Teachers

The CSU prepared 814 mathematics and science teachers in 2020-21, up from 755 in 2019-20. CSU candidates are skilled in the Common Core State Standards and the Next Generation Science Standards. While the number of teachers credentialed in mathematics have remained steady over the past five years, there have been some declines in the number of science teachers prepared in the CSU, attributed to the highly competitive workplace, with competitive salaries for candidates with STEM degrees, and the strain of the pandemic on teachers. Yet enrollments of students in mathematics credential programs have consistently increased over the past five years and enrollments in science programs are on an upward trend. See Table 3 for details.

Table 3 - Mathematics and Science Credentials – Credentials Issued and Students Enrolled

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|--|----------------|----------------|----------------|----------------|----------------|
| Credentials Issued/ Students Enrolled | | | | | |
| Mathematics Credentials Issued | 408 | 417 | 385 | 373 | 438 |
| Science Credentials Issued | 511 | 506 | 472 | 382 | 376 |
| Combined Mathematics | 919 | 923 | 857 | 755 | 814 |

| | | | | | |
|--|-----|-----|-----|-----|-----|
| and Science Credentials Issued | | | | | |
| Mathematics Credentials – Students Enrolled | 499 | 474 | 414 | 602 | 700 |
| Science Credentials – Students Enrolled | 394 | 357 | 310 | 359 | 381 |

Supplementary Authorization in Computer Science (SA in CS)

Another MSTI initiative is the development and/or expansion of CSU campus programs in Supplementary Authorization in Computer Science (SA in CS). With the continued support from MSTI, most CSU campuses have now developed program offerings to both in-service and pre-service teachers to earn their SA in CS. Programs are either online or hybrid, leading either to a certificate or master’s degree. This is another way in which the CSU assists teachers in increasing their pedagogical content knowledge and also help in the retention of STEM teachers. To date, computer science courses may count as the third “d” course or as a “g” course for high school A-G requirements. As such, demand for this program continues to rise.

Early Start Program

In 2010, the CSU Board of Trustees adopted a resolution creating the Early Start Program (ESP). Given the deleterious effects of the pandemic on student learning along with a desire across the CSU’s 23 campuses for more customized programming responsive to existing supportive instructional models in first-year mathematics and English, the time has come to re-envision how to better support the academic success of incoming first-year students.

In partnership with CSU campuses, the Chancellor’s Office is now reframing the ESP beginning in summer 2023 with the goals of establishing intentional pathways and support structures that ensure at least 90% of first-time students successfully complete the General Education A2 and B4 (written communications and mathematics) requirements within their first year, and nurturing a strong sense of belonging among students who participate in these programs. Over the 2022-23 academic year the Chancellor’s Office will partner with university faculty, leaders and stakeholders in a consultative process to develop a new summer transition/bridge program policy. The Chancellor’s Office has also released a CSU-wide request for proposals with funding opportunities to incentivize campus implementations of new or enhanced summer program models to better meet the needs of incoming students.

Recommendations

Going forward, to reinforce the broader definition intended in academic preparation, the description of the CSU's efforts will be reframed as focus on "Quantitative, Scientific and Data Literacy" with corresponding clarification of the range of courses and disciplines encompassed. The CSU will pivot from pursuing a requirement to a strong *recommendation* for all high school students to complete an additional course or elective in quantitative, scientific or data-related skills and competencies most aligned with academic and professional goals. To achieve this new focus, the CSU commits to:

1. Retain existing A-G admission eligibility course requirements and invest in increasing the number of A-G eligible high school graduates, particularly among Black, Latinx, Native American and first-generation student populations. Highly recommend that ALL high school graduates complete an additional college-preparatory course beyond A-G minimums in science, mathematics or analytic/technology-based electives appropriate for their chosen academic discipline or profession of interest.
2. Provide additional support to incoming first-year students through enhanced summer transition programs and provide wrap-around academic support throughout the first year of college allowing students to successfully complete college-level coursework.
3. Invest in and strategically partner with PK-12 districts to expand access to college-preparatory courses beyond A-G minimums in science, mathematics or analytic/technology-based electives. Collaboration will include curricular innovation and expansion, dual enrollment opportunities and instructional professional development.
4. Increase the number of qualified teacher candidates. As the largest producer of teachers in California, the CSU system remains focused on preparing greater numbers of STEM teachers and ensuring that their training and continued professional development includes instructional resources and training programs that incorporate proven, research-based strategies to meet the needs of all students.
5. Target partnerships with PK-12 districts to identify resources and opportunities to address the disparities in CSU-eligible students and completion of college-preparatory courses in science, mathematics or analytic/technology-based electives.
6. Augment CSU communication and outreach activities in PK-12 to emphasize appropriate quantitative/analytic pathways for in-demand academic fields of study and professions.

Conclusion

Recognizing the pandemic's disproportionately adverse impacts on California's most underserved students and the CSU's demonstrated progress in addressing academic preparation in new first-year students, the CSU will not pursue a Title 5 change to admission requirements and will instead invest in exploring multiple strategies that prepare students with the critical skills necessary for a full range of academic pursuits and professions. The results of this work will communicate high expectations for all students while ensuring that students and teachers have the support and resources needed to meet those expectations. The CSU has begun and will continue to engage faculty, students, campus leaders, PK-12 partners and other stakeholders in this process. Additional updates on these discussions will be presented to the board in the future.

COMMITTEE ON EDUCATIONAL POLICY

Veterans Affairs Update

Presentation By

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Executive Vice Chancellor
Academic and Student Affairs

Marshall W. Thomas
Director, Veterans Affairs
Academic and Student Affairs

Jersson Nieto
Student and Peer Advisors for Veteran Education (PAVE) Lead
California State University, Fullerton

Background

Nearly 18,000 military-affiliated students attend the California State University (CSU). These students bring a diversity of life experience to their campuses, enriching the entire CSU community.

All 23 campuses have Veterans Resource Centers (VRCs) to serve military-affiliated students. These dedicated spaces allow student-veterans, servicemembers and dependents better access to a wide range of services provided to support their academic pursuits and other needs.

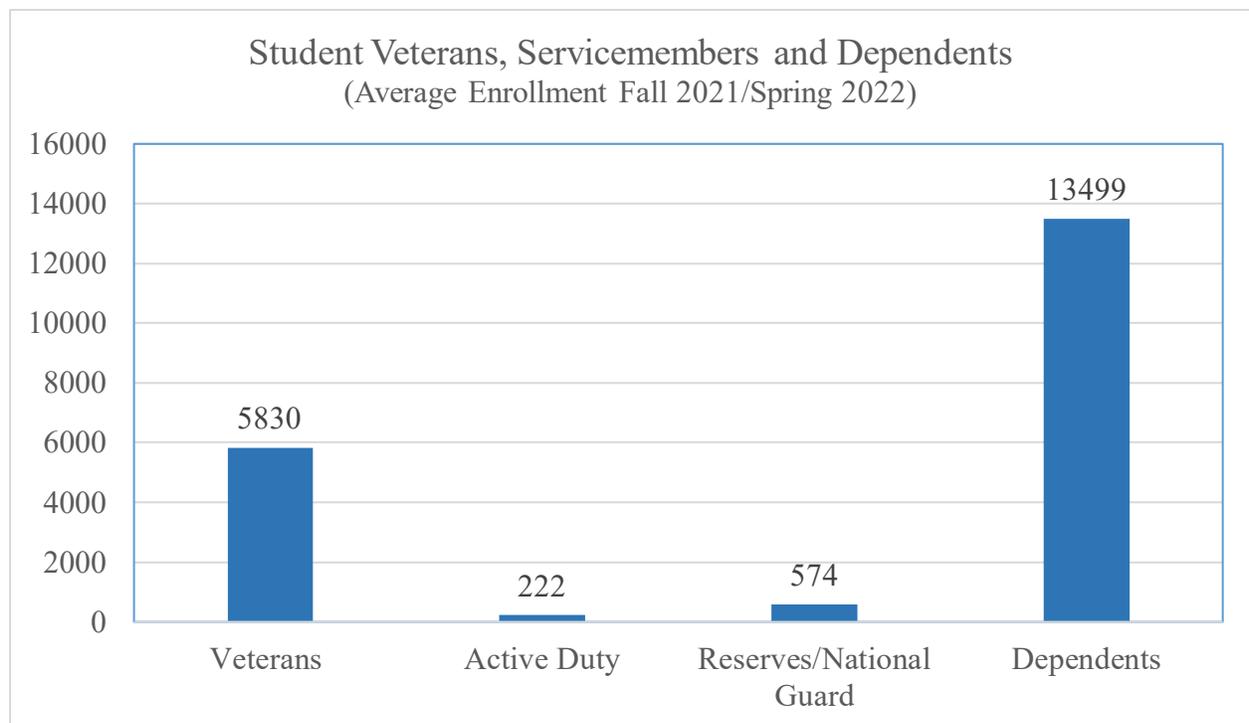
The last presentation to the CSU Board of Trustees on military-affiliated students was in November 2020. The purpose of this information item is to provide an overview and update of veterans' programming in the CSU.

Military-Affiliated Student Population

The CSU serves three student populations that together comprise the university’s military-affiliated population:

- **Veterans** – Students who have served in the U.S. armed forces and have been discharged from the service;
- **Servicemembers** – Students who continue to serve on active duty, in the reserves or in the National Guard (NG); and
- **Dependents** – Students who are dependents of a servicemember or veteran. Only those dependents eligible for state and/or federal veterans’ education benefits are included in this report.

Data from campus VRCs provides an average number of enrollments of military-affiliated students in the fall 2021 and spring 2022 semesters, as shown in the figure below. Echoing national trends through the pandemic, average enrollment of military affiliated students decreased by approximately 6% from the 2020-21 academic year.



With more than 83,000 GI Bill eligible military-affiliated students enrolled, California serves the largest population of military-affiliated students attending college using G.I. Bill benefits. Of these students, more than 39,000 enroll at a public college or university.

Campus-by-Campus Enrollment

Enrollment of military-affiliated students varies from campus to campus. The table below lists the number of military-affiliated students at each campus (organized from largest to smallest total number). These data were provided by the VRCs at each campus based on the average fall 2019 and spring 2020 enrollment.

| Campus | Veterans and Servicemembers | Dependents | Total |
|--|------------------------------------|-------------------|--------------|
| San Diego State University | 1014 | 1778 | 2792 |
| California State University San Marcos | 333 | 1179 | 1512 |
| California State University, Sacramento | 474 | 932 | 1406 |
| California State Polytechnic University, Pomona | 622 | 696 | 1318 |
| San Francisco State University | 511 | 806 | 1317 |
| California State University, Fullerton | 488 | 828 | 1316 |
| California State University, Long Beach | 504 | 641 | 1145 |
| California State University, Northridge | 542 | 535 | 1077 |
| San José State University | 397 | 426 | 823 |
| California State University, Fresno | 233 | 529 | 762 |
| California State University, San Bernardino | 298 | 425 | 723 |
| California State University, Chico | 154 | 536 | 690 |
| California Polytechnic State University, San Luis Obispo | 75 | 491 | 566 |
| California State University, Los Angeles | 287 | 240 | 527 |
| California State University, East Bay | 271 | 202 | 473 |
| California State University, Dominguez Hills | 153 | 138 | 291 |
| Sonoma State University | 50 | 228 | 278 |
| California State Polytechnic University, Humboldt | 72 | 198 | 270 |
| California State University, Bakersfield | 106 | 163 | 269 |
| California State University, Stanislaus | 124 | 136 | 260 |
| California State University, Monterey Bay | 59 | 201 | 260 |
| California State University, Channel Islands | 76 | 174 | 250 |
| California State University Maritime Academy | 16 | 60 | 76 |

Veterans Education Benefits

There are eight federal veteran education benefits and one California state benefit for which CSU military-affiliated students may be eligible. These benefits are in addition to state and federal financial aid that is available to most CSU students.

Eligibility for veteran education benefits is determined by the managing federal or state agency. The chart below lists nine benefits and the number of students within each category of military-affiliated students taking advantage of them to pursue their educational goals at a CSU campus.

Notably, 82% of student-veterans and servicemembers are pursuing their education using a federal veteran education program.

| Students Using State and Federal Veterans Education Benefits | | | | | |
|---|----------|----------------|------------|------------|--|
| Benefit | Veterans | Servicemembers | | Dependents | |
| | | Active Duty | Reserve/NG | | |
| Montgomery G.I. Bill (MGIB) | 40 | 2 | 1 | | |
| Vocational Rehabilitation | 1390 | | | | |
| Post 9/11 G.I. Bill | 3105 | 86 | 149 | 1294 | CalVet Fee Waiver recipients also using GI Bill benefits |
| Fry Scholarship | | | | 28 | |
| Dependents' Educational Assist | | | | 3050 | |
| MGIB Selected Reserves | 75 | 1 | 246 | | |
| Reserve Education Assist Program | 1 | | 0 | | |
| DoD Tuition Assistance (MilTA) | | 67 | 93 | | |
| CalVet Fee Waiver | | | | 9127 | 2203 |
| Veterans and Servicemembers using NO benefits | 1220 | 66 | 86 | | |

A significant number of military-affiliated students are not eligible for any veterans' education benefits. There are several reasons that this is the case. For example, some veterans are ineligible because they were discharged from the military with a rating other than "Honorable." Others have exceeded the time allotted after being discharged from the service for the use of benefits.

One of the most common reasons for military-affiliated students not using benefits at the CSU is that many students have exhausted all their benefits before achieving their educational goal. Given 94% of student-veterans in the CSU are transfer students, it is possible for these students to have exhausted their benefits at a prior institution.

To be eligible for education benefits, a dependent's servicemember parent or spouse must have transferred his/her own benefits to the dependent, the servicemember must have a service-connected disability or the servicemember must have died while in the service.

The CalVet Tuition Fee Waiver is the primary education benefit provided to dependents of veterans. This state program waives statewide mandatory fees for California resident students who are dependents of veterans with a service-connected disability. Some students who use the CalVet Fee Waiver may concurrently use federal education benefits. Only dependents who are using state or federal benefits are included in military-affiliated student statistics.

Data Collection

An important goal of the CSU has been to improve data collection related to military-affiliated students. With the addition of the Veterans Module to the systemwide data management system (PeopleSoft), the CSU is better able to track the academic success of military-affiliated students. As it gathers more data over the next few years, the CSU can continue to refine services targeted at military-affiliated students to ensure they are successful in their educational pursuits.

Cultural Awareness and Events

CSU campuses regularly provide education to faculty and staff about military and veteran culture. A number of campuses offer programs that cover the challenges of transition back to civilian life and highlight the contributions student-veterans make to campuses and communities.

The first veteran awareness program in the CSU, VET NET Ally, was developed in 2010 as a student-veteran's doctoral dissertation project at Cal State Long Beach. Attendees participate in a seminar that includes modules on military culture, mental health, benefits and a panel of student-veterans. After completing the seminar, participants are presented with decals to display in their workspace to let military-affiliated students know that they have taken the time to learn about how best to support this student population. Since 2010, several other CSU, University of California and California Community Colleges campuses have adopted or adapted the program.

Additionally, all CSU campuses formally recognize significant historical events, such as 9/11, and holidays associated with military service, such as Memorial Day. Campuses celebrate Veterans Day with events open to the campus and community. Examples of events include flag raisings, cultural events, cake-cutting ceremonies, film screenings and panels of veterans from different military conflicts. In some instances, campuses have arranged fly-bys of military aircraft.

Campus Veterans Resource Centers (VRC)

All 23 CSU campuses having a dedicated space for military-affiliated students. Nearly all campuses fund VRC operations through the campus general fund.

VRC staff members provide a wide range of services to military-affiliated students including outreach, advising, benefits certification and advocacy. They also bear the primary responsibility for complying with both state and federal regulations related to the provision of veterans' education benefits.

Outreach

VRC staff engage in regular outreach to military-affiliated students. Campuses in close proximity to military bases have developed relationships with base education offices to provide information to servicemembers and dependents. Additionally, since more than 90% of student-veterans enter the CSU as transfer students, each campus has developed relationships with VRCs at their local California Community Colleges. Through these relationships, campuses provide military-affiliated students wishing to transfer to a CSU campus with up-to-date information about admission requirements.

Advising

School Certifying Officials (SCO) provide essential advising services to students who receive G.I. Bill benefits. The VA only pays for coursework that counts directly toward a student's degree plan. As such, SCOs act in an advising capacity, assisting student-veterans with understanding the intersection of their G.I. benefits and the campus' academic requirements.

Certification of U.S. Department of Veterans Affairs (VA) Benefits

All campuses have at least one SCO who reviews students' course enrollments, verifies alignment with their established education plans, submits certification of enrollment and bills the VA for tuition and fees for each eligible student every semester. These functions are subject to regular audits by both the VA and California State Approving Authority for Veterans Education (CSAAVE). The U.S. Department of Veterans Affairs recommends a ratio of one SCO to 200 military-affiliated students using G.I. Bill benefits.

Advocacy

VRC staff engage in a number of forms of advocacy. Staff work with individual students to resolve campus concerns. They act as advocates for students with VA service providers. On a larger scale, VRC staff advocate for policy changes at the campus level on behalf of student-veterans, as

needed. In addition, VRC staff participate and often provide leadership in regional and national organizations such as the National Association of Veterans Program Administrators and the Western Association of Veterans Education Specialists.

State and Federal Compliance

VRC staff members are responsible for ensuring compliance with all state and federal regulations related to the U.S. veterans' education financial aid programs. This process begins with annual catalog approval. When a new catalog is issued by the campus, VRC staff must complete and submit an application to the California State Approving Authority for Veterans Education (CSAAVE) to request approval of the new catalog. The purpose of the application is to certify that the campus meets all state and federal requirements to maintain the campus' ability to participate in G.I. Bill programs.

Partnerships with Veterans Service Providers

CSU campuses have established strong working relationships with national, regional and local agencies and organizations. One such partnership is with the VA's VetSuccess on Campus (VSOC) program. Participating campuses host a VA counselor in the VRC who assists veterans with VA services ranging from vocational rehabilitation counseling to employment workshops to assistance applying for a VA home loan. This partnership has proven effective at connecting students with VA services. While there are currently only 94 campuses nationwide that participate in VSOC, four are CSU campuses.

Mental Health Services

While the majority of CSU student-veterans have adjusted well to civilian life and life as a student, some students experience mental health concerns. For student-veterans in need, the first avenue for VRC staff is to connect them with campus-based Counseling and Psychological Services and Disabled Student Services offices. VRCs do not compile data on student-veteran usage of mental health services.

Students in need of more comprehensive care are connected with local Vet Centers, which are funded by Veterans Affairs (VA), but operate independently of the VA hospital system. Services at Vet Centers are often provided by other veterans and are easily accessible in a timely (sometimes immediate) manner, while VA hospital services can take longer to access. In the event that an eligible veteran needs longer-term or specialized care, VRC staff encourage the use of traditional VA Health Care services.

VRCs During the COVID Era

VRCs provide military-affiliated students with a place to engage socially with others who have similar life experiences. These opportunities to connect with other student-veterans are instrumental in providing a sense of camaraderie and belonging that veterans often find missing in their lives after leaving the service. While simply providing a social space for those interactions is considered a baseline service at colleges and universities across the country, many CSU campuses take additional steps to build a sense of community. Unfortunately, during the COVID crisis, student-veterans were unable to visit VRCs to make or maintain these important veteran-community relationships. Our campuses have risen to the challenge of keeping veterans connected in several ways.

Virtual Veterans Lounges

As some students were not able to visit their VRCs during the pandemic, several campuses created virtual lounges. Using Zoom and similar platforms, VRC staff opened a virtual room for several hours each day. Students logged in to visit the room to interact with other student-veterans, or to connect with VRC staff members. Whether to get a quick answer to a pressing question, or just to say “hello,” these online interactions helped keep our military-affiliated students engaged with the campus community and moving towards their degree goals. Some VRCs continue to offer online services on a limited basis.

Virtual Advising and Orientation

Meeting both campus academic and GI Bill requirements can be challenging for military affiliated students. VRC staff provide important advising about how academic and VA policies interact with one another. Students can meet with VRC staff via Zoom or through telephone calls to ensure they are following the appropriate guidelines to remain eligible for their GI Bill benefits.

One of the earliest instances of VRC advising occurs during new student orientation. In tandem with the campus orientation, VRC staff hold small group orientation programs to educate incoming students about the role of the VRC, the process to access their benefits, and student responsibilities. While most students and staff look forward to a time when these events will once again be in-person, the shift to online orientations has proven to be an effective, if temporary substitute.

Veteran Graduation Ceremonies

After two years of holding online ceremonies, many campuses were excited to host in-person events to honor graduating veterans again in 2022. Many of these ceremonies included presenting honor cords or graduation stoles to graduating veterans in recognition of their service to the country and their academic achievement.

VRCs in a Post-COVID 19 Era

As campuses spring back to life, so too do VRCs. As cultural resource centers, VRCs provide opportunities for social connection and comradery to develop within the student-veteran community. VRC staff are actively engaging with student-veteran populations to encourage them to return to the VRCs. Student Veterans Organizations, many of which are affiliated with the Student Veterans of America national organization, are renewing their commitment to student-centered activities. It's an exciting time to be on campus interacting with veterans as they return to in-person instruction and campus life.

Conclusion

Whether online or in person, CSU Veterans Resource Centers are committed to serving student-veterans, servicemembers and dependents. Through VRCs, staff provide a spectrum of services designed to support these students, including advising, advocacy and benefits assistance. Additionally, staff in these centers connect military-affiliated students with resources – both campus-based and external – that will best meet their needs. As a reflection of these efforts, U.S. News & World Report listed five CSU campuses among its top 15 Best Colleges for Veterans for 2022-23.

AGENDA

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Meeting: 4:30 p.m., Tuesday, November 15, 2022
Glenn S. Dumke Auditorium

Larry L. Adamson, Chair
Anna Ortiz-Morfit, Vice Chair
Diana Aguilar-Cruz
Douglas Faigin
Maria Linares
Romey Sabalius
Lateefah Simon
Jose Antonio Vargas

- Consent** 1. Approval of Minutes of the Meeting of September 14, 2022, *Action*
- Discussion** 2. Update and Approval of the Five-Year Capital Plan, *Action*
3. Gateway Hall Renovation and New Construction for California State University Channel Islands, *Action*
4. California State University, Stanislaus Stockton Campus Acacia Replacement Phase I Schematic Design Approval, *Action*

**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**

September 14, 2022

Members Present

Larry L. Adamson, Chair
Anna Ortiz-Morfit, Vice Chair
Douglas Faigin
Maria Linares
Romey Sabalius
Lateefah Simon

Wenda Fong, Chair of the Board
Jolene Koester, Interim Chancellor

Trustee Larry Adamson 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 July 13, 2022, meeting of the Committee on Campus Planning, Buildings and Grounds were approved as submitted.

Preliminary Five-Year Plan

This information item provided an overview of the California State University capital and facilities infrastructure program and planning in support of the Board of Trustees Budget Request for 2023-2024.

CPB&G

Agenda Item 1

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Following the presentation, it was asked if the funding request will include a calculation of the potential impact of the one-time investments on ongoing costs, and it was explained that the request will include this calculation. Additionally, it was asked if ongoing operating costs are included in new facilities requests, and it was noted that this information is included in project justifications and appear in the Operating Budget Request as a mandatory cost. It was also explained that criteria for determining capital requests include forecasted reductions in operating costs as well as increased campus resiliency in managing wildfires, floods, power outages, etc.

Additionally, clarification was requested regarding how the CSU's \$4.5B in capital needs for academic facilities during 2023-24 would be funded, and it was explained that in addition to the budget requests for \$1.3B of one-time funds and \$50M to provide sufficient debt service to finance \$750M, campuses may use reserves for capital projects as well as donor funding, but it is expected that many projects will not be funded.

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

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Update and Approval of the Five-Year Capital Plan

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

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

Summary

This item requests approval by the California State University Board of Trustees of the Five-Year Capital Plan covering the period from 2023-2024 through 2027-2028. The Five-Year Capital Plan totals over \$26.9 billion and is comprised of academic and self-support projects. The five-year total includes \$7.8 billion in Critical Facilities Renewal projects. The electronic version of the Five-Year Capital Plan can be found at the following link:

<https://www.calstate.edu/csu-system/doing-business-with-the-csu/capital-planning-design-construction/Pages/cpdc-resource-library.aspx?&FilterField1=FormType&FilterValue1=Major%20Capital%20Outlay%20Program>

The plan contains campus-specific sections with descriptions of each improvement project as well as a five-year summary of requested projects and previously funded projects. The list of priority projects for the Five-Year Capital Plan is also provided as Attachment A. Funding for the academic and infrastructure projects is reliant upon approval of additional base operating funds.

The Five-Year Capital Plan also identifies campus requests for Critical Facilities Renewal funding. The CSU is requesting from the state in 2023-2024 one-time funds of \$1.3 billion to address priority needs.

The preliminary Five-Year Capital Plan was presented as an information item at the September 2022 Board of Trustees meeting to seek input and provide an update on the use of capital and facilities renewal funding. This item includes minor changes to the budget and scope of the projects in the list presented in September as a result of additional information and further project planning.

Background of the Capital Improvement Program

The primary objective of the capital program is to support the academic mission by providing facilities appropriate to the CSU's educational programs, to create environments that are conducive to learning allowing students to thrive, and to ensure that the quality and quantity of facilities at each of the 23 campuses serve all students, faculty, and staff appropriately.

As our buildings age and become more difficult to maintain, given the limited budgets available for critical facilities renewal and ongoing maintenance, campuses face challenges providing built environments in which effective teaching and learning can take place. With increasing temperatures, resiliency and adaptation in the built environment has increasingly become an imperative. The Five-Year Plan reflects the campus priority projects to address these critical challenges.

In March 2019, the Board of Trustees approved the Categories and Criteria for Priority Setting for the capital program with the following categories:

- I. Existing Facilities/Infrastructure
 - A. Critical Facilities Renewal
 - B. Modernization/Renovation
- II. Growth/New Facilities

Projects in the 2023-2024 through 2027-2028 Five-Year Capital Plan align with these Categories and Criteria and focus on addressing critical infrastructure deficiencies, renovation or replacement of obsolete or deficient buildings, and propose a limited number of growth projects particularly in the areas of allied health and science, technology, engineering, and math (STEM) programs.

The plan also addresses water conservation, energy efficiency/carbon reduction, critical facilities renewal, and seismic strengthening needs throughout the system.

In preparing the Five-Year Capital Plan, campuses rely not only on identified campus needs, but projects are developed and recommended to the Board of Trustees using the following planning tools and resources:

- Seismic Priority Lists
- Facility Condition Assessments – estimates facility renewal and annual funding needs
- Summary of Campus Capacity – compares projected full-time equivalent student (FTE) enrollment to seat capacity to quantify lecture, laboratory, and faculty office needs
- Laboratory Enrollment versus Laboratory Capacity – evaluates access to lab teaching space by discipline

- Utilization Report – provides classroom and laboratory use by room size
- The California State University Enrollment Demand, Capacity Assessment, and Cost Analysis for Campus Sites

Funding for the 2023-2024 through 2027-2028 Five-Year Capital Plan

In September 2022, the Board of Trustees approved the 2023-2024 Operating Budget Request. The budget request includes two key components in support of the CSU's facilities program. First, the Board of Trustees is requesting one-time funds in the amount of \$1.3 billion to support critical facilities renewal. If approved this funding would be used to implement some of our most vital projects addressing life-safety, energy efficiency, seismic deficiencies, resiliency, and systems renewal in aging buildings and utility systems.

The approved Operating Budget Request also includes \$50 million in recurring funds to support the Five-Year Capital Plan. Based on current interest rate assumptions, the \$50 million in recurring funds would provide approximately \$750 million in project funding. Projects to be funded with this \$750 million are included in Attachment A. An amount of this funding would go toward small Capital and Infrastructure Improvement projects with the remainder targeted to larger Academic Program projects.

Higher Education Student Housing Grant Program (HESHGP)

As reported in September, nine campuses received state grant funds as a part of the HESHGP. This approved grant funding for the CSU totals \$503 million and is being appropriated in the 2021-2022 and 2022-2023 California State Budgets as outlined in AB 190, the Higher Education Budget Trailer Bill. AB 190 amended Education Code 17201 to include the requirements of the HESHGP program going forward. The Five-Year Capital Plan includes several projects, included in Attachment A, that will apply for additional grant funding through the HESHGP.

Applications for additional grant funding from the 2023-2024 California State Budget will be submitted to the State Legislature and Department of Finance (DOF) by February 1, 2023. Criteria for evaluating and prioritizing projects to reduce the cost of housing for low-income students include the following:

- State grant funding per bed
- Projected rents for low-income student units
- Project timeline, with an earlier construction start date receiving a higher ranking
- Geographic location of each project
- Whether the applicant is reapplying with a project that was previously deemed ineligible
- Unmet demand for housing based on campus wait list or local (county) rental vacancy rates

Over the next few months staff will work closely with campuses to refine the project scope and budget and ensure that projects meet program requirements. The proposed resolution reflects delegated authority to the chancellor to reflect the potential for changes to campus projects.

Recommendation

The following resolution is presented for approval:

RESOLVED, By the Board of Trustees of the California State University, that:

1. The 2023-2024 Capital Program Priority List is approved.
2. The Affordable Student Housing priority projects, which are part of the 2023-2024 Capital Program, are approved for submission to the Higher Education Student Housing Grant Program.
 - a. The chancellor is authorized to submit additional projects to the State, including potential intersegmental projects, as the projects are developed by the campuses and in order to secure capital funding consistent with the requirements of the State Grant Program.
3. The chancellor is authorized to proceed with design and construction to fast-track projects in the 2023-2024 through 2027-2028 Five-Year Capital Plan subject to available funds.
4. The chancellor is requested to explore all reasonable funding methods available and communicate to the Board of Trustees, the governor, and the legislature the need to provide funds to develop the facilities necessary to serve the academic program and all eligible students.
5. The chancellor is authorized to adjust the scope, phase, project cost, total budget, priority sequence, and funding source for the capital program and report budget adjustments in the subsequent Five-Year Capital Plan.
6. The chancellor is authorized to adjust the scope and budget of projects to be financed as necessary to maximize use of the limited financing resources and in consideration of the CSU's priorities for funding capital outlay projects.

2023/2024 Capital Outlay Program Project List

Cost Estimates are at Engineering News Record California Construction Cost Index 10461 and Equipment Price Index 5000

ACADEMIC PROJECTS LIST (Dollars in 000s)

| Priority Order | Cate-gory | Campus | Project Title | FTE | Phase | Campus Reserves/ | | Total Budget | Cumulative Total Budget | Cumulative SRB-AP Budget |
|--------------------------------|-----------|-----------------|---|--------------|-------------|-------------------|---------------------|---------------------|-------------------------|--------------------------|
| | | | | | | Other | SRB-AP ¹ | | | |
| 1 | IA/IB | Statewide | Infrastructure Improvements ² | N/A | PWC | 36,510 | 420,059 | 456,569 | 456,569 | 420,059 |
| 2 | II | San José | Alquist Building Acquisition | N/A | A | 0 | 0 | 0 | 456,569 | 420,059 |
| 3 | IA | Maritime | Boat Basin & Pier Extension, Ph. 1B | N/A | PWCE | 55,014 | 27,181 | 82,195 | 538,764 | 447,240 |
| 4 | IA | <i>Chico</i> | <i>Utilities Infrastructure ³</i> | N/A | <i>PWCE</i> | <i>6,742</i> | <i>91,245</i> | <i>97,987</i> | 636,751 | 538,485 |
| 5 | IA | Sonoma | Utilities Infrastructure | N/A | PWC | 0 | 48,302 | 48,302 | 685,053 | 586,787 |
| 6 | IA | <i>East Bay</i> | <i>Library Seismic (West Wing Relocations)</i> | 0 | <i>PWCE</i> | <i>3,426</i> | <i>30,831</i> | <i>34,257</i> | 719,310 | 617,618 |
| 7 | IB | Long Beach | Peterson Hall 1 Replacement Bldg (Seismic) ⁴ | -2,221 | CE | 15,000 | 147,387 | 162,387 | 881,697 | 765,005 |
| 8 | II | San Marcos | Integrated Sciences & Engineering | 555 | CE | 5,488 | 65,453 | 70,941 | 952,638 | 830,458 |
| 9 | IB | Dominguez Hills | Natural Sciences & Math Bldg Reno (Seismic) | 198 | CE | 0 | 90,523 | 90,523 | 1,043,161 | 920,981 |
| 10 | IB | Sacramento | Engineering Replacement Building | 92 | PWCE | 13,185 | 147,721 | 160,906 | 1,204,067 | 1,068,702 |
| 11 | IB | Northridge | Sierra Hall Renovation | 0 | PWCE | 3,539 | 159,938 | 163,477 | 1,367,544 | 1,228,640 |
| 12 | II | Fresno | Concert Hall | 0 | WCE | 36,625 | 44,296 | 80,921 | 1,448,465 | 1,272,936 |
| 13 | IB | San Diego | Life Sciences Building | N/A | PWCE | 0 | 211,511 | 211,511 | 1,659,976 | 1,484,447 |
| 14 | IB | Channel Islands | Early Childhood Education Center | 0 | PWCE | 19,392 | 25,540 | 44,932 | 1,704,908 | 1,509,987 |
| 15 | IB | San Francisco | Thornton Hall Renovation | 233 | PWCE | 0 | 177,559 | 177,559 | 1,882,467 | 1,687,546 |
| 16 | II | Fullerton | Science Laboratory Replacement (Seismic) | 205 | PWcCE | 13,835 | 124,511 | 138,346 | 2,020,813 | 1,812,057 |
| 17 | IB | Los Angeles | King Hall Replacement | 3,691 | PWCE | 0 | 274,761 | 274,761 | 2,295,574 | 2,086,818 |
| 18 | II | Stanislaus | Classroom II | 1,917 | PWCE | 10,863 | 127,206 | 138,069 | 2,433,643 | 2,214,024 |
| 19 | IB | San Luis Obispo | Davidson Music Renovation/Addition | 300 | PWCE | 8,601 | 77,413 | 86,014 | 2,519,657 | 2,291,437 |
| 20 | II | Monterey Bay | Taylor Science & Engineering Bldg - Academic IV | 96 | PWCE | 22,950 | 57,178 | 80,128 | 2,599,785 | 2,348,615 |
| 21 | II | Pomona | Library Renovation/Addition, Ph. II | 234 | PWCE | 0 | 87,178 | 87,178 | 2,686,963 | 2,435,793 |
| 22 | IB | San José | Engineering Building Replacement | 0 | PWC | 16,853 | 83,147 | 100,000 | 2,786,963 | 2,518,940 |
| Total Academic Projects | | | | 5,300 | | \$ 268,023 | \$ 2,518,940 | \$ 2,786,963 | \$ 2,786,963 | \$ 2,518,940 |

SELF-SUPPORT / OTHER PROJECTS LIST (Dollars in 000s)

| Alpha Order | Cate-gory | Campus | Project Title | Spaces | Phase | Campus Reserves/ | | Total Budget | Cumulative Total Budget | Cumulative SRB-SS Budget |
|---|-----------|-----------------|---|--------------|-------|-------------------|---------------------|---------------------|-------------------------|--------------------------|
| | | | | | | Other | SRB-SS ⁵ | | | |
| 1 | IB | Fresno | Bulldog Stadium Mod., Ph. II Restroom ADA Upgrades | N/A | PWC | 8,350 | 0 | 8,350 | 8,350 | 0 |
| 2 | II | Fullerton | Center for Leadership | 0 | PWCE | 21,849 | 0 | 21,849 | 30,199 | 0 |
| 3 | II | Los Angeles | Ctr for Academic Success/Ctr for Faculty Excellence | 0 | PWC | 5,000 | 0 | 5,000 | 35,199 | 0 |
| 4 | II | Los Angeles | Physical Education Locker Room Renovation | 0 | PWC | 6,700 | 0 | 6,700 | 41,899 | 0 |
| 5 | IB | San Francisco | Mary Park Hall Renovation | 200 | PWCE | 0 | 44,154 | 44,154 | 86,053 | 44,154 |
| 6 | II | San Luis Obispo | Plant Sciences - Fruit & Vegetable Processing | 0 | PWCE | 10,020 | 0 | 10,020 | 96,073 | 44,154 |
| 7 | II | San Luis Obispo | Plant Sciences - High Tech Greenhouse | 0 | PWCE | 15,128 | 0 | 15,128 | 111,201 | 44,154 |
| 8 | II | San Luis Obispo | Student Housing, Ph. 1 | 903 | PWCE | 0 | 338,331 | 338,331 | 449,532 | 382,485 |
| Higher Education Student Housing Grant Program (HESHGP) ⁶ | | | | | | | | | | |
| | II | Dominguez Hills | ASH Compton College Partnership | 235 | PWC | 39,000 | 21,000 | 60,000 | 509,532 | 403,485 |
| | II | Monterey Bay | ASH Student Housing, Ph. III | 600 | PWCE | 90,266 | 48,605 | 138,871 | 648,403 | 452,090 |
| | II | Sacramento | ASH Student Housing, Ph. 3 | 285 | PWCE | 41,340 | 25,715 | 67,055 | 715,458 | 477,805 |
| | II | San Diego | ASH Main Campus Student Housing | 600 | PWcCE | 122,778 | 66,111 | 188,889 | 904,347 | 543,916 |
| | II | San José | ASH Campus Village, Ph. 3 & Dining Commons | 1,007 | PWCE | 89,100 | 244,716 | 333,816 | 1,238,163 | 788,632 |
| | II | Stanislaus | ASH Residence Life Village IV | 120 | PWCE | 18,850 | 10,150 | 29,000 | 1,267,163 | 798,782 |
| Total Self-Support / Other Projects | | | | 3,950 | | \$ 468,381 | \$ 798,782 | \$ 1,267,163 | \$ 1,267,163 | \$ 798,782 |
| Grand Total Academic and Self-Support Projects | | | | 9,250 | | \$ 736,404 | \$ 3,317,722 | \$ 4,054,126 | \$ 4,054,126 | \$ 3,317,722 |

A = Acquisition P = Preliminary Plans W = Working Drawings c = Partial Construction C = Construction E = Equipment

Categories:

- I Existing Facilities/Infrastructure
 - A. Critical Infrastructure Deficiencies
 - B. Modernization/Renovation
- II Growth/New Facilities

Notes:

- ¹ SRB-AP: Systemwide Revenue Bonds - Academic Program
- ² The Infrastructure Improvements Program addresses smaller scale utility, building systems renewal, ADA, seismic strengthening, and minor upgrades. Projects are listed separately on the following page. [The list does not include State Deferred Maintenance or Cap & Trade funding requests.]
- ³ Projects in *red italics* have previously received approval by the Board of Trustees and Department of Finance, and are included only relative to the project funding total.
- ⁴ Projects in *italics* have been approved by the Board of Trustees and are included only relative to the project funding total.
- ⁵ SRB-SS: Systemwide Revenue Bonds - Self-Support Program
- ⁶ ASH projects will be submitted for consideration for funding as part of the 2023/2024 Higher Education Student Housing Grant Program and are subject to review by Financing and Treasury prior to final approval.

2023-2024 Infrastructure Improvements Program Project List

Cost Estimates are at Engineering News Record California Construction Cost Index 10461 and Equipment Price Index 5000

ACADEMIC PROJECTS¹

| Campus | Project Title | Phase | Campus Reserves/ Other Budget | SRB-AP Budget | Total Project Budget | Cumulative Total Project Budget |
|-------------------------|--|-------|----------------------------------|---------------|----------------------|---------------------------------|
| Bakersfield | Classroom Building (#1) Renewal | PWC | 0 | 3,167,000 | 3,167,000 | 3,167,000 |
| Bakersfield | Lecture Building (#3) Renewal | PWC | 0 | 1,524,000 | 1,524,000 | 4,691,000 |
| Bakersfield | Administration Renewal | PWC | 0 | 1,421,000 | 1,421,000 | 6,112,000 |
| Channel Islands | South Hydronic Loop Extension | PWC | 0 | 3,000,000 | 3,000,000 | 9,112,000 |
| Channel Islands | Domestic Water Supply Improvements | PWC | 0 | 2,941,000 | 2,941,000 | 12,053,000 |
| Channel Islands | Sewer Line Replacement - South Quad | PWC | 0 | 500,000 | 500,000 | 12,553,000 |
| Chico | Bicycle & Pedestrian Safety Improvements | PWC | 0 | 1,000,000 | 1,000,000 | 13,553,000 |
| Chico | 388 Orange Street Renovation | PWC | 0 | 7,600,000 | 7,600,000 | 21,153,000 |
| Chico | Track & Field Facility Upgrades | PWC | 0 | 3,000,000 | 3,000,000 | 24,153,000 |
| Dominguez Hills | Cain Library Seismic Completion | PWC | 0 | 6,312,000 | 6,312,000 | 30,465,000 |
| Dominguez Hills | Path of Travel Upgrade | PWC | 0 | 600,000 | 600,000 | 31,065,000 |
| East Bay | Resilient Microgrid | PWC | 600,000 | 5,400,000 | 6,000,000 | 37,065,000 |
| East Bay | Accessibility Upgrades | PWC | 400,000 | 4,104,000 | 4,504,000 | 41,569,000 |
| East Bay | Storm Drain Improvement | PWC | 110,000 | 1,000,000 | 1,110,000 | 42,679,000 |
| Fresno | Campuswide HVAC Replacement | C | 0 | 10,600,000 | 10,600,000 | 53,279,000 |
| Fresno | ADA Upgrades | PWC | 0 | 3,156,000 | 3,156,000 | 56,435,000 |
| Fullerton | Nutwood Pedestrian Bridge | PWC | 6,000,000 | 8,000,000 | 14,000,000 | 70,435,000 |
| Fullerton | Secondary MDF (Backbone Cabling Dist. Point) | PWC | 100,000 | 900,000 | 1,000,000 | 71,435,000 |
| Fullerton | Campuswide Confined Space Upgrades | PWC | 25,000 | 225,000 | 250,000 | 71,685,000 |
| Fullerton | Fire/Life Safety & ADA Remediation | PWC | 100,000 | 900,000 | 1,000,000 | 72,685,000 |
| Fullerton | Secondary Data Center | PWC | 100,000 | 1,198,000 | 1,298,000 | 73,983,000 |
| Fullerton | Campuswide HazMat Survey | PWC | 100,000 | 900,000 | 1,000,000 | 74,983,000 |
| Humboldt | Gist Hall Renewal | PWC | 2,644,000 | 6,900,000 | 9,544,000 | 84,527,000 |
| Long Beach | PH1 Preliminary Projects | PWC | 0 | 2,500,000 | 2,500,000 | 87,027,000 |
| Long Beach | Corporation Yard Replacement Facility | PWC | 0 | 1,200,000 | 1,200,000 | 88,227,000 |
| Long Beach | Japanese Garden Electrical Enclosure | PWC | 0 | 900,000 | 900,000 | 89,127,000 |
| Long Beach | HHW South Loop Laterals | PWC | 0 | 9,000,000 | 9,000,000 | 98,127,000 |
| Long Beach | MSX Road Repair, Ph. 3 | PWC | 0 | 1,150,000 | 1,150,000 | 99,277,000 |
| Los Angeles | Administration Building Demolition | PWCE | 0 | 12,150,000 | 12,150,000 | 111,427,000 |
| Maritime Academy | Facilities Grounds Replacement Building | PWC | 0 | 2,750,000 | 2,750,000 | 114,177,000 |
| Maritime Academy | Lower Campus ADA Improvements | PWC | 23,000 | 704,000 | 727,000 | 114,904,000 |
| Maritime Academy | Power Metering & Demand Response Capability | PWC | 0 | 913,000 | 913,000 | 115,817,000 |
| Monterey Bay | Infrastructure Improvements | WC | 0 | 2,462,000 | 2,462,000 | 118,279,000 |
| Monterey Bay | ADA Projects | WC | 0 | 400,000 | 400,000 | 118,679,000 |
| Monterey Bay | Energy Efficiency Projects | PWC | 0 | 1,200,000 | 1,200,000 | 119,879,000 |
| Monterey Bay | Seismic Projects | C | 0 | 2,400,000 | 2,400,000 | 122,279,000 |
| Northridge | Solar, Ph. 1 Supplemental | C | 0 | 2,234,000 | 2,234,000 | 124,513,000 |
| Northridge | Solar, Ph. 2, 3, & 4 | PWC | 0 | 5,000,000 | 5,000,000 | 129,513,000 |
| Northridge | North Field Substation Replacement & Baseball Lights | PWC | 0 | 3,672,000 | 3,672,000 | 133,185,000 |
| Northridge | Heating Hot Water System Emissions Reduction | PWC | 0 | 3,000,000 | 3,000,000 | 136,185,000 |
| Pomona | Kellogg Drive & E. Campus Drive Improvements | PWC | 0 | 12,000,000 | 12,000,000 | 148,185,000 |
| Pomona | Safety & Security Improvements | PWC | 0 | 1,600,000 | 1,600,000 | 149,785,000 |

2023-2024 Infrastructure Improvements Program Project List

Cost Estimates are at Engineering News Record California Construction Cost Index 10461 and Equipment Price Index 5000

ACADEMIC PROJECTS¹ continued

| Campus | Project Title | Phase | Campus Reserves/ Other Budget | SRB-AP Budget | Total Project Budget | Cumulative Total Project Budget |
|---|--|-------|----------------------------------|-----------------------|----------------------------|---------------------------------------|
| Sacramento | ADA Upgrades | PWC | 0 | 2,682,000 | 2,682,000 | 152,467,000 |
| Sacramento | All Gender Restrooms/Mothers Rooms | PWC | 0 | 1,200,000 | 1,200,000 | 153,667,000 |
| Sacramento | Sequoia Hall Improvements, Ph. 1A | PWC | 0 | 6,682,000 | 6,682,000 | 160,349,000 |
| Sacramento | Fire/Life Safety Upgrades | PWC | 0 | 2,850,000 | 2,850,000 | 163,199,000 |
| San Bernardino | Handball/Racquetball Courts Demolition | PWC | 0 | 2,500,000 | 2,500,000 | 165,699,000 |
| San Bernardino | Old Physical Education Pool Demolition | PWC | 0 | 3,000,000 | 3,000,000 | 168,699,000 |
| San Bernardino | Access Barrier Removal | PWC | 0 | 1,000,000 | 1,000,000 | 169,699,000 |
| San Bernardino | Chilled Water Conservation Modifications | PWC | 0 | 2,700,000 | 2,700,000 | 172,399,000 |
| San Diego | Utilities Upgrade 2 | PWC | 0 | 16,562,000 | 16,562,000 | 188,961,000 |
| San Francisco | Administration Building Seismic Upgrade | PWC | 0 | 4,200,000 | 4,200,000 | 193,161,000 |
| San Francisco | Business Building HVAC Addition | PWC | 0 | 4,320,000 | 4,320,000 | 197,481,000 |
| San Francisco | TH/HH Elevator Renewal | PW | 0 | 1,574,000 | 1,574,000 | 199,055,000 |
| San Francisco | Cox Stadium ADA Upgrades | PWC | 0 | 1,256,000 | 1,256,000 | 200,311,000 |
| San Francisco | Softball Clubhouse | PWC | 0 | 650,000 | 650,000 | 200,961,000 |
| San Francisco | IT Infrastructure | PW | 0 | 1,800,000 | 1,800,000 | 202,761,000 |
| San José | Campuswide Exterior Lighting Upgrades | PWC | 0 | 2,750,000 | 2,750,000 | 205,511,000 |
| San José | Central Plant Auxiliary Boiler 2 & 3 Electrification | PWC | 2,150,000 | 0 | 2,150,000 | 207,661,000 |
| San José | Campuswide NW Quad Utility System Improvements | PWC | 0 | 3,000,000 | 3,000,000 | 210,661,000 |
| San José | Campuswide Well Installation | PWC | 2,100,000 | 0 | 2,100,000 | 212,761,000 |
| San José | Campuswide Telecomm Infrastructure Improvements | PWC | 0 | 2,000,000 | 2,000,000 | 214,761,000 |
| San José | South Campus Exterior Lighting Upgrades | PWC | 1,250,000 | 0 | 1,250,000 | 216,011,000 |
| San José | South Campus Electrical Utility Network Improvements | PWC | 1,712,000 | 0 | 1,712,000 | 217,723,000 |
| San José | South Campus Telecomm Infrastructure Improvements | PWC | 0 | 1,000,000 | 1,000,000 | 218,723,000 |
| San José | Moss Landing Sea Water Pump Improvements | PWC | 0 | 1,350,000 | 1,350,000 | 220,073,000 |
| San Luis Obispo | Water Reclamation Facility | PWCE | 18,800,000 | 16,200,000 | 35,000,000 | 255,073,000 |
| San Marcos | Resilient Solar Battery & Microgrid | PWC | 0 | 5,500,000 | 5,500,000 | 260,573,000 |
| Sonoma | Accessibility Upgrades | PWC | 0 | 1,000,000 | 1,000,000 | 261,573,000 |
| Sonoma | Electrical & Mechanical Upgrades to Labs | PWC | 0 | 7,175,000 | 7,175,000 | 268,748,000 |
| Stanislaus | Naraghi Hall Ventilation Reduction | PWC | 0 | 1,306,000 | 1,306,000 | 270,054,000 |
| Stanislaus | Naraghi Chiller Pumps | PW | 0 | 802,000 | 802,000 | 270,856,000 |
| Stanislaus | Animal Care Facility Replacement | PWC | 120,000 | 1,082,000 | 1,202,000 | 272,058,000 |
| Stanislaus | Cafeteria Main Dining Replacement of Walk-ins | PWC | 176,000 | 1,585,000 | 1,761,000 | 273,819,000 |
| Stanislaus | Telecom - Building & Security Management | PWC | 0 | 2,750,000 | 2,750,000 | 276,569,000 |
| Systemwide | HVAC & Electrical Upgrades | PWC | 0 | 60,000,000 | 60,000,000 | 336,569,000 |
| Systemwide | Resiliency/Energy/Water Projects | PWC | 0 | 60,000,000 | 60,000,000 | 396,569,000 |
| Systemwide | Critical Infrastructure | PWC | 0 | 60,000,000 | 60,000,000 | 456,569,000 |
| Total ACADEMIC Infrastructure Improvements Program | | | \$ 36,510,000 | \$ 420,059,000 | \$ 456,569,000 | \$ 456,569,000 |

P = Preliminary Plans W = Working Drawings C = Construction E = Equipment

Notes:

¹ The Infrastructure Improvements Program addresses smaller scale utility, building systems renewal, ADA, seismic strengthening, & minor upgrades.
 [The list does not include State Deferred Maintenance or Cap & Trade funding requests.]

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Gateway Hall Renovation and New Construction for California State University Channel Islands

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Richard Yao
President
California State University Channel Islands

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

Summary

This agenda item requests approval of schematic plans for the California State University Channel Islands Gateway Hall Renovation and New Construction project. The project will provide space for Student Services including admissions, financial aid and advising, as well as faculty offices, interdisciplinary classrooms, and teaching laboratory spaces for the Computer Sciences, Mechatronics, Mathematics, and the Extended University programs.

Project Background and Scope

Project Delivery Method: Construction Manager at Risk
General Contractor: Swinerton
Project Architect: AC Martin

California State University Channel Islands proposes to design and construct the Gateway Hall Renovation and New Construction project (#9¹). The project will be located at the intersection of University Drive and Santa Barbara Avenue on the North Quad. The project will include renovation of 23,100 ASF²/42,200 gross square feet (GSF) of existing two-story buildings,

¹ The facility number is shown on the master plan map and recorded in the Space and Facilities Database.

² Equivalent to 37,100 useable square feet.

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demolition of 19,000 GSF of existing buildings, and construction of a new 22,600 assignable square feet (ASF)³/39,900 GSF three-story building.

The North Quad consists of smaller building units constructed between 1940 and 1951. The existing buildings served as the Camarillo State Developmental Hospital until its closure in 1997 and subsequent transfer to the California State University. The buildings have remained unoccupied since that date and some portions have multiple deficiencies that preclude a complete renovation.

The renovation scope includes the demolition of a portion of an existing mission style concrete hospital building. The remaining portion of the existing building will be renovated to provide a one-stop shop for student services, allowing enrollment services, student business services, financial aid, and academic advising to relocate out of Sage Hall (building #16). The building will include thirty faculty offices and administrative support space. The project will co-locate Extended University administrative and instructional spaces.

The new Gateway Hall academic building will create a welcoming entry to the campus, and provide innovative spaces for learning, interaction, and collaboration. The first floor of the new building will include two classrooms, a Welcome Center grouped with admissions that will act as a first point of contact for prospective and new students and a small convenience store to serve the north side of the campus. The second and third floors of the new building will include interdisciplinary classrooms and teaching laboratory spaces for the Computer Sciences, Mechatronics, and Mathematics programs.

Both the new building and the remodeled building will adhere to the existing Mission Style architecture of the campus buildings. The new building will be a concrete structure with reinforced concrete slabs supported on concrete beams, columns, and shear walls resting on reinforced concrete footings.

The new and renovated buildings are currently designed to achieve Leadership in Energy and Environmental Design (LEED) Silver. The project's lighting and mechanical systems are energy efficient and the facilities will connect to the existing campus hydronic loop for heating and cooling. The landscape design incorporates the native plant palette of the central coast of California and irrigation will be supplied with reclaimed water. Riparian swales will be used to increase groundwater infiltration and reduce stormwater runoff.

³ Equivalent to 37,500 useable square feet.

Timing (Estimated)

| | |
|-----------------------------|---------------|
| Preliminary Plans Completed | January 2023 |
| Working Drawings Completed | June 2023 |
| Construction Start | December 2023 |
| Occupancy | August 2025 |

Basic Statistics

Gateway Hall - New Construction

| | |
|---|--------------------|
| Gross Building Area | 39,900 square feet |
| Assignable Building Area (CSU ⁴) | 22,600 square feet |
| Net Usable Building Area (FICM ⁵) | 37,500 square feet |
| Efficiency (CSU) | 57 percent |
| Efficiency (FICM) | 94 percent |

Gateway Hall - Renovation

| | |
|---------------------------------|--------------------|
| Gross Building Area | 42,200 square feet |
| Assignable Building Area | 23,100 square feet |
| Net Usable Building Area (FICM) | 37,100 square feet |
| Efficiency (CSU) | 55 percent |
| Efficiency (FICM) | 88 percent |

Cost Estimate – California Construction Cost Index (CCCI) 8287⁶

| | | |
|---|-----------|--------------|
| Gateway Hall - New Construction Building Cost (\$882 per GSF) | | \$36,053,000 |
| <i>Systems Breakdown (\$ per GSF)</i> | | |
| a. Substructure (Foundation) | \$ 41.15 | |
| b. Shell (Structure and Enclosure) | \$ 262.78 | |
| c. Interiors (Partitions and Finishes) | \$ 152.26 | |
| d. Services (HVAC, Plumbing, Electrical, Fire) | \$ 226.22 | |
| e. Built-in Equipment and Furnishings | \$ 52.58 | |
| f. General Requirements | \$ 27.59 | |
| g. General Conditions and Insurance | \$ 120.01 | |

⁴ Assignable building area is based on CSU policy.

⁵ Net useable building area is based on the Postsecondary Education Facilities Inventory & Classification Manual (FICM)

⁶ The July 2022 *Engineering News-Record* California Construction Cost Index (CCCI). The CCCI is the average Building Cost Index for Los Angeles and San Francisco.

| | |
|---|-------------------------|
| Gateway Hall - Renovation Building Cost (\$643 per GSF) | \$26,305,000 |
| <i>Systems Breakdown</i> | <i>(\$ per GSF)</i> |
| a. Substructure (Foundation) | \$ 5.92 |
| b. Shell (Structure and Enclosure) | \$ 105.21 |
| c. Interiors (Partitions and Finishes) | \$ 136.64 |
| d. Services (HVAC, Plumbing, Electrical, Fire) | \$ 213.51 |
| e. Built-in Equipment and Furnishings | \$ 27.94 |
| f. Special Construction & Demolition | \$ 54.31 |
| g. General Requirements | \$ 12.20 |
| h. General Conditions and Insurance | \$ 87.46 |
| Site Development | <u>5,553,000</u> |
| Construction Cost | \$87,911,000 |
| Fees, Contingency, Services | <u>19,759,000</u> |
| Total Project Cost (\$1,068 per GSF) | \$87,670,000 |
| Fixtures, Furniture & Movable Equipment | <u>2,436,000</u> |
| Grand Total | <u>\$90,106,000</u> |

Cost Comparison

Gateway Hall - New Construction

This project's new construction building cost of \$882 per GSF is higher than the \$787 per GSF for the California State University, Chico Butte Hall Replacement Building approved in November 2021, higher than the \$698 per GSF for the California State University, Long Beach Continuing and Professional Education building approved in November 2016, all adjusted to CCCCI 8287.

The higher cost is due primarily to the precast concrete building exterior and interior concrete sheer walls. The building concrete structure and roofing materials are consistent with the overall California Mission style of the campus architectural vocabulary but cost more than steel frame structures. Both concrete and building services (HVAC, electrical) have seen sharp price increases exceeding the average industry-wide inflation rates since January 2022 and are contributing to the estimated project cost.

Funding Data

The project will be funded by CSU Systemwide Revenue Bonds (\$74,992,000), campus designated capital reserves (\$8,953,000) and Extended University reserves (\$6,161,000). The estimated cost to fund regular (day-to-day) maintenance and utilities to operate these facilities is \$21.21 per GSF,

for a total of \$1,741,000, which will be requested as part of a future operating budget request. The amount does not include the estimated funding needed to replace building systems at the end of their useful life, e.g., funding to replace the elevators in 25-30 years.

California Environmental Quality Act (CEQA) Action

The proposed Gateway Hall project is consistent with the Campus Master Plan, as amended, and with the certified CEQA documents from 1998 through 2009. An Addendum to the 1998 Master Plan Final EIR (FEIR) was prepared for the proposed project in June 2020 in accordance with CEQA and the CEQA Guidelines. This Addendum concluded that the proposed project would not have significant new impacts or substantially increase impacts beyond those identified in the 1998 FEIR and subsequent tiered CEQA documents.

Recommendation

The following resolution is presented for approval:

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

1. The project will benefit the California State University.
2. The project before the Board of Trustees is consistent with the project description as set forth in the previously certified Master Plan Final EIR.
3. Applicable mitigation measures shall be implemented, monitored, and reported in accordance with the requirements of the California Environmental Quality Act (Cal. Pub. Res. Code § 21081.6).
4. The schematic plans for the California State University Channel Islands Gateway Hall Renovation and New Construction project are approved at a project cost of \$90,106,000 at CCCI 8287.

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

California State University, Stanislaus Stockton Center Acacia Replacement Phase 1 Schematic Design Approval

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Ellen N. Junn
President
California State University, Stanislaus

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

Summary

This agenda item requests the California State University Board of Trustees approve schematic plans for the California State University, Stanislaus Stockton Center Acacia Replacement Phase 1 project.

Project Background and Scope

Project Delivery Method: Collaborative Design Build

Design Builder: Otto Construction

Project Architect: LPAS

California State University, Stanislaus proposes to design and construct a new 43,230 assignable square feet¹ (ASF)/55,170 gross square feet (GSF) Acacia Replacement (#2²) Phase 1 at its Stockton Center. The proposed new building will replace most of the functions located in the partially occupied Acacia Court building. The existing 200,000 GSF Acacia Court building was built in multiple phases beginning in the early 1900s and served as part of the Stockton Developmental Hospital until its closure in 1996.

¹ Equivalent to 51,420 useable square feet.

² The facility number is shown on the master plan map and recorded in the Space and Facilities Database.

The entire hospital site was transferred to the Trustees of the California State University in 1997. The Stockton Center Site Authority was formed in cooperation with the City of Stockton and master developer Grupe Huber Company has redeveloped the site into University Park, a mixed-use development that includes K-12 education, health service providers and office functions to complement the Stockton campus.

The Acacia Replacement building will be the first new university facility and create a welcoming entry for the CSU Stanislaus Stockton Center. The facility will provide learning spaces to serve modern teaching pedagogies, enhance student and faculty interaction, and provide student support space to encourage innovation and promote community engagement. The new facility will house classrooms, biology labs, applied learning labs, and computer labs.

The building will be a two-story steel-moment framed structure supported on steel beams and columns. The one-story multipurpose/assembly space will include concrete precast shear walls. Exterior building finishes will be cement-plaster with accent areas of metal panels and sunshades. The building is designed to achieve Leadership in Energy and Environmental Design (LEED) Silver certification equivalent. Landscaping for the building will be comprised of drought tolerant materials.

Timing (Estimated)

| | |
|-----------------------------|---------------|
| Preliminary Plans Completed | February 2023 |
| Working Drawings Completed | October 2023 |
| Construction Start | December 2023 |
| Occupancy | June 2025 |

Basic Statistics

| | |
|--|--------------------|
| Gross Building Area | 55,170 square feet |
| Assignable Building Area (CSU ³) | 43,230 square feet |
| Net Useable Building Area (FICM ⁴) | 51,420 square feet |
| Efficiency (CSU) | 78 percent |
| Efficiency (FICM) | 93 percent |

³ Assignable building area is based on CSU policy.

⁴ Net useable building area is greater than assignable building area by including corridors, restrooms, mechanical rooms, etc., based on the definitions of the Postsecondary Education Facilities Inventory & Classification Manual (FICM).

Cost Estimate – California Construction Cost Index (CCCI) 8287⁵

| | | |
|--|---------------------|-------------------------|
| Building Cost (\$687 per GSF) | | \$37,921,000 |
| <i>Systems Breakdown</i> | | |
| | <i>(\$ per GSF)</i> | |
| a. Substructure (Foundation) | \$ 39.66 | |
| b. Shell (Structure and Enclosure) | \$ 202.27 | |
| c. Interiors (Partitions and Finishes) | \$ 129.60 | |
| d. Services (HVAC, Plumbing, Electrical, Fire) | \$ 181.17 | |
| e. Built-in Equipment and Furnishings | \$ 24.00 | |
| f. General Requirements | \$ 17.55 | |
| g. General Conditions and Insurance | \$ 93.11 | |
| Site Development | | <u>3,816,000</u> |
| Construction Cost | | \$41,737,000 |
| Fees, Contingency, Services | | <u>12,283,000</u> |
| Total Project Cost (\$979 per GSF) | | \$54,020,000 |
| Fixtures, Furniture & Movable Equipment | | <u>2,480,000</u> |
| Grand Total | | <u>\$56,500,000</u> |

Cost Comparison

The project building cost of \$687 per GSF is lower than the \$787 per GSF for the California State University, Chico Butte Hall Replacement Building approved in November 2021, and slightly lower than the \$698 per GSF for the California State University, Long Beach Continuing and Professional Education building approved in November 2016, all adjusted to CCCI 8287.

While the cost per square foot is lower than the CSU Chico Butte Hall and CSU Long Beach Continuing Education building, continued construction cost pressures are prompting value engineering efforts that impact facility quality. Since January 2022, the California Construction Cost Index (CCCI) escalated over 5 percent, and since January 2021, costs have escalated over 21 percent. This project estimate includes a 16 percent estimated construction cost escalation.

⁵ The July 2021 *Engineering News-Record* California Construction Cost Index (CCCI). The CCCI is the average Building Cost Index for Los Angeles and San Francisco.

Funding Data

The project will be funded by 2021-2022 State Appropriation (\$54,000,000), campus designated capital reserves (\$1,200,000), CSU Systemwide Revenue Bonds (\$1,000,000), and Stockton Center Site Authority reserves (\$300,000).

The cost to fund regular maintenance of this facility is \$21.21 per GSF, for a total of \$1,170,000, which will be requested as part of a future operating budget request. The amount does not include the estimated funding needed to replace building systems at the end of their useful life, e.g., funding to replace the roof in 20-25 years.

California Environmental Quality Act (CEQA) Action

This project involves development on an urban project site of less than five acres that is served by all required utilities and public services. The project is consistent with the approved Master Plan for Stockton Center, where the project is located. Technical analysis of the project prepared in October 2022 determined that the project would not result in any significant effects relating to traffic, noise, air quality, water quality, or habitat for sensitive species. This analysis also determined that this project would not cause a substantial adverse change in the significance of a historic resource. Therefore, the project is considered exempt from the California Environmental Quality Act (CEQA) pursuant to California Public Resources Code §§ 15314 (Class 14 Categorical Exemption, Minor Additions to Schools) and 15332 (Class 32 Categorical Exemption, Infill Development Projects).

Recommendation

The following resolution is presented for approval:

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

1. The California State University, Stanislaus Stockton Center Acacia Replacement Phase 1 project is consistent with the Stockton Center Master Plan approved in September 2007.
2. A Notice of Exemption has been prepared pursuant to CEQA and the CEQA Guidelines.
3. The California State University, Stanislaus Stockton Center Acacia Replacement Phase 1 project will benefit the California State University.
4. The schematic plans for the California State University, Stanislaus Stockton Center Acacia Replacement Phase 1 project are approved at a project cost of \$56,500,000 at CCCI 8287.

AGENDA

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Meeting: 9:00 a.m., Wednesday, November 16, 2022
Glenn S. Dumke Auditorium

Lillian Kimbell, Chair
Jean Picker Firstenberg, Vice Chair
Diego Arambula
Leslie Gilbert-Lurie
Anna Ortiz-Morfit
Yammilette Rodriguez
Jose Antonio Vargas

- Consent**
- Discussion**
1. Approval of Minutes of the Meeting of September 13, 2022, *Action*
 2. Naming of the Singelyn Graduate School of Business – California State Polytechnic University, Pomona, *Action*
 3. Naming of the Ernest E. Tschannen Engineering Teaching and Research Building – California State University, Sacramento, *Action*

**MINUTES OF THE MEETING OF
COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

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

September 13, 2022

Members Present

Lillian Kimbell, Chair
Diego Arambula
Anna Ortiz-Morfit
Yammilette Rodriguez
Jolene Koester, Interim Chancellor
Wenda Fong, Chair of the Board

Trustee Kimbell called the meeting to order.

Approval of Minutes

The minutes of July 12, 2022, were approved as submitted.

2022-2023 California State University Trustees' Award for Outstanding Achievement

Trustee Kimbell shared that each year the CSU Board of Trustees provides scholarships to students who demonstrate superior academic performance, significant personal accomplishments, valued service to the community and financial need. She recognized and thanked the members of the CSU Trustees' Award Selection Committee.

Interim Chancellor Koester thanked trustees and members of the CSU Foundation board for their contributions to the CSU Trustees' scholarships. She introduced Trustee Emeritus Ali C. Razi, CSU Foundation Board of Governors member and CSU Trustees' Award selection committee chair, whose leadership and dedication has allowed the program to thrive. She then introduced the top Razi scholar, Nevi Keser Gruskin, from California State University, Long Beach.

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The board recognized the 23 recipients of the 2022-2023 CSU Trustees' Award for Outstanding Achievement. Trustee Kimbell called each student forward to receive their certificate and read a brief description of their accomplishments.

Trustee Kimbell adjourned the meeting.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the Singelyn Graduate School of Business – California State Polytechnic University, Pomona

Presentation by:

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Soraya M. Coley
President
California State Polytechnic University, Pomona

Summary

This item will consider naming the College of Business Administration's graduate business program at California State Polytechnic University, Pomona as the Singelyn Graduate School of Business.

This proposal, submitted by Cal Poly Pomona, meets the criteria and other conditions specified in the Board of Trustees Policy on Naming California State University Academic and Athletic Programs, including approval by the system review panel and the campus executive committee of the academic senate.

Background

The proposed naming of the program recognizes the leadership and generosity of David and Ruth Singelyn and their \$12.5 million commitment to support the graduate program of the College of Business Administration. Their total lifetime commitments to the university are \$14.6 million.

Both David and Ruth Singelyn graduated from Cal Poly Pomona's College of Business Administration. David received a bachelor's degree in accounting and information systems in 1984 and Ruth received a bachelor's degree in information systems in 1984. A highly successful businessman, David has held senior positions in private and publicly traded real estate companies, including Public Storage, Public Storage Canada and American Commercial Equities. He is currently the chief executive officer and a trustee of American Homes 4 Rent, a real estate investment trust. After graduation from Cal Poly Pomona, Ruth worked for IBM, and later returned to education, earning her master's degree in psychology with an emphasis in marriage and family therapy from Cal Lutheran University in 2018.

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David and Ruth were named Distinguished Alumni for the college in 2019. David and Ruth Singelyn's commitment to service includes David's role as vice chair on Cal Poly Pomona's Philanthropic Foundation Board of Directors, on the College of Business Administration Dean's Advisory Council and on the advisory board of the Singelyn Center for Innovative Analytics and Ruth's volunteerism for College of Business fundraising efforts. They are members of Cal Poly Pomona's Founders' Society for their lifetime giving and the Kellogg Voorhis Legacy Society for their planned gift.

Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the College of Business Administration's graduate business programs office at California State Polytechnic University, Pomona be named the Singelyn Graduate School of Business.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the Ernest E. Tschannen Engineering Teaching and Research Building – California State University, Sacramento

Presentation by:

Steven Relyea
Executive Vice Chancellor and
Chief Financial Officer

Robert S. Nelsen
President
California State University, Sacramento

Summary

This item considers naming the Engineering Replacement Building at California State University, Sacramento, as the Ernest E. Tschannen Engineering Teaching and Research Building.

This proposal, submitted by Sacramento State, meets the criteria and other considerations specified in the Board of Trustees Policy on Naming of California State University Academic and Athletic Programs, including approval by the system review panel and the campus academic senate.

Background

The proposed naming of the Engineering Replacement Building recognizes the \$10 million pledge, \$3 million of which will be donated by December 2027. The remaining \$7 million will be received upon Mr. Ernest E. Tschannen's passing. The entire gift from Mr. Tschannen will support the construction costs associated with the Engineering Replacement Building.

Mr. Tschannen was born in Aarwangen, Switzerland in 1925, and spent his youth in his home country, earning a degree in mechanical engineering before moving to Canada in 1950. He eventually immigrated to the United States to pursue his career as an engineer. Mr. Tschannen has spent the latter part of his life as a real estate investor and owns more than 28 apartment complexes across the United States.

Mr. Tschannen lives in Orangevale, Calif., where he continues to manage his portfolio of investments. He has never been married and has no children. Throughout his life, he has been an avid hiker, kayaker, cross country skier and cyclist.

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Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the Engineering Replacement Building at California State University, Sacramento, be named The Ernest E. Tschannen Engineering Teaching and Research Building.

AGENDA

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Meeting: 9:30 a.m., Wednesday, November 16, 2022
Glenn S. Dumke Auditorium

Jack Clarke, Jr., Chair
Douglas Faigin, Vice Chair
Larry L. Adamson
Jean Picker Firstenberg
Maria Linares
Jack McGrory
Anna Ortiz-Morfit

- Consent**
1. Approval of Minutes of the Meeting of September 13, 2022, *Action*
 2. Annual Report on Outside Employment for Senior Management Employees, *Action*
 3. Annual Report on Vice President Compensation, Executive Relocation, and Executive Transition, *Information*
- Discussion**
4. Executive Transition: Executive Consulting Assignment, *Action*
 5. Executive Transition: Revision to Transition II Program, *Action*
 6. Revision to Employment Policy Governing Administrator Employees' Option to Retreat, *Action*
 7. Executive Compensation: President – San Jose State University, *Action*
 8. Executive Compensation Update: Interim President – Sonoma State University, *Action*
 9. Executive Compensation: Triennial Performance Review – Equity Adjustment, *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 Conference Center
401 Golden Shore
Long Beach, California**

September 13, 2022

Members Present

Jack Clarke, Jr., Chair
Douglas Faigin, Vice Chair
Larry L. Adamson
Jean Picker Firstenberg
Maria Linares
Jack McGrory
Anna Ortiz-Morfit

Wenda Fong, Chair of the Board
Jolene Koester, Interim Chancellor

Public Comment

All public comments took place at the beginning of the meeting's open session, prior to all committees.

Trustee Jack Clarke called the meeting to order.

Approval of the Consent Agenda

A motion to approve the consent agenda without discussion passed. The minutes of the July 13, 2022, meeting of the Committee on University and Faculty Personnel were approved as submitted.

Executive Compensation: Acting Vice Chancellor, Human Resources – California State University

Interim Chancellor Jolene Koester presented the item and explained that while the vice chancellor of human resources is on leave, Associate Vice Chancellor and Deputy General Counsel Leora D. Freedman will serve as acting vice chancellor for human resources. The chancellor recommended an annual salary of \$327,925 which is the same salary approved by the board in July 2022 for this

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vice chancellor position. A monthly auto allowance of \$1,000 is also provided. A motion to approve the recommended action was passed. (RUF 09-22-13)

Executive Compensation: Triennial Performance Reviews – Equity Adjustments

Interim Chancellor Jolene Koester began the presentation with a brief reminder that in November 2019, the board agreed to evaluate presidential compensation during regularly scheduled triennial performance reviews. The chancellor explained that compensation actions were being presented for presidents who received triennial performance reviews in July 2022. Additionally, the proposed compensation adjustments were consistent with policy and calculated pursuant to the process adopted in September 2021 whereby salary adjustments are linked to the median salary of presidents at comparable institutions. Dr. Koester recommended approval to implement the salary adjustments for Presidents Tomás Morales and Lynn Mahoney as outlined in item 3. A motion to approve the recommended action was passed. (RUF 09-22-14)

Executive Transition Program: Executive Consulting Assignment

Leora D. Freedman, Acting Vice Chancellor for Human Resources, began the presentation with a recap on the review of executive transition programs. In March 2022, the trustees ceased granting an executive transition program to newly hired executives until the board considered whether to offer a program going forward. A task force was to review the existing Transition II program and recommend changes if appropriate. The task force included Trustees Larry Adamson and Jack Clarke, and Vice Chancellor Evelyn Nazario.

In her remarks, Acting Vice Chancellor Freedman noted the task force found that, generally, other institutions do not offer formal programs similar to the Transition II program. However, most institutions offer some type of transition plan or paid professional leave to departing executives independent of retreating to the faculty. Institutions appear to recognize the value departing executives can bring to successor leaders and the institution itself. While opportunities may not exist within a formal program, opportunities to capitalize on an executive's historical knowledge and insights seem to be created even if outside of a formal program.

At the July 2022 meeting, two options were discussed: 1) elimination of any executive transition program prospectively, or 2) adoption of a new six-month executive consulting assignment. Before presenting highlights of the new executive consulting assignment, Acting Vice Chancellor Freedman shared a brief history on the three transition programs the CSU has offered to presidents and system executives. A slide featured highlights of the Trustee Professor program established in the 1980s; the original Executive Transition program established in 1992; and the current Transition II program established in 2006. Transition programs were created to ensure the university continued to benefit from an executive's accumulated experience and insights. Each program was established to replace a more generous predecessor program.

Returning to the program currently in place (Transition II), Acting Vice Chancellor Freedman explained the program is only available to twenty-five executives since the trustees rescinded the program on a going-forward basis at the March 2022 meeting. She noted that modifications to the Transition II program would be discussed in the next agenda item.

The presentation next proposed two options for the board's consideration: 1) to close the Transition II program effective March 2022 and eliminate any formal transition program altogether, or 2) to close the Transition II program effective March 2022 and adopt the proposed executive consulting assignment. The board could also elect to reopen the existing Transition II; however, the board had not expressed interest in this option.

Acting Vice Chancellor Freedman explained that the proposed executive consulting assignment is at the chancellor's discretion in consultation with the committee chair. Giving the chancellor the discretion to negotiate and approve (in consultation with the committee chair) is a change from what was considered in July; however, it continues to preserve the board's interests in maintaining oversight and accountability. The executive consulting assignment would not exceed six months; salary would not exceed fifty percent of the executive's base pay; specific duties are assigned at appointment; and a monthly report of activities would be required. Following approval by the chancellor (in consultation with the committee chair), the assignment is presented on the discussion agenda. The annual reporting of transition assignments would continue; however, the information item would be placed on the discussion agenda rather than consent.

In closing, Acting Vice Chancellor Freedman noted that elimination of a formal transition program altogether would not necessarily result in eliminating transition or consulting arrangements. A chancellor could, in the future, offer departing executives arrangements as MPP employees on a case-by-case basis and they would not be subject to board approval or oversight. Elimination of a transition program could unwittingly reduce accountability and oversight of arrangements made with executives in the future.

Trustees generally agreed with the executive consulting assignment rather than allowing arrangements case by case with no oversight by the board. Two changes were recommended to the proposed executive consulting assignment: for assignments offered to chancellors, the decision should rest with the entire board rather than only the board chair and committee chair; and at the end of the sentence that states "the chancellor shall consult with the successor" delete "if appropriate." Trustees reiterated throughout the discussion that the executive consulting assignment not become an expectation or entitlement. Additionally, there should be no reference to an executive consulting assignment in offer letters.

Executive Transition Program: Revision to Transition II, Information

Leora D. Freedman, Acting Vice Chancellor for Human Resources, presented the information item with a recap of proposed changes to the existing Transition II program. She explained that while the trustees closed the Transition II program to executives hired after the March 2022 board

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meeting, twenty-five (25) presidents and system executives remain eligible to participate in the program, provided they meet eligibility requirements.

In July 2022, the executive transition task force recommended revisions to the Transition II policy to ensure accountability and oversight of the existing program. The task force also clarified that executives would be ineligible to participate in a transition program for the same reasons that they would be ineligible to retreat to the faculty, including if they were found to have engaged in a serious policy violation or other significant misconduct that resulted in the executive's employment ending in termination or other separation.

Acting Vice Chancellor Freedman highlighted the substantive revisions made to the proposed Transition II policy presented in July 2022. This included changes consistent with the proposed executive consulting assignment, whereby the chancellor would consult with the chair of the committee on University and Faculty Personnel prior to approving an executive's participation in the Transition II program. Additionally, the assignment, and subsequent reporting, would be presented as an information item on the committee's discussion agenda. Another change concerned the extent to which an executive may participate in the Transition II program if a complaint or investigation is pending. (The proposed language is italicized in Attachment A under Ineligibility.) Terms of any conditional participation would be disclosed during the discussion of the assignment when presented before the committee in open session.

Trustees requested clarity that in essence the existing Transition II program (for the 25 executives grandfathered) was being amended to identify the conditions under which an individual is ineligible to participate in the program. This was confirmed; the amended policy is also intended to provide systemwide consistency with other policy, such as when granting retreat options.

Trustee Clarke adjourned the meeting of the Committee on University and Faculty Personnel.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Annual Report on Outside Employment for Senior Management Employees

Presentation By

Leora D. Freedman
Acting Vice Chancellor
Human Resources

Summary

In accordance with the California State University (CSU) Board of Trustees policy on outside employment disclosure requirements, this item presents the outside employment activities of senior management employees that took place during the 2021 calendar year.

Background

In November 2016 the policy on disclosure requirements for outside employment was updated (RUF 11-16-10) to require the Board to annually review and approve the outside employment of all senior management employees. For purposes of this policy, senior management includes presidents, vice presidents, executive/vice chancellors and the chancellor.

The policy also requires this information be presented for public discussion and made available on a public website. The annual report on outside employment for senior management employees will be posted for public viewing on the CSU transparency and accountability website at: <https://www2.calstate.edu/csu-system/transparency-accountability>.

Annual Report

The annual report on outside employment for senior management is provided in Attachment A. The report shows 10 senior management employees with outside employment during the reporting period for the 2021 calendar year.

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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 the 2021 Senior Management Outside Employment Disclosure Report, as cited in Item 2 of the Committee on University and Faculty Personnel at the November 14-16, 2022 meeting of the Board of Trustees, is approved.

California State University
Senior Management Outside Employment Disclosure Report*
Reporting Period: 2021 Calendar Year

| Employee Name (Campus) | CSU Working Title | Name of Outside Employer/Business | Role | Total Time Served (Hours) | Total Compensation Received | Comments |
|-----------------------------------|--|--|---------------------------------|---------------------------|-----------------------------|--|
| Deborah Wallace (Dominguez Hills) | Vice President for Administration & Finance | Wallace & Associates Realty, Inc. | Real Estate Broker/ Owner | 100 hours | \$1,000 | |
| Deborah Wallace (Dominguez Hills) | Vice President for Administration & Finance | National Association of College Business Officers (NACUBO) | Consulting services | 40 hours | \$4,000 | Donated 100% of this compensation to the CSUDH Philanthropic Foundation in support of student basic needs. |
| Jose Gomez (Los Angeles) | Provost and Executive Vice President & Chief Operating Officer | California Casualty Indemnity Exchange | Advisory Board Member | 25 hours | \$45,810 | Employee's Role with Outside Employer/Business is not involved in making decisions affecting CSU's dealing with vendor. Compensation is donated. |
| Tomás Morales (San Bernardino) | President | UnitedHealth Group New York | Director on Board of Directors | 6-10 hours | \$12,000 | |
| Hala Madanat (San Diego) | Vice President for Research & Innovation | National Institutes of Health | Committee Member | 16 hours | \$400 | |
| Hala Madanat (San Diego) | Vice President for Research & Innovation | Fred Hutch Cancer Center | Presenter | 4 hours | \$600 | |
| Agnes Wong Nickerson (San Diego) | Vice President for BFA & CFO | San Diego International Airport | Audit Committee Member | 24 hours | less than \$1,000 | |
| Jerry Sheehan (San Diego) | Vice President for IT and CIO | Kaiser Associates | Consultant | 1 hour | \$300 | |
| Jennifer Summit (San Francisco) | Provost and Vice President for Academic Affairs | Stanford University | Consultant | 1 hour | \$500 | |
| Mohamed Abousalem (San Jose) | Vice President, Research & Innovation | Litus, Inc. | Chair/Board Member | 48 hours | \$0 | |
| Keith Humphrey (San Luis Obispo) | Vice President, Student Affairs | Tenet Health Corporation | Hospital Governing Board Member | 24 hours | \$2,200 | |
| Jacob Yarrow (Sonoma) | Executive Director, GMC | Doris Duke Charitable Foundation | Grant Application Reviewer | 24 hours | \$1,500 | |
| Jacob Yarrow (Sonoma) | Executive Director, GMC | New England Foundation for the Arts | Advise Grant Applicants | 3 hours | \$225 | |

*Senior management includes presidents, vice presidents, executive/vice chancellors and the chancellor.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Annual Report on Vice President Compensation, Executive Relocation, and Executive Transition

Presentation By

Jolene Koester
Interim Chancellor

Leora D. Freedman
Acting Vice Chancellor
Human Resources

Summary

The chancellor is required to provide an annual report on vice presidential compensation actions, relocation costs for incoming executives, and executive transition programs. This annual reporting was adopted by the Board of Trustees in January 2008 (RBOT 01-08-01) in support of recommendations by the bureau of state audits that focused on strengthening guidelines and monitoring. Annual reporting has taken place since November 2008. This agenda item will share the annual report with the Board.

Vice President Compensation

Current policy requires the chancellor to review and approve recommendations for vice presidential compensation at the initial appointment and subsequently. Additionally, the chancellor is to provide an annual report on vice president compensation if a campus has made changes to their compensation. Attachment A shows vice president appointments and compensation actions reported during the period of September 1, 2021 – August 31, 2022.

As previously shared with the Board, the chancellor authorized a seven percent compensation pool and a one-time payment of \$3,500 for eligible non-represented employees (MPP and Confidential) for fiscal year 2022-2023. As a result, eligible vice presidents received a merit salary increase and the one-time payment. These previously reported increases are not reflected in Attachment A.

Executive Relocation

A relocation program is offered to newly hired individuals who are required to relocate. Relocation is approved at the time the Board approves the executive's compensation.

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The annual report on executive relocation expenses follows. Relocations that remain in process will be reported in a future report.

- Dr. Sylvia A. Alva
Executive Vice Chancellor, Academic and Student Affairs
Relocation of household goods and property: \$1,121.54
(RUF 07-21-05)
- Dr. Jolene Koester
Interim Chancellor
Relocation of household goods and property: \$6,695.56
(RUF 03-22-06)

Executive Transition

Trustee policy requires the chancellor to report annually on all existing transition assignments. Currently, there are four individuals in the transition program. (As of March 2022, the trustees ceased granting transition rights for newly hired executives until the board takes further action.)

The current Transition II Program (RUF 11-06-06) provides a period of transition for executives who have served five years in an executive position and who separate from their executive position in order to assume previously identified CSU employment. This program is available to individuals appointed into executive positions on or after November 15, 2006. The following individuals are currently in the program:

Dr. Mary A. Papazian – San José State University
Transition Date: December 22, 2021 – December 21, 2022
Salary: \$290,580

Activities: Preparing for retreat to the faculty when transition program ends in December 2022. Available to the chancellor as requested.

Dr. Judy K. Sakaki – Sonoma State University
Transition Date: August 1, 2022 – July 31, 2023
Annual Salary: \$254,436 (adjustment in progress due to change in salary effective July 1, 2022)
Activities: Preparing for retreat to the faculty. Service to external organizations as follows: WASC Commissioner; ACE Board; ACE Women’s Executive Council; APAHE Board; and Oak Council of the College Board. Available to the chancellor and interim president of Sonoma State as requested.

Dr. Joseph I. Castro – Chancellor’s Office

Transition Date: February 18, 2022 – February 17, 2023

Annual Salary: \$401,364

Participated in the Fresno State investigation. Preparing for retreat to the faculty when transition program ends in February 2023. Completion of CSU assigned online training and observing virtually Board meetings to stay abreast of issues facing the university. Available to the board and chancellor as requested.

Dr. Timothy P. White – Chancellor’s Office

Transition Date: January 5, 2021 – December 31, 2022

Annual Salary: \$327,744

Activities: Dr. White finished his work as co-chair of the National Task Force on the Transfer and Award of Credit convened by the American Council on Education, with release of the report “Reimagining Transfer for Student Success.” During his second transition year, he continued with other activities in California and nationally related to public higher education on behalf of the CSU and other duties mutually agreed upon. For example, he serves as a Trustee of the Keck Graduate Institute and is a member of the National Committee of Advisors to Leon and Sylvia Panetta and the Panetta Institute for Public Policy. He accepted an invitation to deliver a President’s Lecture on Leadership at the annual national meeting of the American College of Sports Medicine. He is authoring a chapter for a new book by Ed Ray entitled “A Handbook for Higher Education Leadership;” with a completion date in 2023. He presided over the retirement festivities for President Ochoa at CSU Monterey Bay. And was selected to be a 2022 co-recipient of the 2022 Clark Kerr Award from the Berkeley Division of the University of California in December. Throughout his transition assignment, Dr. White has provided perspective, thoughts and counsel to CSU presidents, chancellor, trustees and vice chancellors, and remains available as requested.

Vice President Compensation Actions

Filled Vacancies (27)

| Campus | Name | Title | Effective Date | Salary at Appt | Other Compensation |
|-----------------|------------------------|--|-----------------------|-----------------------|--|
| Channel Islands | Ford Turnbow, Eboni | Vice President for Student Affairs | 9/12/2022 | \$246,108 | |
| Chico | Brundage, Isaac | Vice President for Student Affairs | 7/1/2022 | \$240,000 | |
| Chico | Sendze, Monique | Vice President for Information Technology and CIO | 7/1/2022 | \$265,008 | |
| Dominguez Hills | Porter, Bobbie | Vice President and Chief Diversity, Equity, and Inclusion Officer | 7/1/2022 | \$192,000 | |
| East Bay | Jacobs, Walter | Provost and Vice President for Academic Affairs | 7/1/2022 | \$268,008 | |
| East Bay | Armstrong, Myeshia | Vice President, Administration & Finance/CFO | 6/1/2022 | \$260,004 | |
| East Bay | Buchanan, Evelyn | Vice President, University Advancement | 5/2/2022 | \$255,000 | Auto Allowance \$500/mo. Non-General Funds |
| Fresno | Johri, Bao | Vice President for Information Technology and Chief Information Officer | 2/1/2022 | \$246,000 | |
| Fresno | Fu, Xuanning | Provost & Vice President for Academic Affairs | 6/1/2022 | \$284,484 | |
| Fullerton | Porter, Alexander | Vice President for Administration & Finance/CFO | 6/29/2022 | \$278,268 | |
| Humboldt | Gordon, Sherie Cornish | CFO and Vice President for Administration and Finance | 6/1/2022 | \$262,000 | |
| Long Beach | Montoya, Daniel | Vice President, University Relations & Development | 10/10/2022 | \$275,004 | Auto Allowance \$600/mo. Non-General Funds |
| Los Angeles | Avalos, Robert | Vice President for University Advancement | 3/1/2022 | \$215,000 | |
| Northridge | Ipach, Nichole | Vice President of University Relations and Advancement and President of the Foundation | 1/1/2022 | \$263,076 | Auto Allowance \$750/mo. Non-General Funds |
| Northridge | Philip, Ranjit | Vice President of Information Technology/CIO | 5/2/2022 | \$270,000 | |
| Pomona | Brown, Jennifer | Provost & Vice President for Academic Affairs | 4/1/2022 | \$285,000 | Auto Allowance \$650/mo. Non-General Funds |
| Sacramento | Settles-Tidwell, Mia | Vice President for Inclusive Excellence and Diversity Officer | 11/8/2021 | \$231,756 | |
| San Bernardino | Phillips, Robin | Vice President for Human Resources | 8/29/2022 | \$237,000 | |
| San Diego | Madanat, Hala | Vice President for Research and Innovation | 8/1/2022 | \$317,790 | Auto Allowance \$750/mo. Non-General Funds |

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| Campus | Name | Title | Effective Date | Salary at Appt | Other Compensation |
|-----------------|-------------------------|---|-----------------------|-----------------------|--|
| San Diego | Wong-Nickerson, Angeles | Vice President for Business and Financial Affairs and Chief Financial Officer | 1/17/2022 | \$300,000 | Auto Allowance \$750/mo. Non-General Funds |
| San Francisco | Sueyoshi, Amy | Provost and Vice President of Academic Affairs | 7/1/2022 | \$301,044 | |
| San Luis Obispo | Smith, Zachary | Vice President for University Development and Alumni Engagement | 12/20/2021 | \$285,000 | Auto Allowance \$800/mo. Temporary Housing Allowance (12 mos.) \$4,000/mo. Non-General Funds |
| San Luis Obispo | Harris, Terrance | Vice President for Strategic Enrollment Management | 1/1/2022 | \$230,004 | University membership to SLO Country Club; \$12,300 annual value; Non-General Funds |
| San Marcos | Diaz, Viridiana | Vice President, Student Affairs | 1/13/2022 | \$250,000 | Temporary Housing Allowance (6 mos.) \$3,000/mo. Non-General Funds |
| Sonoma | Ahmed, Monir | Vice President for Administration and Finance/CFO | 1/3/2022 | \$245,004 | |
| Sonoma | Jones, Gerald | Vice President for Student Affairs | 7/1/2022 | \$238,704 | |
| Stanislaus | McAuliffe, Rose | Vice President of Business and Finance/Chief Financial Officer | 7/1/2022 | \$238,932 | Recruitment Bonus \$20,000 Non-General Funds |

Other Changes (29)

| Campus | Name | Title | Description of Change | Effective Date(s) | New Salary or Amount Paid |
|---------------|---------------------|---|--|--------------------------|----------------------------------|
| Bakersfield | Harper, Vernon | Provost and Vice President for Academic Affairs | Equity increase | 6/1/2022 | \$282,349 |
| Fullerton | Thomas, Carolyn | Provost and Vice President for Academic Affairs | Equity increase | 7/1/2022 | \$303,000 |
| Fullerton | Saks, Greg | Vice President for University Advancement | Equity increase | 7/1/2022 | \$262,308 |
| Fullerton | Oseguera, Tonantzin | Vice President for Student Affairs | Equity increase | 7/1/2022 | \$263,988 |
| Fullerton | Dabirian, Amir | Vice President, Information Technology/CIO | Equity increase | 7/1/2022 | \$252,276 |
| Fullerton | Forgues, David | Vice President for Human Resources, Diversity and Inclusion | Equity increase | 7/1/2022 | \$242,856 |
| Humboldt | Capps, Jenn | Provost & Vice President for Academic Affairs | Equity increase | 7/1/2022 | \$270,000 |
| Humboldt | Whitlatch, Frank | Vice President for University Advancement | Equity increase | 7/1/2022 | \$248,000 |
| Long Beach | Apel, Scott | Vice President, Administration & Finance | Equity increase | 2/1/2022 | \$265,776 |
| Long Beach | Lesen, Beth | Vice President, Student Affairs | Equity increase | 2/1/2022 | \$258,816 |
| Long Beach | Yao, Min | Vice President and CIO | Equity increase | 2/1/2022 | \$250,320 |
| Northridge | Watkins, William | Vice President for Student Affairs & Dean of Students | Equity increase | 1/1/2022 | \$272,196 |
| San Diego | Sheehan, Jerry | Vice President for Information Technology and Chief Information Officer | Equity Increase | 1/1/2022 | \$275,000 |
| Chico | Boura, Ahmad | Vice President for University Advancement | MPP Merit Bonus Program - met established goals | FY 2021/2022 | \$38,192 |
| San Diego | Vargas, Adrienne | Vice President for University Relations and Development | MPP Merit Bonus Program - met established goals | FY 2020/2021 | \$26,970 |
| San José | Abousalem, Mohamed | Vice President for Research and Innovation | MPP Merit Bonus Program - met established goals | FY 2020/2021 | \$34,191 |
| San José | Abousalem, Mohamed | Vice President for Research and Innovation | MPP Merit Bonus Program - met established goals | FY 2021/2022 | \$34,191 |
| Northridge | Walker, Mary Beth | Provost & Vice President for Academic Affairs | Temporary Housing Allowance (7 mos.) Non-General Funds | 6/1/2022 | \$3,000/mo. |
| Pomona | Montplaisir, Daniel | Vice President for University Advancement | Auto Allowance Non-General Funds | 1/1/2022 | \$500/mo. |
| San José | Millora, Lisa | Vice President for Institutional Affairs/Chief of Staff and Interim Vice President for University Advancement | Auto Allowance Non-General Funds | 6/24/2022 - 6/30/2023 | \$1,000/mo. |

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| Campus | Name | Title | Description of Change | Effective Date(s) | New Salary or Amount Paid |
|-----------------|-------------------------|---|---|-----------------------|---------------------------|
| San Luis Obispo | Vizcaino Villa, Cynthia | Senior Vice President for Administration & Finance/CFO | University membership to SLO Country Club; Non-General Funds | 8/1/2022 | \$12,300 annual value |
| San Luis Obispo | Britton, Bill | Vice President Information Technology Systems and CIO | Supplemental pay reassessed; California Cybersecurity Institute director; Non-General Funds | 7/1/2022 - 5/31/2024 | \$65,376/yr. |
| Dominguez Hills | Franklin, William | Vice President of Student Affairs | Additional employment (.25 FTE) | 2/15/2022 - 8/15/2022 | \$5,020/mo. |
| Bakersfield | Wallace, Thomas | Vice President for Student Affairs | Change in responsibilities | 7/1/2021 | \$257,051 |
| San Luis Obispo | Humphrey, Keith | Vice President for Student Affairs | Change in responsibilities | 8/1/2022 | \$291,180 |
| San Luis Obispo | Murphy, Christopher | Vice President for University Communications & Marketing | Change in responsibilities | 4/1/2022 | \$242,820 |
| San José | Millora, Lisa | Vice President for Institutional Affairs/Chief of Staff and Interim Vice President for University Advancement | Temporary additional assignment | 6/24/2022 - 6/30/2023 | \$2,305/mo. |
| Humboldt | Gordon, Sherie Cornish | Chief Financial Officer and Vice President for Administration and Finance | Temporary change in responsibilities | 8/20/2022 | \$471/mo. |
| San Bernardino | Sudhakar, Samuel | Vice President for Information Technology Services/CIO | Temporary change in responsibilities extended | 10/1/2022 - 1/1/2023 | \$3,003/mo. |

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Transition: Executive Consulting Assignment

Presentation By

Leora D. Freedman
Acting Vice Chancellor
Human Resources

Summary

At the March 2022 meeting of the CSU Board of Trustees, the trustees ceased granting executive transition rights under the Transition II policy (RUF 11-06-06) for newly hired executives until such time as the board considers recommendations of a task force and takes further action (RBOT 03-22-03).

Thereafter, at the July and September 2022 meetings, information items were presented on the findings of the task force and three options were presented for the board’s consideration: a new six-month Executive Consulting Assignment (ECA); the reactivation of the Transition II policy; or elimination of any executive transition program prospectively. The trustees provided helpful input and discussion during those meetings.

At the September 2022 meeting, the first option described above, the ECA, was presented to the board. The program was favorably received and appears without substantive modifications at Attachment A to this agenda item 4. At the September 2022 meeting, Trustee Romey Sabalius proposed that the trustees consider a revision to the proposed ECA (Attachment A), as reflected in Attachment B to this agenda item 4.

The only differences between the two documents appear in the third paragraph as follows.

| ECA – Attachment A | ECA – Attachment B |
|---|---|
| ECAs offered to chancellors shall be approved by the chair of the board, in consultation with the chair of the committee on University and Faculty Personnel (the “Committee”). | ECAs offered to chancellors shall be approved by the Board of Trustees. |

The item is now being presented during the November meeting for board action. The Executive Transition Task Force recommends that the trustees adopt the ECA at Attachment A.

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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 the Executive Consulting Assignment that appears at Attachment A of Item 4 of the Committee on University and Faculty Personnel at the November 14-16, 2022 meeting of the Board of Trustees, is adopted.

Executive Consulting Assignment (ECA)

At the March 2022 meeting of the Board of Trustees of the California State University, the trustees ceased granting executive transition rights for newly hired executives in accordance with the executive transition program (“Transition II Program”) adopted by the board on November 15, 2006 (RUF 11-06-06), until such time as the board considered recommendations of a task force (RBOT 03-22-03).

At the November 2022 board meeting, the board closed the Transition II Program, effective March 22, 2022. Accordingly, executives appointed on or after March 22, 2022 are not eligible to participate in the Transition II Program.

Individuals appointed as chancellor, executive vice chancellor, vice chancellor, or president may request an Executive Consulting Assignment (ECA). Any such assignment is offered at the discretion of the chancellor. (ECAs offered to chancellors shall be approved by the chair of the board, in consultation with the chair of the committee on University and Faculty Personnel (the “Committee”).) The executive must have served at least five years in an executive position at the CSU and must be in good standing at the commencement and duration of the assignment. Executives appointed prior to March 22, 2022, may request an ECA instead of participating in the Transition II Program.

The purpose of the ECA is to provide institutional support and consultation to a new administration on a campus or at the Chancellor’s Office. The ECA enables the University to benefit from the executive’s accumulated knowledge and experience, critical to the mission of the University.

The chancellor, in consultation with the chair of the Committee (on University and Faculty Personnel), must approve all executive consulting assignments. The chancellor shall also consult with the departing executive’s successor. In connection with ECAs offered to a chancellor, the board chair shall assume the responsibilities assigned to the chancellor to consult, approve, oversee, and report on, the ECA.

An ECA will not be conferred as a matter of course. The determination will be made at the discretion of the chancellor, after consultation with the Committee chair, with consideration given to the need for “consulting services” at the respective campus or Chancellor’s Office. Foremost, the chancellor must determine that the assignment is in the best interest of the University.

Assignment Terms:

1. Reassignment to the Management Personnel Plan (MPP).
2. The ECA is an “at-will” assignment that shall not exceed six months.
3. The salary shall not exceed fifty percent of the executive’s base pay at time of resignation from their executive position.
4. Duties in the assignment shall include, but are not limited to, conferring and bestowing institution- and campus-specific knowledge to the incoming president/executive; providing history and status on current institutional and campus issues, donor relations, legislative relations, strategic partnerships, legal matters, and CSU and campus-wide initiatives; and making introductions to key state and community stakeholders and campus specific supporters.
5. Deliverables: The appointee is required to submit a monthly report to the chancellor describing the activities and milestones completed.
6. It is expected that the appointee will devote the time necessary to accomplish all required work.
7. Any additional terms agreed to by the chancellor after consultation with the Committee chair.

The ECA appointee shall receive no supplemental pay; no housing allowance or university-provided housing (on- or off-campus); no auto allowance or university-provided auto. Reimbursement of mileage and business-related expenses shall be made in accordance with CSU policy.

Termination of Assignment: This at-will assignment can be terminated at any time at the discretion of the chancellor, in consultation with the Committee chair. In addition, if the executive becomes unable to perform the negotiated duties of the assignment or should the executive retire from the CSU or accept non-CSU employment (to be performed during the term of the ECA), the executive consulting assignment shall immediately terminate, and the executive shall be due no further compensation under this program notwithstanding their status as an MPP employee.

Approval: The chancellor, in consultation with the Committee chair, must approve the ECA prior to its commencement. The chancellor shall present the executive’s assignment for discussion as an information item on the agenda of the next regularly scheduled meeting of the Committee.

Funding: The Chancellor’s Office will fund the appointee’s salary (and benefits) while participating in an ECA unless it is determined that an alternative funding arrangement is appropriate.

Annual Reporting: The chancellor shall report annually on all program activities detailing the status of all assignments that occurred during the reporting period. The report shall be placed as an information item on the discussion agenda (not consent) of the Committee at the November meeting of the Board of Trustees.

Executive Consulting Assignment (ECA)

At the March 2022 meeting of the Board of Trustees of the California State University, the trustees ceased granting executive transition rights for newly hired executives in accordance with the executive transition program (“Transition II Program”) adopted by the board on November 15, 2006 (RUF 11-06-06), until such time as the board considered recommendations of a task force (RBOT 03-22-03).

At the November 2022 board meeting, the board closed the Transition II Program, effective March 22, 2022. Accordingly, executives appointed on or after March 22, 2022 are not eligible to participate in the Transition II Program.

Individuals appointed as chancellor, executive vice chancellor, vice chancellor, or president may request an Executive Consulting Assignment (ECA). Any such assignment is offered at the discretion of the chancellor. (ECAs offered to chancellors shall be approved by the Board of Trustees.) The executive must have served at least five years in an executive position at the CSU and must be in good standing at the commencement and duration of the assignment. Executives appointed prior to March 22, 2022, may request an ECA instead of participating in the Transition II Program.

The purpose of the ECA is to provide institutional support and consultation to a new administration on a campus or at the Chancellor’s Office. The ECA enables the University to benefit from the executive’s accumulated knowledge and experience, critical to the mission of the University.

The chancellor, in consultation with the chair of the Committee (on University and Faculty Personnel), must approve all executive consulting assignments. The chancellor shall also consult with the departing executive’s successor. In connection with ECAs offered to a chancellor, the board chair shall assume the responsibilities assigned to the chancellor to consult, approve, oversee, and report on, the ECA.

An ECA will not be conferred as a matter of course. The determination will be made at the discretion of the chancellor, after consultation with the Committee chair, with consideration given to the need for “consulting services” at the respective campus or Chancellor’s Office. Foremost, the chancellor must determine that the assignment is in the best interest of the University.

Assignment Terms:

1. Reassignment to the Management Personnel Plan (MPP).
2. The ECA is an “at-will” assignment that shall not exceed six months.

3. The salary shall not exceed fifty percent of the executive's base pay at time of resignation from their executive position.
4. Duties in the assignment shall include, but are not limited to, conferring and bestowing institution- and campus-specific knowledge to the incoming president/executive; providing history and status on current institutional and campus issues, donor relations, legislative relations, strategic partnerships, legal matters, and CSU and campus-wide initiatives; and making introductions to key state and community stakeholders and campus specific supporters.
5. Deliverables: The appointee is required to submit a monthly report to the chancellor describing the activities and milestones completed.
6. It is expected that the appointee will devote the time necessary to accomplish all required work.
7. Any additional terms agreed to by the chancellor after consultation with the Committee chair.

The ECA appointee shall receive no supplemental pay; no housing allowance or university-provided housing (on- or off-campus); no auto allowance or university-provided auto. Reimbursement of mileage and business-related expenses shall be made in accordance with CSU policy.

Termination of Assignment: This at-will assignment can be terminated at any time at the discretion of the chancellor, in consultation with the Committee chair. In addition, if the executive becomes unable to perform the negotiated duties of the assignment or should the executive retire from the CSU or accept non-CSU employment (to be performed during the term of the ECA), the executive consulting assignment shall immediately terminate, and the executive shall be due no further compensation under this program notwithstanding their status as an MPP employee.

Approval: The chancellor, in consultation with the Committee chair, must approve the ECA prior to its commencement. The chancellor shall present the executive's assignment for discussion as an information item on the agenda of the next regularly scheduled meeting of the Committee.

Funding: The Chancellor's Office will fund the appointee's salary (and benefits) while participating in an ECA unless it is determined that an alternative funding arrangement is appropriate.

Annual Reporting: The chancellor shall report annually on all program activities detailing the status of all assignments that occurred during the reporting period. The report shall be placed as an information item on the discussion agenda (not consent) of the Committee at the November meeting of the Board of Trustees.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Transition: Revision to Transition II Program

Presentation By

Leora D. Freedman
Acting Vice Chancellor
Human Resources

Summary

At the March 2022 meeting of the CSU Board of Trustees, the trustees ceased granting executive transition rights for newly hired executives until such time as the board considers recommendations of a task force and takes further action.

At the July and September 2022 meetings, revisions to the current Transition II program were presented for the board's information and consideration. The amended policy is now being presented during the November meeting for board action. The amended policy appears at Attachment A to this agenda item and is identical in substance to the draft presented at the September 2022 board meeting.

The amended policy supersedes the Transition II program adopted by the board in November 2006 (RUF 11-06-06) and clarifies the circumstances under which an executive would be ineligible to participate in the Transition II program.

It is recommended that the trustees amend the Transition II program as reflected in Attachment A, and also formally close the program effective March 22, 2022, as a result of which no executives hired on or after that date could participate in Transition II. Twenty-five (25) current executives (hired prior to March 22, 2022) would remain eligible to participate in the Transition II program provided they meet program eligibility requirements.

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University that the revised Transition II program, Attachment A to Item 5 of the Committee on University and Faculty Personnel at the November 14-16, 2022 meeting of the Board of Trustees, is adopted; and be it further

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RESOLVED, that the Transition II program established in November 2006 (RUF 11-06-06) and amended and adopted today is hereby closed to executives appointed on or after March 22, 2022.

Transition II Program (revised November 16, 2022)

In November 2006, the Board of Trustees of the California State University adopted an executive transition program entitled Transition II (RUFPP 11-06-06) for CSU employees appointed into executive positions after November 15, 2006. At the March 2022 meeting of the board of trustees, the trustees ceased granting executive transition rights for newly hired executives in accordance with the Transition II program until such time as the board considered recommendations of a task force (RBOT 03-22-03). The board thereafter considered and discussed the task force’s recommendations during its July and September meetings. At the board’s November 2022 meeting, the trustees formally closed the program, as a result of which no executives hired on or after March 22, 2022 may participate in this program.

Although the program is closed to new executives hired on or after March 22, 2022, the following 25 incumbent CSU executives (all appointed prior to March 22, 2022) may elect to participate in the Transition II program upon their resignation.

Presidents

Jeffrey Armstrong
Erika Beck
Jane Close Conoley
Soraya Coley
William Covino
Thomas Cropper
Adela de la Torre
Gayle Hutchinson
Tom Jackson, Jr.
Saúl Jiménez-Sandoval

Ellen Junn
Lynn Mahoney
Tomás Morales
Robert Nelsen
Ellen Neufeldt
Thomas Parham
Cathy Sandeen
Framroze Virjee
Richard Yao
Lynnette Zelezny

System Executives

Sylvia Alva
Andrew Jones
Vlad Marinescu
Evelyn Nazario
Steve Relyea

The terms of the Transition II program are hereby clarified and restated as follows. This policy supersedes RUFPP 11-06-06 dated November 15, 2006 and shall be referred to herein as the “Transition II Program” or the “Program.”

Transition II Program

For those individuals appointed as executive vice chancellor, vice chancellor, or president, hired after November 15, 2006, and before March 22, 2022, the Transition II Program will provide a period of transition for executives who separate from their executive position in order to assume other identified CSU employment.

Eligibility

To be eligible to participate in the Transition II Program, the executive must:

1. Have served for at least 5 years in an executive position at the California State University (CSU);
2. Be in good standing at the commencement and duration of the transition assignment (see Ineligibility);
3. Have previously identified a position at the CSU to return to upon completion of the transition program; and
4. Not have accepted outside (non-CSU) employment.

Terms of Transition

Upon an executive's notification to the chancellor of their intent to resign and participate in the Program, the chancellor shall negotiate the terms of the Program. Executives participating in the Transition II Program are reassigned and appointed into the Management Personnel Plan (MPP).

The items to be negotiated shall include:

1. The term of the MPP appointment;
2. Specific duties and assigned locations; and
3. Compensation and support.

The incumbent shall receive no supplemental pay; no housing allowance or university-provided housing (on- or off-campus); no auto allowance or university-provided auto. Reimbursement of mileage and business-related expenses are applicable in accordance with CSU policy.

Termination of Transition

If the executive becomes unable to perform the negotiated duties of the transition or should they accept non-CSU employment during the term of the transition period, the transition program shall immediately terminate, and the executive shall be due no further compensation notwithstanding their status as an MPP employee.

Should the executive and the chancellor fail to reach agreement on a transition program, there shall be neither a right to any such Program nor any right to appeal the matter to the Board of Trustees.

Deliverables

The executive will provide a monthly report to the chancellor of activities and milestones completed during the transition assignment.

Approval

The chancellor, in consultation with the chair of the Committee on University and Faculty Personnel (the "Committee"), will review Transition II assignments prior to approving an

executive's participation in the Program. The chancellor shall present the executive's transition program as an information item on the discussion agenda (not consent) of the Committee.

Funding

The Chancellor's Office will fund the executive's salary and benefits while participating in the Program unless it is determined that an alternative funding arrangement is appropriate.

Memorialization of Appointment

The chancellor will finalize and execute the appointment letter after consultation with the chair of the Committee.

Annual Reporting

Annually at the November meeting of the Board of Trustees, the chancellor shall report on the transition activities of each executive participant, detailing the status of all assignments that occurred during the reporting period. The report shall be placed as an information item on the discussion agenda (not consent) of the Committee.

Ineligibility

The executive must be in good standing at the commencement and duration of the transition assignment.

An executive will be ineligible for consideration under the following circumstances: (1) a finding has been made that the executive engaged in a serious policy violation or other significant misconduct that resulted in the executive being terminated, or separated through mutually agreed-upon settlement terms; (2) the executive is currently under investigation for significant misconduct or violation of university policy; or (3) the executive's retirement benefits have been rescinded under The Public Employees' Pension Reform Act due to criminal misconduct associated with their official duties. In the event a complaint is lodged after an executive has announced or begun their transition, the chancellor, in consultation with the chair of the Committee, may use discretion in determining if the transition may commence or should be continued on a conditional basis, placed in abeyance, and/or terminated. If a complaint or investigation is pending at the time that the executive seeks to negotiate their participation in the Program, at the written request of the executive, the chancellor, in consultation with the chair of the Committee, may allow the transition to commence on a conditional basis if appropriate under the circumstances. In the event that a decision is made to allow an executive to participate in the Program under any of the circumstances described in this paragraph, the terms of any conditional participation shall be disclosed during the discussion of the item before the Committee.

A finding is a determination made in the course of proceedings including but not limited to: (a) a university investigation, following any appeals; (b) an internal or external audit; (c) an administrative proceeding by a state body having jurisdiction, such as the Department of Labor;

(d) a civil or criminal proceeding, following any appeals; or (e) a proceeding that leads to a determination of improper governmental activity (defined by the State of California as any action that violates state or federal law or regulation that is economically wasteful or that involves gross misconduct, incompetence, or inefficiency). An admission by the executive that they engaged in conduct that the university determines to be a serious policy violation or other significant misconduct also constitutes a finding for purposes of this policy.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Revision to Employment Policy Governing Administrator Employees' Option to Retreat

Presentation By

Leora D. Freedman
Acting Vice Chancellor
Human Resources

Summary

At the July 2022 meeting of the CSU Board of Trustees, the trustees adopted the Employment Policy Governing Administrator Employees' Option to Retreat (RUF 07-22-10). This action item presents revisions to Paragraph V of the policy for the board's consideration. The substantive revisions are in accord with language in the Transition II policy presented to the Board in the previous agenda item (Item 5) and address the limited circumstances under which an administrator may be placed on paid administrative leave pursuant to Section 42729 of Title 5 when a complaint or investigation is pending. The revised Employment Policy Governing Administrator Employees' Option to Retreat is provided in Attachment A to this agenda item. Attachment B displays the revised language with markups.

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that the Employment Policy Governing Administrator Employees' Option to Retreat provided at Attachment A of Item 6 of the Committee on University and Faculty Personnel at the November 14-16, 2022 meeting of the Board of Trustees, is adopted; and be it further

RESOLVED, that all California State University campuses are to review their existing policies to ensure compliance with these updated requirements; and be it further

RESOLVED, that any and all previous versions of policies related to retreat options for administrator employees are superseded.



Employment Policy Governing Administrator Employees' Option to Retreat

The purpose of this policy is to delineate systemwide protocols throughout the California State University (CSU) system governing the option for Administrators to Retreat to a faculty position at the end of their administrative appointment. The policy identifies the conditions under which Administrators are eligible and ineligible to Retreat.

This policy is intended to provide systemwide consistency in conferring and granting options to Retreat to faculty positions in connection with Administrator appointments. This policy is based on the core values of CSU such as commitment to the university mission, collegiality, excellence in teaching and scholarship, and on CSU's overarching commitment to maintaining an inclusive and equitable community that fosters mutual respect and a workplace free of discrimination, harassment, and retaliation.

I. Applicability

This policy applies to all Administrator appointments made at any CSU campus or at the Chancellor's Office that include the option to Retreat to a faculty position. This policy is intended to be prospective and does not impact retreats granted prior to its effective date except on a case-by-case basis in the event of serious misconduct or policy violation.

II. Relevant Definitions

Administrator – this means any CSU employee designated as an Administrator (management or supervisory) under the Higher Education Employer-Employee Relations Act and Title 5. Administrators may be in either the M80 (MPP) or M98 (Executive) job classifications.

Finding - A Finding is a determination made as described below that an Administrator engaged in misconduct or a policy violation that renders the Administrator unsuitable to have continued direct interactions with CSU students or employees.

Determinations are made in the course of proceedings including but not limited to: (a) a university investigation, following any appeals; (b) an internal or external audit; (c) an administrative proceeding by a state body having jurisdiction, such as the Department of Labor; (d) a civil or criminal proceeding, following any appeals; or (e) a proceeding that leads to a determination of improper governmental activity (defined by the State of California as any action that violates state or federal law or regulation that is economically wasteful or that involves gross misconduct, incompetence, or inefficiency). An admission by the Administrator that they engaged in conduct that the university determines to constitute misconduct or a policy violation that renders the Administrator unsuitable to have continued direct interactions with CSU students or employees also constitutes a Finding for purposes of this policy.

Management Personnel Plan (MPP) – the management personnel plan outlines the rules and provisions governing administrators and administrative appointments within the CSU and can be accessed here: [MPP](#).

MPP Employees – An MPP employee is any CSU employee designated as a manager or supervisor under the Higher Education Employer-Employee Relations Act and Title 5. MPP Employees are in the M80 job classification.



Employment Policy Governing Administrator Employees' Option to Retreat

Retreat - the option to Retreat means an Administrator's ability to be reassigned to a faculty position with or without tenure at a designated rank and within a designated department at the end of an administrative assignment.

III. Considerations and Procedures for the Conferral of the Option to Retreat

A. General Considerations

Options to Retreat should always be granted at the time of appointment and memorialized in an Administrator's appointment letter. When considering the granting of an option to Retreat to an Administrator candidate, the campus should seek to do the following:

1. Reflect the CSU's faculty hiring process by assessing the candidate's education, background, excellence in teaching, scholarship, and/or research and creative activities, and professionalism.
2. Ensure the appropriateness of an Administrator's Retreat to a particular academic department or unit through consultation with the department faculty into which the candidate would ultimately Retreat.
3. Ensure that the hiring authority or search committee chair collaborates with the tenured faculty in the department to which the finalist wishes to Retreat, so that they may evaluate the candidate's qualifications including, but not limited to, any obtainment of tenure at a prior institution, and also ensuring that should the option to Retreat be conferred, the details of the option to Retreat are memorialized in the Administrator's appointment letter should they be selected for hire.

B. Establishment of a Procedure for Conferring the Retreat

Campuses must adopt procedures for conferring the option to Retreat to a faculty position for qualified Administrator candidates. The procedure shall include: (a) early notification from the relevant search committee that a finalist is requesting an option to Retreat so as to ensure a timely conferral/appointment should the finalist be selected for hire; (b) the process for the recommendation of conferral by tenured faculty in the department to which the Administrator wishes to Retreat (augmented by tenured faculty from other departments when sufficient tenured faculty are not available in the department) and/or other representatives of the campus, as provided by the campus policy; and (c) final approval by the campus president or designee.

In granting the option to Retreat with tenure, serious consideration should be given to all the factors set forth in paragraph III. A., above. Administrator candidates who have earned and held a tenured position as a professor within the CSU or another equivalent institution are ordinarily granted the option to Retreat to a tenured faculty position. While the option to Retreat is not ordinarily granted to non-academics, the option to Retreat to either a tenured or probationary faculty position may be granted on a case-by-case basis to Administrator candidates who have never earned or held a tenure-track position, provided they demonstrate a substantial record of achievement meriting such rank and receive the recommendation of the faculty committee and approval of the campus president or chancellor.



Employment Policy Governing Administrator Employees' Option to Retreat

IV. Memorialization of the Terms of Retreat

If the campus determines an Administrator candidate should be conferred an option to Retreat, the following terms of Retreat will be placed in the official appointment letter for the administrative appointment:

- a. Acknowledgement of the faculty appointment and whether it is with or without tenure.
- b. Name of the department and college to which the candidate will be appointed upon exercising their option to Retreat.
- c. Faculty rank upon Retreat.
- d. Salary placement details to be applied upon Retreat. If an Administrator exercises their option to Retreat three years or more after the effective date of their appointment, their salary may be set up to the maximum pay rate for their rank, at the president's discretion. If an Administrator exercises their option to Retreat prior to serving three years in the administrative role, their salary at the time of Retreat must be in line with similarly ranked professors in the department/school to which they are Retreating.
- e. Terms of administrative sabbatical (if provided) or paid time being granted upon Retreat to prepare for a return to teaching.
- f. The amount of time the Administrator must provide notice to the university of their intent to elect to Retreat.
- g. Any additional terms agreed upon between the campus and the candidate relating to their Retreat and/or faculty appointment.
- h. Notice of the potential ineligibility for the option to Retreat in the event of a Finding.

V. Determination of Ineligibility to Exercise the Option to Retreat

An Administrator will be ineligible to exercise their option to Retreat under the following circumstances: (1) a Finding (as defined above) has been made that resulted in the Administrator being non-retained, terminated, or separated through mutually agreed upon settlement terms; or (2) the Administrator's retirement benefits have been rescinded under [The Public Employees' Pension Reform Act](#) due to criminal misconduct associated with their official duties.

Allegations for which no Findings have been made should not serve as a basis for denying an option to Retreat. However, in the event a complaint or investigation that could result in a Finding is pending at the time that the Administrator announces their intention to exercise their option to Retreat, the Retreat determination shall be held in abeyance until the completion of the investigation and any appeals. At the written request of the Administrator, the president, in consultation with the chancellor, (or in the case of a chancellor seeking to retreat, the board chair), may allow the Administrator to be placed on paid administrative leave pursuant to Section 42729 of Title 5 during the pendency of the investigation.

In the event there is no Finding or pending investigation at the time the request to Retreat is made, the campus shall defer making a final decision on the request to Retreat for 60 days. If, during the 60-day period, the campus initiates an investigation that could result in a Finding, the Retreat determination shall be held in abeyance as set forth above until the completion of the investigation and any appeals, which the CSU will endeavor to complete in a timely fashion. CSU may also, at any time (including after Retreat),



Employment Policy Governing Administrator Employees' Option to Retreat

investigate and take appropriate action in connection with alleged misconduct committed by an employee while serving as an Administrator.

Notice of ineligibility to Retreat will be provided to the Administrator by the campus president, chancellor, or their designee, and to the chancellor by the board chair. In such cases, CSU will not grant the option to Retreat nor provide a positive letter of reference to the Administrator. The university may provide employment verification for the Administrator, but it will consist only of the job titles held, dates of employment, and job duties, as outlined in CSU's employee reference policy. Notice of the potential ineligibility for the option to Retreat under these circumstances must be included in the Administrator's appointment letter. For Administrators who are employed at the CSU Chancellor's Office, the chancellor holds the responsibility for determining ineligibility to exercise an option to Retreat. For the position of the chancellor, the board chair, in consultation with the board of trustees, holds this responsibility.

VI. Notice of Election to Exercise the Option to Retreat

An Administrator who has been offered the option to Retreat in their appointment letter must notify the university of their intent to elect to Retreat within the time period set forth in the Administrator's appointment letter. At the time the Administrator notifies the campus of their election to Retreat, and the campus determines the Administrator's eligibility to Retreat, the campus and Administrator should discuss the transition plan for Retreat including the date on which the Retreat becomes effective and the Retreating faculty member's work assignment. Absent circumstances that would prevent the Administrator from doing so, they should normally Retreat and initiate their faculty appointment no later than six (6) months from the date on which the University was notified of the Administrator's intent to Retreat.

VII. Procedure for Reconsideration of Denial of the Option to Retreat

Any campus decision to deny an Administrator's option to Retreat will be subject to reconsideration in accordance with Section 42728 of Title 5, California Code of Regulations, as may be set forth in campus policy.

VIII. Payment in Lieu of Notice Where MPP Employee Elects to Retreat

Pursuant to Section 42723(e) of Title 5, campuses are required to provide an MPP Employee notice of non-retention at least three months prior to the separation date or provide corresponding salary in lieu of notice.

Further, campuses are required to pay MPP Employees all earned and unpaid wages and accrued vacation on the last day of employment (separation date). In the event a campus non-retains an MPP Employee or Administrator who has the option to Retreat, in order to avoid a premature separation, the campus should always provide at least thirty (30) days to exercise their option to Retreat prior to the effective date of non-retention.

**Adopted November 16, 2022
Resolution RUFPP XX-XX-XX
CSU Board of Trustees**



Employment Policy Governing Administrator Employees' Option to Retreat

The purpose of this policy is to delineate systemwide protocols throughout the California State University (CSU) system governing the option for Administrators to Retreat to a faculty position at the end of their administrative appointment. The policy identifies the conditions under which Administrators are eligible and ineligible to Retreat.

This policy is intended to provide systemwide consistency in conferring and granting options to Retreat to faculty positions in connection with Administrator appointments. This policy is based on the core values of CSU such as commitment to the university mission, collegiality, excellence in teaching and scholarship, and on CSU's overarching commitment to maintaining an inclusive and equitable community that fosters mutual respect and a workplace free of discrimination, harassment, and retaliation.

I. Applicability

This policy applies to all Administrator appointments made at any CSU campus or at the Chancellor's Office that include the option to Retreat to a faculty position. This policy is intended to be prospective and does not impact retreats granted prior to its effective date except on a case-by-case basis in the event of serious misconduct or policy violation.

II. Relevant Definitions

Administrator – this means any CSU employee designated as an Administrator (management or supervisory) under the Higher Education Employer-Employee Relations Act and Title 5. Administrators may be in either the M80 (MPP) or M98 (Executive) job classifications.

Finding - A Finding is a determination made as described below that an Administrator engaged in misconduct or a policy violation that renders the Administrator unsuitable to have continued direct interactions with CSU students or employees.

Determinations are~~A Finding is a determination~~ made in the course of proceedings including but not limited to: (a) a university investigation, following any appeals; (b) an internal or external audit; (c) an administrative proceeding by a state body having jurisdiction, such as the Department of Labor; (d) a civil or criminal proceeding, following any appeals; or (e) a proceeding that leads to a determination of improper governmental activity (defined by the State of California as any action that violates state or federal law or regulation that is economically wasteful or that involves gross misconduct, incompetence, or inefficiency). An admission by the Administrator that they engaged in conduct that the university determines to constitute misconduct or a policy violation that renders the Administrator unsuitable to have continued direct interactions with CSU students or employees also constitutes a Finding for purposes of this policy.

Management Personnel Plan (MPP) – the management personnel plan outlines the rules and provisions governing administrators and administrative appointments within the CSU and can be accessed here: [MPP](#).

MPP Employees – ~~An MPP employee is~~~~this means~~ any CSU employee designated as a manager or supervisor under the Higher Education Employer-Employee Relations Act and Title 5. MPP Employees are in the M80 job classification.



Employment Policy Governing Administrator Employees' Option to Retreat

Retreat - the option to Retreat means an Administrator's ability to be reassigned to a faculty position with or without tenure at a designated rank and within a designated department at the end of an administrative assignment.

III. Considerations and Procedures for the Conferral of the Option to Retreat

A. General Considerations

Options to Retreat should always be granted at the time of appointment and memorialized in an Administrator's appointment letter. When considering the granting of an option to Retreat to an Administrator candidate, the campus should seek to do the following:

1. Reflect the CSU's faculty hiring process by assessing the candidate's education, background, excellence in teaching, scholarship, and/or research and creative activities, and professionalism.
2. Ensure the appropriateness of an Administrator's Retreat to a particular academic department or unit through consultation with the department faculty into which the candidate would ultimately Retreat.
3. Ensure that the hiring authority or search committee chair collaborates with the tenured faculty in the department to which the finalist wishes to Retreat, so that they may evaluate the candidate's qualifications including, but not limited to, any obtainment of tenure at a prior institution, and also ensuring that should the option to Retreat be conferred, the details of the option to Retreat are memorialized in the Administrator's appointment letter should they be selected for hire.

B. Establishment of a Procedure for Conferring the Retreat

Campuses must adopt procedures for conferring the option to Retreat to a faculty position for qualified Administrator candidates. The procedure shall include: (a) early notification from the relevant search committee that a finalist is requesting an option to Retreat so as to ensure a timely conferral/appointment should the finalist be selected for hire; (b) the process for the recommendation of conferral by tenured faculty in the department to which the Administrator wishes to Retreat (augmented by tenured faculty from other departments when sufficient tenured faculty are not available in the department) and/or other representatives of the campus, as provided by the campus policy; and (c) final approval by the campus president or designee.

In granting the option to Retreat with tenure, serious consideration should be given to all the factors set forth in paragraph III. A., above. Administrator candidates who have earned and held a tenured position as a professor within the CSU or another equivalent institution are ordinarily granted the option to Retreat to a tenured faculty position. While the option to Retreat is not ordinarily granted to non-academics, the option to Retreat to either a tenured or probationary faculty position may be granted on a case-by-case basis to Administrator candidates who have never earned or held a tenure-track position, provided they



Employment Policy Governing Administrator Employees' Option to Retreat

demonstrate a substantial record of achievement meriting such rank and receive the recommendation of the faculty committee and approval of the campus president or chancellor.

IV. Memorialization of the Terms of Retreat

If the campus determines an Administrator candidate should be conferred an option to Retreat, the following terms of Retreat will be placed in the official appointment letter for the administrative appointment:

- a. Acknowledgement of the faculty appointment and whether it is with or without tenure.
- b. Name of the department and college to which the candidate will be appointed upon exercising their option to Retreat.
- c. Faculty rank upon Retreat.
- d. Salary placement details to be applied upon Retreat. If an Administrator exercises their option to Retreat three years or more after the effective date of their appointment, their salary may be set up to the maximum pay rate for their rank, at the president's discretion. If an Administrator exercises their option to Retreat prior to serving three years in the administrative role, their salary at the time of Retreat must be in line with similarly ranked professors in the department/school to which they are Retreating.
- e. Terms of administrative sabbatical (if provided) or paid time being granted upon Retreat to prepare for a return to teaching.
- f. The amount of time the Administrator must provide notice to the university of their intent to elect to Retreat.
- g. Any additional terms agreed upon between the campus and the candidate relating to their Retreat and/or faculty appointment.
- h. Notice of the potential ineligibility for the option to Retreat in the event of a Finding.

V. Determination of Ineligibility to Exercise the Option to Retreat

An Administrator will be ineligible to exercise their option to Retreat under the following circumstances: (1) a Finding (as defined above) has been made that resulted in the Administrator being non-retained, terminated, or separated through mutually agreed upon settlement terms; or (2) the Administrator's retirement benefits have been rescinded under [The Public Employees' Pension Reform Act](#) due to criminal misconduct associated with their official duties.

Allegations for which no Findings have been made should not serve as a basis for denying an option to Retreat. However, in the event a complaint or the Administrator is under investigation for misconduct or violation of university policy that could result in a Finding is pending at the time that the Administrator announces their intention to exercise their option to Retreat, the Retreat determination shall be held in abeyance until the completion of the investigation and any appeals. At the written request of the Administrator, the president, in consultation with the chancellor, (or in the case of a chancellor seeking to retreat, the board chair), may allow the Administrator to be placed on paid administrative leave pursuant to Section 42729 of Title 5 during the pendency of the investigation.

In addition, in the event there is no Finding or pending investigation at the time the request to Retreat is made, the campus shall defer making a final decision on the request to Retreat for 60 days. If,



Employment Policy Governing Administrator Employees' Option to Retreat

during the 60-day period, the campus initiates an investigation that could result in a Finding, the Retreat determination shall be held in abeyance as set forth above until the completion of the investigation and any appeals, which the CSU will endeavor to complete in a timely fashion. CSU may also, at any time (including after Retreat), investigate and take appropriate action in connection with alleged misconduct committed by an employee ~~e~~ while serving as an Administrator.

Notice of ineligibility to Retreat will be provided to the Administrator by the campus president, chancellor, or their designee, and to the ~~chancellor~~Chancellor by the ~~board chair~~Board Chair. In such cases, CSU will not grant the option to Retreat nor provide a positive letter of reference to the Administrator. The university may provide employment verification for the Administrator, but it will consist only of the job ~~title~~title(s) held, dates of employment, and job duties, as outlined in CSU's employee reference policy. Notice of the potential ineligibility for the option to Retreat under these circumstances must be included in the Administrator's appointment letter. For Administrators who are employed at the CSU Chancellor's Office, the ~~chancellor~~Chancellor holds the responsibility for determining ineligibility to exercise an option to Retreat. For the position of the ~~chancellor~~Chancellor, the ~~board chair~~Board Chair, in consultation with the ~~board~~Board of ~~trustees~~Trustees, holds this responsibility.

VI. Notice of Election to Exercise the Option to Retreat

An Administrator who has been offered the option to Retreat in their appointment letter must notify the university of their intent to elect to Retreat within the time period set forth in the Administrator's appointment letter. At the time the Administrator notifies the campus of their election to Retreat, and the campus determines the Administrator's eligibility to Retreat, the campus and Administrator should discuss the transition plan for Retreat including the date on which the Retreat becomes effective and the Retreating faculty member's work assignment. Absent circumstances that would prevent the Administrator from doing so, they should normally Retreat and initiate their faculty appointment no later than six (6) months from the date on which the University was notified of the Administrator's intent to Retreat.

VII. Procedure for Reconsideration of Denial of the Option to Retreat

Any campus decision to deny an Administrator's option to Retreat will be subject to reconsideration in accordance with Section 42728 of Title 5, California Code of Regulations, as may be set forth in campus policy.

VIII. Payment in Lieu of Notice Where MPP Employee Elects to Retreat

Pursuant to Section 42723(e) of Title 5, campuses are required to provide an MPP Employee notice of non-retention at least three months prior to the separation date or provide corresponding salary in lieu of notice.

Further, campuses are required to pay MPP Employees all earned and unpaid wages and accrued vacation on the last day of employment (separation date). In the event a campus non-retains an MPP Employee or Administrator who has the option to Retreat, in order to avoid a premature separation, the campus should



Employment Policy Governing Administrator Employees' Option to Retreat

always provide at least thirty (30) days to exercise their option to Retreat prior to the effective date of non-retention.

Adopted ~~November 16~~~~July 13~~, 2022
Resolution RUFP ~~XX-XX-XX07-22-10~~
CSU Board of Trustees

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: President – San José State University

Presentation By

Jolene Koester
Interim Chancellor

Summary

This action item establishes the compensation for Dr. Cynthia Teniente-Matson as president of San José State University.

Executive Compensation

This item recommends that Dr. Cynthia Teniente-Matson receive an annual salary of \$474,840 effective January 16, 2023, the date of her appointment as president of San José State University. Dr. Teniente-Matson will be required to live in the university's presidential residence located in San José, California, as a condition of her employment as president.

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

- An auto allowance of \$1,000 per month;
- Standard benefit provisions afforded CSU Executive classification employees;
- Reimbursement for reasonable actual and necessary travel and relocation expenses in accordance with university policy.

Subject to faculty consultation and approval in accordance with San José State policy, Dr. Teniente-Matson will hold an appointment with the academic rank of full professor with tenure in the Connie L. Lurie College of Education, Ed.D. Leadership Program at San José State.

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that Dr. Cynthia Teniente-Matson shall receive a salary set at the annual rate of \$474,840 effective January 16, 2023, the date of her appointment as president of San José State University; and be it further

AMENDED

U&FP

Agenda Item 7

November 14-16, 2022

Page 2 of 2

RESOLVED, that Dr. Teniente-Matson shall occupy the official presidential residence located in San José, California, as a condition of her employment as president; and be it further

RESOLVED, that Dr. Teniente-Matson shall receive additional benefits as cited in Agenda Item 7 of the Committee on University and Faculty Personnel at the November 14-16, 2022 meeting of the Board of Trustees.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation Update: Interim President – Sonoma State University

Presentation By

Jolene Koester
Interim Chancellor

Summary

The appointment and compensation for Dr. Ming-Tung “Mike” Lee as interim president of Sonoma State University was presented and approved at the July 2022 Board of Trustees meeting (RUFPP 07-22-09). Dr. Lee’s appointment was effective on August 1, 2022.

This action item presents an adjustment to the salary of the interim president, from \$324,052 to \$381,409. This is the same salary the Board of Trustees approved for the former president of Sonoma State effective July 1, 2022.

After consultation with the board chair, the chancellor recommends that Dr. Ming-Tung “Mike” Lee receive an annual salary of \$381,409 effective August 1, 2022, the date of his appointment as interim president of Sonoma State University.

There are no other changes to the action item approved by the board in July 2022.

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that Dr. Ming-Tung “Mike” Lee shall receive a salary set at the annual rate of \$381,409 effective on August 1, 2022, the date of his appointment as interim president of Sonoma State University.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: Triennial Performance Reviews – Equity Adjustments

Presentation By

Jolene Koester
Interim Chancellor

Summary

One equity adjustment will be recommended resulting from a presidential triennial performance review conducted by the Board of Trustees in September 2022.

Background

The Board of Trustees' CSU Policy on Compensation and the CSU Policies and Procedures for Review of Presidents specify that, following completion of presidential triennial performance reviews, compensation adjustments may be considered following a salary assessment. The policy was adopted in November 2019.

In September 2021, the Board of Trustees adopted a salary review process (RUF 09-21-06). The process recognized a president's performance and was found to be transparent and fiscally responsible while addressing salary gaps incrementally. The salary review process adopted by the trustees includes the following elements:

- Concurrent with triennial review cycle.
- Annual adjustments over three years, if applicable.
- Target salary is the peer group median.
- First year adjustment not to exceed 10 percent which aligns with current policy.
- Second and third year equity adjustments from 0 to 10 percent, as applicable.
- Reassess market data periodically.

Market Equity Adjustments

The table below lists the president who is eligible for equity adjustments as a result of a salary assessment conducted during their triennial performance evaluation. Equity adjustments may occur over the three years as outlined in the governing policy. Adjustments are based on the amount to reach the peer group median (target salary).

Executive Compensation

Trustee approval of the proposed equity adjustments for President Robert Nelsen are recommended as presented below. President Nelsen’s six-year performance review was completed in September 2022.

| President | Annual Salary | Peer Group Median (Target Salary) | Year 1 Effective Date | EQUITY ADJUSTMENTS (Triennial Perf. Review Period) | | Final Salary to be Approved | New Amt to Reach PG Median |
|---------------|---------------|--------------------------------------|-----------------------|---|--------------------------|-----------------------------|----------------------------|
| | | | | Proposed Increase % 2021 | Proposed Increase % 2022 | | |
| Robert Nelsen | \$343,763* | \$498,269 | 7/1/2021 | 10% | 7% | \$432,932 | 15.09% |

**President Nelsen’s equity adjustment for Year 1 is effective 7/1/2021 – and it is calculated based on his salary at that time. As a result of this retroactive adjustment, President Nelsen’s 7% salary increase approved by the BOT effective 7/1/2022 will be recalculated; the adjusted salary serves as the basis for his equity adjustment in Year 2.*

The following table illustrates how President Nelsen’s salary will be adjusted as a result of the FY 2022-23 salary increase program (effective 7/1/2022).

President Robert Nelsen

Presidential Appointment Date: 7/1/2015
 Peer Group Median: \$498,269
 Annual Salary: **\$343,763** (prior to any increase)
 Amount to Reach PG Md: 44.95%

| | Effective Date | Increase % | Annual Salary | New Amt to Reach PG Median |
|-------------------------------|----------------|------------|------------------|----------------------------|
| Year 1 Equity Adjustment | 7/1/2021 | 10% | \$378,139 | 31.77% |
| <i>Merit Increase Program</i> | 7/1/2022 | 7% | <i>\$404,609</i> | <i>23.15%</i> |
| Year 2 Equity Adjustment | 7/1/2022 | 7% | \$432,932 | 15.09% |

Presidential Triennial Performance Review Salary Assessment Notes:

Target Salary = Peer Group Median
 Salary adjustments over three-year period if warranted and availability of funds and budget conditions.
 Year 1 effective the presidential appointment date (month/day) of the year immediately preceding the performance evaluation.
For example: Year 1 eff. 7/15/2021 - Year 2, 7/15/2022 - Year 3, 7/15/2023
 Year 1 increase = Percent to reach Peer Group Median, maximum 10% increase.
 Year 2 or Year 3 increase = Equity increase, if applicable (see matrix).
 Years 2 and Year 3 of salary assessment may require future Board action.

| Percent to Reach Peer Group Median | | | Equity Increase |
|------------------------------------|----|-----|-----------------|
| 0% | to | 5% | 0% |
| 5.01% | to | 10% | 2% |
| 10.01% | to | 15% | 4% |
| 15.01% | to | 25% | 7% |
| 25.01% | to | 35% | 10% |

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that President Robert Nelsen shall receive the salary adjustments as cited in the salary table set forth in Item 9 of the Committee on University and Faculty Personnel at the November 14-16, 2022 meeting of the Board of Trustees.

AGENDA

COMMITTEE ON FINANCE

Meeting: 10:45 a.m., Wednesday, November 16, 2022
Glenn S. Dumke Auditorium

Jack McGrory, Chair
Julia I. Lopez, Vice Chair
Larry L. Adamson
Diana Aguilar-Cruz
Leslie Gilbert-Lurie
Lillian Kimbell
Anna Ortiz-Morfit
Romey Sabalius
Christopher Steinhauser

- Consent** 1. Approval of Minutes of the Meeting of September 14, 2022, *Action*
2. Annual Systemwide Report on Hate Incidents on Campus, *Information*
- Discussion** 3. Annual Investment Report, *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**

September 14, 2022

Members Present

Jack McGrory, Chair
Julia I. Lopez, Vice Chair
Larry L. Adamson
Leslie Gilbert-Lurie
Anna Ortiz-Morfit
Romey Sabalius
Christopher Steinhauser

Wenda Fong, Chair of the Board
Jolene Koester, Interim 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 consent agenda, including the minutes of the July 13, 2022, meeting of the Committee on Finance was approved as submitted.

Quarterly Investment Report

This agenda item provided an overview of the investment report for the quarter ending March 31, 2022. CSU investments are comprised of cash associated with various operating activities of the CSU. Cash balances fluctuate based on the seasonality of CSU operations. As of March 31, 2022, approximately \$6.9 billion of cash was invested by the CSU, comprised of \$4 billion in the

Liquidity Portfolio, \$1.3 billion in the Intermediate Duration Portfolio, and \$1.4 billion in the Total Return Portfolio. In addition, the CSU had about \$209 million invested in the State of California's Surplus Money Investment Fund.

The investment performance and benchmark returns for the three main portfolios for the year ended March 31, 2022, as well as for longer periods of time, were discussed.

Approval of the 2023-2024 Operating Budget Request

This agenda item requested approval of the 2023-24 operating budget request. During the July board meeting trustees discussed the need for additional resources from the state for the 2023-2024 fiscal year to advance the CSU mission. Those discussions were key in preparing the proposed 2023-2024 operating budget request. Budget highlights, including revenues and expenses, priorities and core values, impacts, implications were discussed.

The proposed 2023-2024 operating budget request will provide crucial resources to serve CSU students and the state of California. The budget request will be delivered to the governor and the Department of Finance so that it can be considered for the governor's January budget proposal.

The CSU will advocate in Sacramento for this critical budget request—and that is a request that will promote the achievement of our students, while recognizing our graduates' significant role in advancing the state's economy.

After the presentation, trustees commented on several aspects, including infrastructure, faculty and staff compensation, advocacy, and the inclusion of basic needs as a stand-alone line item.

Trustee McGrory adjourned the meeting of the Committee on Finance.

COMMITTEE ON FINANCE

Annual Systemwide Report on Hate Incidents on Campus

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Melinda Latas
Director of Systemwide Clery and Campus Safety Compliance

Summary

This item provides the calendar year 2021 annual report on hate violence incidents reported on California State University campuses pursuant to California Education Code § 67380(a)(5). The statute requires the California State University to report annually the number of reported incidents of criminal and non-criminal hate violence. Each campus must make the annual report available to the public and published on the campus website.

During the 2021 calendar year there were seven reported hate crimes and there were no reported non-criminal acts of hate violence.

Background

The CSU supports a safe educational and working environment that includes compliance with safety laws and regulations including the Jeanne Clery Disclosure of Campus Security and Crime Statistics Act (Clery Act) (20 U.S.C. § 1092(f)) and the federal Violence Against Women Reauthorization Act of 2013 that amends the Clery Act under the Campus Sexual Violence Elimination Act provision (Campus SaVE Act). State laws and regulations include the Higher Education Act (California Education Code § 67380 *et seq.* and § 67390 *et seq.*).

California Penal Code §422.55 defines a hate crime as “*a criminal act committed, in whole or in part, because of one or more of the following actual or perceived characteristics of the victim:*

- (1) Disability.*
- (2) Gender.*
- (3) Nationality.*
- (4) Race or ethnicity.*
- (5) Religion.*

(6) Sexual orientation.

(7) Association with a person or group with one or more of these actual or perceived characteristics.

Hate violence for reporting purposes is defined in California Education Code § 67380(c)(1) as *“any act of physical intimidation or physical harassment, physical force or physical violence, or the threat of physical force or physical violence, that is directed against any person or group of persons, or the property of any person or group of persons because of the ethnicity, race, national origin, religion, sex, sexual orientation, gender identity, gender expression, disability, or political or religious beliefs of that person or group.”*

Multiple divisions and departments on each of the 23 CSU campuses work to reduce the incidence and prevalence of hate crimes and violence. Discrimination, Harassment and Retaliation Administrators and Title IX Coordinators and their respective teams provide training and outreach to promote equity and inclusion and ensure compliance with anti-discrimination policies and Title IX regulations that prohibit sex and gender-based discrimination, harassment, retaliation, and violence. Student affairs professionals strive to promote campus communities free of hate violence incidents through multicultural and identity-based student centers, as well as offices of student life and of civic engagement. Residential life and housing operations also provide educational programming designed to combat discrimination, harassment, and retaliation, and promote welcoming communities. Many of these areas also incorporate bystander education to help prevent hate violence incidents and crimes. University police departments are often the first responders when an alleged hate crime is reported, and university police officers are committed to ensuring a safe and hate crime-free campus environment through student focused and community-based policies, practices, and approaches.

CSU employees are keenly aware that even the perception that a hate crime has taken place can have a significant detrimental impact on the campus community, and respond with care, compassion, and concern whenever an incident is reported. This is especially important given the current national context as we grapple with the devastating impacts of both the COVID-19 pandemic, incidents of anti-black violence, overt racism against Asian Americans/Pacific Islanders and Latinx individuals, and unfair targeting of individuals who are immigrants and/or undocumented. Counseling and Psychological Services staff, Chief Diversity Officers, Dean of Students Office representatives, and members of campus-based critical incident response teams coordinate responses to reported hate violence incidents and promote healing, sense-making, and reconciliation after a reported incident has occurred and throughout investigation.

For the year ending December 31, 2021, seven reported hate crimes will be published on the California State University and 23 campus web pages as required by California Education Code §67380(a)(5). The table below includes the number of hate incidents reported over the past three years.

Reported Hate Incidents on CSU Campuses

| <u>Year Ending December 31</u> | <u>Hate Crimes</u> | <u>Non-Criminal Hate Violence</u> |
|------------------------------------|--------------------|---------------------------------------|
| 2019 | 5 | 4 |
| 2020 | 0 | 1 |
| 2021 | 7 | 0 |

The CSU will continue to sustain and expand efforts to prevent hate crimes and hate violence, and respond with care and compassion when incidents occur.

COMMITTEE ON FINANCE

California State University Annual Investment Report

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

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

Summary

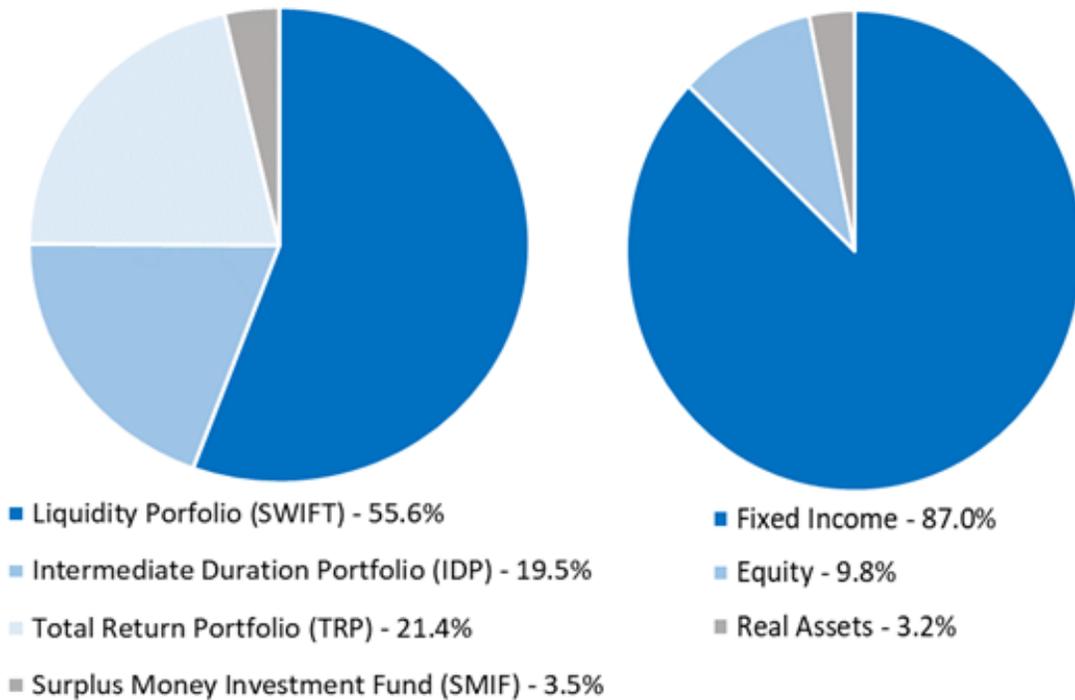
This item provides the annual investment report to the California State University Board of Trustees for the year ended June 30, 2022. The information in Attachment A provides the entire annual investment report regarding CSU investments and will serve as the basis for an annual investment report to the State of California Legislature and Department of Finance as required by Education Code § 89726.

Background

The California State University Master Investment Policy is posted publicly to: <https://calstate.policystat.com/policy/11691689/latest>. Pursuant to the CSU Master Investment Policy, CSU investments as of June 30, 2022 consisted of investments in the Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT), the Intermediate Duration Portfolio (IDP), 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 \$1.40 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
 June 30, 2022**

| | <u>Balance</u> | <u>% of CSU Investments</u> | <u>Twelve Month Returns</u> |
|---------------------------------------|-----------------------|-----------------------------|-----------------------------|
| Liquidity Portfolio (SWIFT) | \$3.575 billion | 55.6% | -2.22% |
| Intermediate Duration Portfolio (IDP) | \$1.251 billion | 19.5% | N/A |
| Total Return Portfolio (TRP) | \$1.374 billion | 21.4% | -12.62% |
| Surplus Money Investment Fund (SMIF) | \$0.228 billion | 3.5% | 0.35% |
| CSU Investments | \$6.43 billion | 100% | |



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, BlackRock Financial Management and Payden & Rygel, 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 California Government Code and the Liquidity Portfolio investment policy. Consistent with state law, the Liquidity Portfolio is restricted to high quality, fixed income securities.

CSU Intermediate Duration Portfolio (IDP)

The Intermediate Duration Portfolio launched on October 1, 2021, with an initial investment of \$675 million. On March 31, 2022, an additional \$675 million was invested in the IDP. The purpose of the IDP is to provide opportunity for modest, additional risk adjusted returns on CSU funds not needed for immediate liquidity. The investment objectives are safety of principal, liquidity, and return. The IDP is managed through contracts with three investment management firms, Western Asset Management Company, PGIM Fixed Income, and Income Research & Management, each of whom provides investment management services for the program. While the custodian, US Bank, holds the funds invested in the IDP, for investment management purposes, additions to the portfolio are split evenly between the investment managers and invested according to permitted investments outlined in the California Government Code and the IDP investment policy. Consistent with state law, the IDP 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 thirty 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. Recently, in January of 2022, the IAC approved an additional \$900 million investment into the TRP scheduled over the next eighteen months. The investment schedule may also be adjusted by the IAC at any time depending on market conditions and staff will ensure the TRP does not exceed its statutory limit as a percentage of CSU Investments.

Since the TRP Inception date¹ through June 30, 2022, the TRP investment earnings were approximately \$145.0 million. During this period, the TRP total return exceeded the Liquidity Portfolio total return by 3.97 percent annualized (net of fees) or a cumulative \$128.4 million, which was about 8.7 times higher than Liquidity Portfolio investment earnings.

In October 2022, the IAC approved the fourth annual TRP distribution to the system of approximately \$48.8 million, bringing total TRP distributions to the system since inception to \$161.8 million. TRP distributions are allocated to the campuses annually for capital outlay or maintenance. Consistent with 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.

¹ The TRP Inception Date was April 1, 2018.

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.

Subsequent Developments/Next Steps

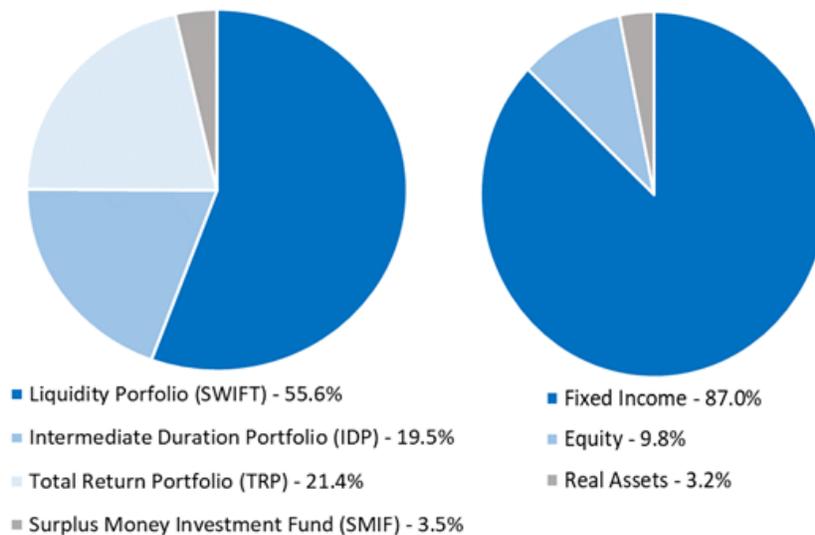
With oversight from the IAC, staff will continue implementing the TRP investment schedule and continue monitoring market conditions to determine if any changes in the TRP investment schedule are warranted. Additionally, with the passage of AB 2422, effective January 1, 2023, up to 65% of CSU investments may be invested in the TRP and the TRP may additionally invest in commingled funds and exchange-traded funds (ETFs). Staff will work with the IAC to determine the appropriate amount of additional investment that may be made to the TRP over time. The next investment report to the board is scheduled for the March 2023 meeting and will provide information on the CSU Quarterly Investment Report for the fiscal quarter ending September 30, 2022.

CSU Annual Investment Report For the Fiscal Year Ended June 30, 2022

CSU investments as of June 30, 2022 consisted of investments in the CSU Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT), the Intermediate Duration Portfolio (IDP), 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 \$1.40 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 June 30, 2022

| | <u>Balance</u> | <u>% of CSU Investments</u> |
|---------------------------------------|-----------------------|-----------------------------|
| Liquidity Portfolio (SWIFT) | \$3.575 billion | 55.6% |
| Intermediate Duration Portfolio (IDP) | \$1.251 billion | 19.5% |
| Total Return Portfolio (TRP) | \$1.374 billion | 21.4% |
| Surplus Money Investment Fund (SMIF) | \$0.228 billion | 3.5% |
| CSU Investments | \$6.43 billion | 100% |



For the year ending June 30, 2022, direct investment management fees¹, advisory, and custodial fees totaled just under \$3.4 million, or about 0.056 percent (5.6 basis points) on CSU investments' average balance for the quarter ending June 30, 2022.

¹ 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 6.

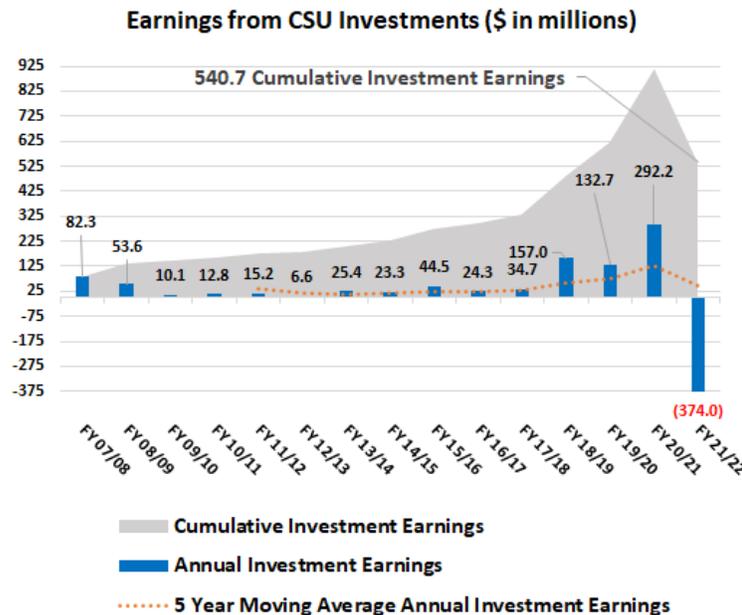
CSU Consolidated Investment Portfolio

The following table displays performance returns for the CSU Consolidated Investment Portfolio which includes the Liquidity Portfolio (SWIFT), IDP, and TRP.²

| | CSU Consolidated Investment Portfolio | CSU Total Return Portfolio (TRP) | CSU Intermediate Duration Portfolio (IDP) | CSU Liquidity Portfolio (SWIFT) |
|-------------------------------------|--|---|--|--|
| 1 Year Return | -5.52% | -12.62% | N/A | -2.22% |
| 3 Year Annualized Return | 1.23% | 3.82% | N/A | 0.43% |
| 5 Year Annualized Return | 1.62% | N/A | N/A | 1.04% |
| 10 Year Annualized Return | 1.18% | N/A | N/A | 0.89% |
| Since Inception Return ³ | 1.39% | 5.07% | -8.84% | 1.20% |

As of June 30, 2022, the TRP since inception investment earnings were approximately \$145.0 million. During this period, the TRP total return exceeded the Liquidity Portfolio (SWIFT) total return by 3.97 percent annualized (net of fees) or a cumulative \$128.4 million, which was about 8.7 times higher than Liquidity Portfolio investment earnings.

Investment Earnings from CSU Investments Support Campus Operations and Student Experience



² CSU Consolidated Investment Portfolio returns exclude SMIF.

³ Inception Dates for the CSU portfolios were: Consolidated Investment Portfolio, July 1, 2007; SWIFT, July 1, 2007; IDP, October 1, 2021; and TRP, April 1, 2018. CSU Consolidated Investment Portfolio, SWIFT, and IDP 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 objectives are safety of principal and liquidity. Consistent with state law, the portfolio is restricted to high quality, fixed income securities.

| | <u>CSU Liquidity Portfolio</u> | <u>Benchmark⁴</u> |
|--|--------------------------------|------------------------------|
| 1 Year Return ⁵ | -2.22% | -2.39% |
| 3 Year Annualized Return | 0.43% | 0.37% |
| 5 Year Annualized Return | 1.04% | 1.11% |
| 10 Year Annualized Return | 0.89% | 0.77% |
| Annualized Since Inception Return ⁶ | 1.20% | 1.40% |
| Yield | 2.78% | 2.76% |
| Duration (Years) | 1.25 | 1.41 |
| Average Credit Rating | AA- | Aaa/AA+ |

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

| | | | |
|--------------------------|--------|--------------------------|-------|
| Treasuries | 46.10% | Commercial Paper | 1.91% |
| U.S. Corporate Bonds | 29.64% | Agency MBS | 1.85% |
| U.S. Government Agencies | 8.79% | Supranationals | 0.42% |
| Certificates of Deposit | 7.17% | CA Municipal Obligations | 0.39% |
| Cash Equivalents | 3.73% | | |

⁴ Benchmark for the SWIFT is the Bank of America Merrill Lynch 0-3 Year Treasury Index.

⁵ SWIFT Returns reported gross of fees and as total return, including income and gains (realized and unrealized).

⁶ Inception Date for SWIFT was July 1, 2007.

CSU Intermediate Duration Portfolio (IDP)

The purpose of the Intermediate Duration Portfolio is to provide opportunity for modest, additional risk adjusted returns on CSU funds not needed for immediate liquidity. The investment objectives are safety of principal, liquidity, and return. Consistent with state law, the portfolio is restricted to high quality, fixed income securities.

| | <u>CSU Intermediate Duration Portfolio</u> | <u>Benchmark⁷</u> |
|-------------------------------------|--|------------------------------|
| Since Inception Return ⁸ | -8.84% | -8.40% |
| Yield | 3.83% | 3.79% |
| Duration (Years) | 4.88 | 4.68 |
| Average Credit Rating | A+ | AA- |

Holdings by Asset Type (% of CSU Intermediate Duration Portfolio):

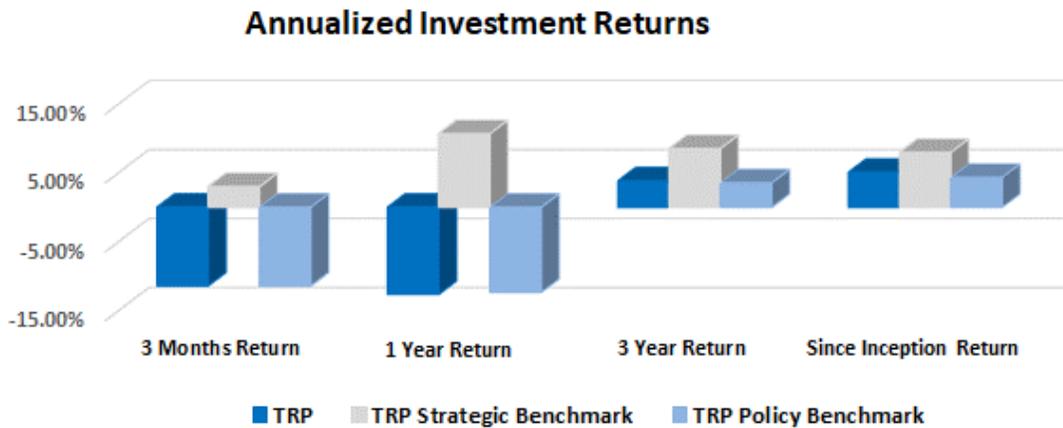
| | | | |
|--------------------------|--------|--------------------------|-------|
| U.S. Corporate Bonds | 58.70% | CA Municipal Obligations | 1.16% |
| Agency MBS | 21.10% | Asset-Backed Securities | 0.88% |
| Treasuries | 15.73% | Cash Equivalents | 0.86% |
| U.S. Government Agencies | 1.49% | Supranationals | 0.08% |

⁷ Benchmark for the IDP is 50% Bloomberg Barclays US Corporate 1-10 Year A or Better Ex-Yankee / 30% Bloomberg Barclays US MBS / 20% Bloomberg Barclays US Intermediate Treasury Index.

⁸ Inception Date for the IDP was October 1, 2021. IDP Returns reported gross of fees and as total return, including income and gains (realized and unrealized).

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.



| | CSU Total Return Portfolio | Strategic Benchmark⁹ | Policy Benchmark¹⁰ |
|---|---|--|--|
| 3 Months Return | -11.39% | 2.98% | -11.40% |
| 1 Year Return | -12.62% | 10.66% | -12.34% |
| 3 Year Annualized Return | 3.82% | 8.50% | 3.53% |
| Annualized Since Inception Return ¹¹ | 5.07% | 7.94% | 4.32% |

In October 2022, the CSU Investment Advisory Committee approved the fourth annual TRP distribution to the system of approximately \$48.8 million, bringing total TRP distributions to the system since inception to \$161.8 million. TRP distributions are allocated to the campuses annually for capital outlay or maintenance. Consistent with 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.

⁹ 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.

¹⁰ The TRP Policy Benchmark is a blend of passive indices whose weights match the TRP target asset allocation.

¹¹ TRP Inception Date was April 1, 2018.

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

| | | | |
|---------------------------|-------|-------------------------------|-------------------|
| Equity Mutual Funds | 45.7% | Passive Index Mutual Funds | 74% |
| Fixed Income Mutual Funds | 39.3% | Actively Managed Mutual Funds | 26% ¹² |
| Real Asset Mutual Funds | 15.0% | | |

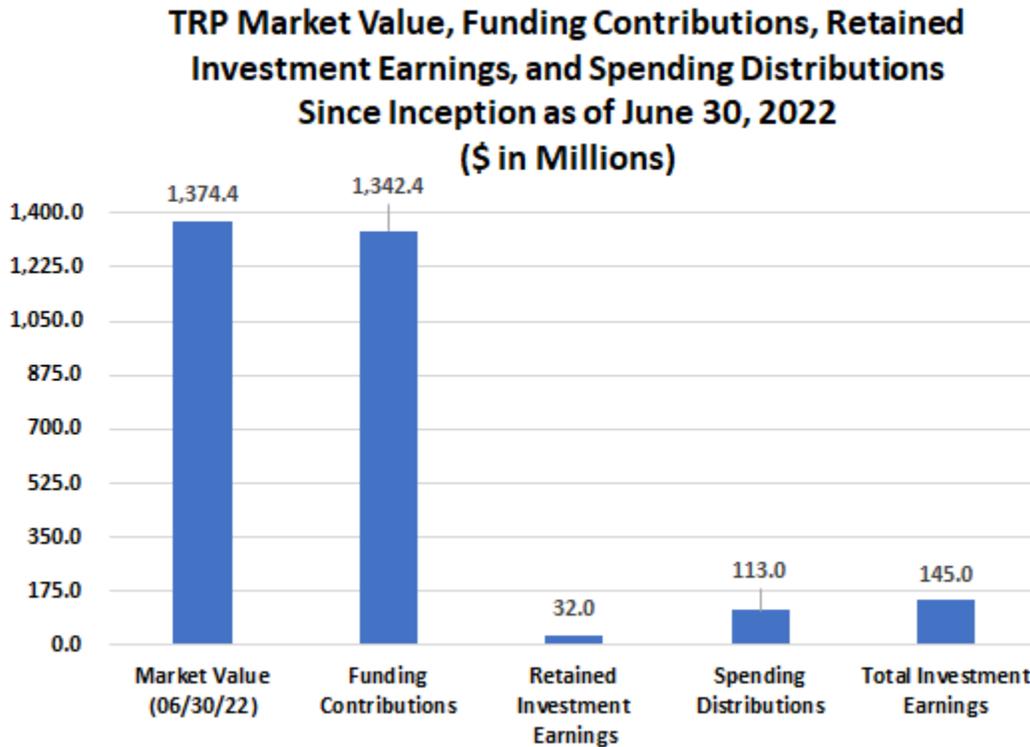
Values, Holdings & Fees (CSU Total Return Portfolio)

| Asset Class | Strategy Name | Ticker | Value (millions) | % of Total Return Portfolio | TRP Fund Expense Ratio (Fee) | Universe Median Expense Ratio (Fee) |
|---------------------|---|--------|------------------|-----------------------------|------------------------------|-------------------------------------|
| Fixed Income | | | | | | |
| | Vanguard Total Bond Market Index Fund | VBMPX | 308.0 | 22.41% | 0.03% | 0.44% |
| | Vanguard Inflation-Protected Securities Fd | VIPIX | 67.3 | 4.89% | 0.07% | 0.37% |
| | Lord Abbett High Yield Fund | LHYOX | 82.5 | 6.00% | 0.59% | 0.69% |
| | Pacific Funds Floating Rate Income Fund | PLFRX | 41.2 | 3.00% | 0.75% | 0.75% |
| | Payden Emerging Markets Bond Fund | PYEIX | 20.6 | 1.50% | 0.69% | 0.81% |
| | T. Rowe Emerging Markets Bond Fund | TREBX | 20.5 | 1.49% | 0.70% | 0.81% |
| Equity | | | | | | |
| | Vanguard Total Stock Market Index Fund | VSMPX | 328.4 | 23.89% | 0.02% | 0.75% |
| | Vanguard Developed Markets Index Fund | VDIPX | 163.6 | 11.90% | 0.04% | 0.89% |
| | Driehaus Emerging Markets Growth Fund | DIEMX | 82.0 | 5.96% | 1.07% | 1.04% |
| | DFA Emerging Markets Value Fund | DFEVX | 41.0 | 2.99% | 0.45% | 1.04% |
| | RWC Global Emerging Equity Fund | RWCEX | 13.6 | 0.99% | 1.20% | 1.04% |
| Real Assets | | | | | | |
| | Vanguard Real Estate Index Fund | VGSNX | 109.7 | 7.98% | 0.10% | 0.88% |
| | Vanguard Materials Index Fund | VMIAX | 33.9 | 2.46% | 0.10% | 0.95% |
| | First Sentier Global Listed Infrastructure Fd | FLIIX | 62.2 | 4.52% | 0.95% | 0.97% |
| Cash | | | 0.0 | 0.00% | NA | NA |
| Total | | | 1,374.4 | 100% | 0.24% | 0.73% |

¹² 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 total TRP Fund Expense Ratio and total Universe Median Expense Ratio are weighted averages using the percent of the Total Return Portfolio shown in the table for each fund and their respective universe.

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

The following chart shows the TRP market value, total funded contributions, total retained investment earnings, total spending distributions, and total investment earnings since inception as of June 30, 2022. Total TRP investment earnings equal total TRP spending distributions plus total TRP retained investment earnings.



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 Yield¹³ | |
|--|-------|
| Trailing 12 month as of 6/30/22 | 0.35% |
| Average (FYE 06/30/07 – 6/30/22) | 1.10% |

¹³ Annual Yield calculated by CSU Treasury Operations based on the quarterly apportionment yield rates published by the State Controller’s Office.

AGENDA

COMMITTEE ON ORGANIZATION AND RULES

Meeting: 11:15 a.m., Wednesday, November 16, 2022
Glenn S. Dumke Auditorium

Jean Picker Firstenberg, Chair
Julia I. Lopez, Vice Chair
Diana Aguilar-Cruz
Diego Arambula
Jack Clarke, Jr.
Leslie Gilbert-Lurie
Lillian Kimbell
Christopher Steinhauser

Consent 1. Approval of Minutes of the Meeting of September 13, 2022, *Action*
Discussion 2. Progress Report on the Board of Trustees' Review, *Information*

**MINUTES OF THE MEETING OF THE
COMMITTEE ON ORGANIZATION AND RULES**

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

September 13, 2022

Members Present

Jean Picker Firstenberg, Chair
Julia I. Lopez, Vice Chair
Diana Aguilar-Cruz
Diego Arambula
Jack Clarke, Jr.
Adam Day
Leslie Gilbert-Lurie
Lillian Kimbell
Christopher Steinhauser

Jolene Koester, Interim Chancellor
Wenda Fong, Chair of the Board

Trustee Firstenberg called the meeting to order.

Consent Agenda

The minutes of the July 13, 2022, meeting were approved as submitted.

Discussion Agenda

Progress Report on the Board of Trustees' Review

The information item was presented by Roberta Achtenberg, senior advisor for board governance and relations and Jane Wellman, special consultant to the board. The consultants presented a progress report regarding the ongoing review of the Board of Trustees. The review addressed the issues of building board capacity including trustee dynamics, orientation and continuing education. They also detailed the rationale for a strengthened Trustee Secretariat's office and recommended changes for a strategic reorganization of the current office organizational and reporting structure,

O&R

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November 14-16, 2022

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including increased staffing. Trustee McGrory noted the importance of appropriate levels of staffing to the board and also requested that the consultants include in their assessment a review of trustee engagement in advocacy efforts moving forward. Trustee Faigin asked for clarification regarding enhancing effective, strategic board governance. Jane Wellman noted there are multiple approaches and models that the board will discuss in more detail at the November 30 board retreat. Trustee Lopez added the importance for ongoing board review of their near- and long-term strategic priorities.

Trustee Linares raised the question regarding additional support for student trustees and requested further review and assessment of enhanced financial support models for trustees who are students. Interim Chancellor Koester noted that Chancellor's Office staff had been engaged in review and conversations with CSSA and other agencies to address concerns raised by the student trustees regarding enhanced financial support. She also noted that student trustees receive a tuition waiver for the duration of the term of service on the board. Trustee Sabalius inquired about possible scholarships being considered as part of a future model for enhanced financial support for student trustees. Trustees Rodriguez, Simon, Gilbert-Lurie, and Aguilar-Cruz also expressed their support for a comprehensive review and recommendations.

Trustee Firstenberg adjourned the meeting.

COMMITTEE ON ORGANIZATION AND RULES

Progress Report on the Board of Trustees' Review

Presentation By

Roberta Achtenberg
Senior Advisor, Board Governance and Relations

Jane Wellman
Special Consultant to the Board

Summary

The Board of Trustees has commissioned a review of board roles and practices within the university system. It is being conducted by Roberta Achtenberg, Senior Advisor to the CSU for Board Governance and Relations, and Jane Wellman, a special consultant to the board. The review was announced at the May 2022 board meeting and is expected to conclude by May 2023. At the September meeting, the consultants updated the board on their progress, discussed a rebuilt trustee orientation program, outlined plans for a strengthened Trustee Secretariat office, and previewed the framework for a board retreat planned for November 30, 2022. This item will outline their progress since their last report and describe efforts that are underway to find an appropriate alternative model to provide financial support for students serving as members of the Board of Trustees. The need for an enhanced financial support model, and the action steps that are being taken to determine the most appropriate model, are set forth below.

The Need for an Enhanced Financial Support Model for Student Trustees

Given the CSU's overarching focus on supporting student success and removing barriers to access and participation, the interim chancellor and the board have asked for an immediate re-assessment of the options available for providing enhanced financial support for students who serve on the Board of Trustees.

Student trustees are voting fiduciaries of the CSU with the same duties and responsibilities as other trustees and the shared obligation to serve the public interest of the state of California. While undertaking this trustee role, they are also balancing an additional role—that of a CSU student in good standing. Fulfilling both roles simultaneously can make it impractical to undertake additional employment to help meet expenses. The board wants student trustees to have the time and resources necessary to execute their dual responsibilities at the highest level. To maintain outstanding student trustee participation the board must ensure that financial hardship is not a barrier to student trustee service.

O&R

Agenda Item 2

November 14-16, 2022

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Currently, student trustees have their tuition fees waived for the duration of their two-year term on the board, pursuant to California's Education Code. For a full-time student, this amounts to \$5,742 for the academic year. In addition, student trustees are provided—as are other appointed trustees—a \$100 per diem to compensate them for their efforts on days they provide service to the CSU.

It is clear that the tuition waiver and per diem are insufficient, in many cases, to ensure that student trustees do not endure financial hardship during their board service. Understanding this, the interim chancellor and board chair have tasked Chancellor's Office staff to form a working group to develop new models for enhanced financial support for student trustees. Their research will include interagency consultation, comparing models in place at other institutions and carefully weighing the benefits and challenges of enhanced financial support models relevant to the CSU. Additionally, they will analyze whether and how enhanced financial support may affect existing financial aid packages and programs, and potential tax consequences for the student and their family.

This working group will present its findings within 60 days, and recommendations will be brought to the board at the January 2023 meeting as an information item for proposed adoption at its March 2023 meeting.

TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

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

Wednesday, November 16, 2022

Presiding: Wenda Fong, Chair

11:45 a.m.* Board of Trustees Dumke Auditorium
Call to Order
Roll Call
Consent

Action 1. Approval of the Minutes of the Board of Trustees Meeting of September 13, 2022, and September 14, 2022

Action 2. Approval of Committee Resolutions as follows:

Committee on Campus Planning, Buildings and Grounds

2. Update and Approval of the Five-Year Capital Plan
3. Gateway Hall Renovation and New Construction for California State University Channel Islands
4. California State University, Stanislaus Stockton Campus Acacia Replacement Phase 1 Schematic Design Approval

Committee on Institutional Advancement

2. Naming of the Singelyn Graduate School of Business – California State Polytechnic University, Pomona
3. Naming of the Ernest E. Tschannen Engineering Teaching and Research Building – California State University, Sacramento

Committee on University and Faculty Personnel

2. Annual Report on Outside Employment for Senior Management Employees
4. Executive Transition: Executive Consulting Assignment
5. Executive Transition: Revision to Transition II Program
6. Revision to Employment Policy Governing Administrator Employees' Option to Retreat
7. Executive Compensation: President – San José State University
8. Executive Compensation Update: Interim President – Sonoma State University
9. Executive Compensation: Triennial Performance Review – Equity Adjustments

*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.

Agendas, notices, and information on addressing the Board of Trustees may be found on Board of Trustees website: <https://www.calstate.edu/csusystem/board-of-trustees/Pages/default.aspx> .

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**

September 13, 2022

Trustees Present

Wenda Fong, Chair
Jack Clarke, Jr., Vice Chair
Larry L. Adamson
Diana Aguilar-Cruz
Diego Arambula
Adam Day
Douglas Faigin
Jean Picker Firstenberg
Leslie Gilbert-Lurie
Lillian Kimbell
Maria Linares
Julia I. Lopez
Jack McGrory
Anna Ortiz-Morfit
Yammilette Rodriguez
Romey Sabalius
Lateefah Simon
Jolene Koester, Interim Chancellor
Tony Thurmond, Superintendent

Chair Wenda Fong called the meeting of the Board of Trustees to order.

Public Comment

In an effort to provide accessibility and flexibility for the public as the board returns to in-person meetings, all public comment took place at the beginning of open session prior to all committees.

The board heard from the following individuals who participated in-person: Mario Baeza, CSUSB; Dagoberto Argueta, SFSU; Charles Toombs, SDSU; John Caravello, CSUCI;

BoT

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November 14-16, 2022

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Maria Meza, CSULB; Jonathan Chen, CSUSB; Vang Vang, CSUFr; G. Chris Brown, CSUF; Kevin Wehr, CSUS; Margarita Berta-Avila, CSUS; Chris Cox, SJSU; Sharon Elise, CSUSM; Steven Filling, CSUSt; Randall Santiago, CSULB

The board also heard from the following individuals who participated virtually: Jessica Westbay, CSUEU; Pam Robertson, CSUEU; Tessy Reese, CSUEU; Don Moreno, CSUEU; Dawn McCulley, CSUEU; Martin Brenner, CSUEU; Frances Mercer, Cal Poly Pomona; Rachel O'Malley, SJSU; Lindsay Briggs, CSU Chico; Jay Robertson-Howell, CSU San Marcos; Aaron Donaldson, Cal Poly Humboldt; Elizabeth Jackson, CSU Bakersfield; Maria Gisela Sanchez; Cal Poly Pomona; David Gove, CSU Bakersfield; Meghan O'Donnell, CFA/CSU Monterey Bay; Earl Aguilera, CSU Fresno; Rachel Flores, (SQE) SJSU; Amara Miller, CSU East Bay; Beth Contreras, CSU Fresno; Vanessa Lopez-Littleton, CSU Monterey Bay; Amy Parsons, CSU Maritime; Dorothy Tsuruta, SFSU; Scott Horstein, SSU; Rose Duran, Academic Professions of California; Martha Byrne, CFA; Pamela Redela, CFA

Chair's Report

Chair Fong's report is available online at the following link: <https://www.calstate.edu/csu-system/board-of-trustees/reports-of-the-chair/Pages/september-2022.aspx>

Chancellor's Report

Interim Chancellor Jolene Koester's report is available online at the following link: <https://www.calstate.edu/csu-system/board-of-trustees/chancellor-reports/Pages/september-13-2022.aspx>

Report of the Academic Senate CSU

CSU Academic Senate Chair Beth A. Steffel'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 Krishan Malhotra'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 John Poli'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>

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**

September 14, 2022

Trustees Present

Wenda Fong, Chair
Jack Clarke, Jr., Vice Chair
Larry L. Adamson
Diana Aguilar-Cruz
Diego Arambula
Douglas Faigin
Jean Picker Firstenberg
Leslie Gilbert-Lurie
Lillian Kimbell
Maria Linares
Julia I. Lopez
Jack McGrory
Anna Ortiz-Morfit
Yammilette Rodriguez
Romey Sabalius
Lateefah Simon
Christopher Steinhauser
Jolene Koester, Interim Chancellor
Eleni Kounalakis, Lieutenant Governor
Tony Thurmond, Superintendent

Chair Wenda Fong called the meeting of the Board of Trustees to order.

Consent Agenda

Prior to the approval of the consent agenda, Chair Fong requested that item 3, Executive Compensation: Triennial Performance Reviews-Equity Adjustments, from the Committee on University and Faculty Personnel, be removed from the consent agenda for separate discussion and approval. Trustee Sabalius requested that item 3, Approval of the 2023-2024 Operating Budget Request, from the Committee on Finance, also be removed from the consent agenda for separate discussion and approval.

Chair Fong asked to move all the remaining consent agenda items for approval. There was a motion and a second. The minutes of the meeting of July 12, 2022, and July 13, 2022, were unanimously approved as submitted. The Board of Trustees unanimously approved the following resolutions:

COMMITTEE ON COMMITTEES

Amendments to Board of Trustees' Standing Committee Assignments for 2022-2023 (RCOC 09-22-02)

RESOLVED, by the Board of Trustees of the California State University, on recommendation by the Committee on Committees that the following amendments be made to the Standing Committees for 2022-2023:

AUDIT

Lateefah Simon, Chair
Yammilette Rodriguez, Vice Chair
Diana Aguilar-Cruz
Jack Clarke, Jr.
Adam Day
Lillian Kimbell
Jack McGrory
Jose Antonio Vargas

COLLECTIVE BARGAINING

Christopher Steinhauser, Chair
Jack Clarke, Jr., Vice Chair
Larry L. Adamson
Adam Day
Julia I. Lopez
Lateefah Simon

CAMPUS PLANNING, BUILDINGS AND GROUNDS

Larry L. Adamson, Chair
Anna Ortiz-Morfit, Vice Chair
Diana Aguilar-Cruz
Adam Day
Douglas Faigin
Maria Linares
Romey Sabalius
Lateefah Simon
Jose Antonio Vargas

EDUCATIONAL POLICY

Romey Sabalius, Chair
Diego Arambula, Vice Chair
Douglas Faigin
Jean Picker Firstenberg
Leslie Gilbert-Lurie
Maria Linares
Julia I. Lopez
Yammilette Rodriguez
Christopher Steinhauser

FINANCE

Jack McGrory, Chair
Julia I. Lopez, Vice Chair
Larry L. Adamson
Diana Aguilar-Cruz
Leslie Gilbert-Lurie
Lillian Kimbell
Anna Ortiz-Morfit
Romey Sabalius
Christopher Steinhauser

GOVERNMENTAL RELATIONS

Douglas Faigin, Chair
Maria Linares, Vice Chair
Diego Arambula
Jack McGrory
Yammilette Rodriguez
Romey Sabalius
Lateefah Simon
Jose Antonio Vargas

INSTITUTIONAL ADVANCEMENT

Lillian Kimbell, Chair
Jean Picker Firstenberg, Vice Chair
Diego Arambula
Leslie Gilbert-Lurie
Anna Ortiz-Morfit
Yammilette Rodriguez
Jose Antonio Vargas

ORGANIZATION AND RULES

Jean Picker Firstenberg, Chair
Julia I. Lopez, Vice Chair
Diana Aguilar-Cruz
Diego Arambula
Jack Clarke, Jr.
Adam Day
Leslie Gilbert-Lurie
Lillian Kimbell
Christopher Steinhauser

UNIVERSITY AND FACULTY

PERSONNEL

Jack Clarke, Jr., Chair
Douglas Faigin, Vice Chair
Larry L. Adamson
Jean Picker Firstenberg
Maria Linares
Jack McGrory
Anna Ortiz-Morfit

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

**Executive Compensation: Acting Vice Chancellor, Human Resources – California State University
(RUFP 09-22-13)**

RESOLVED, by the Board of Trustees of the California State University, that Leora D. Freedman shall receive a salary set at the annual rate of \$327,925 effective on July 6, 2022, the date of appointment as acting vice chancellor for human resources of the California State University; and be it further

RESOLVED, Leora D. Freedman shall receive additional benefits as cited in Agenda Item 2 of the Committee on University and Faculty Personnel at the September 13-14, 2022 meeting of the Board of Trustees.

BOARD OF TRUSTEES

**Conferral of Title of President Emerita – Judy K. Sakaki
(RBOT 09-22-09)**

RESOLVED, by the Board of Trustees of the California State University, that this board confers the title of President Emerita on Dr. Judy K. Sakaki, with all the rights and privileges thereto.

Prior to the approval of the consent agenda, Chair Fong requested that item 3, Executive Compensation: Triennial Performance Reviews-Equity Adjustments, from the Committee on University and Faculty Personnel, be removed from the consent agenda for separate discussion and approval. Trustee Sabalius requested that item 3, Approval of the 2023-2024 Operating Budget Request, from the Committee on Finance, also be removed from the consent agenda for separate discussion and approval.

There was a motion and a second to approve item 3, Executive Compensation: Triennial Performance Reviews-Equity Adjustments, from the Committee on University and Faculty Personnel. There was no further discussion. Chair Fong called for a roll call vote. There were 16 votes in favor (Trustees Adamson, Arambula, Clarke, Faigin, Firstenberg, Fong, Gilbert-Lurie, Kimbell, Linares, McGrory, Ortiz-Morfit, Rodriguez, Simon, Steinhauser, Interim Chancellor Koester, and Superintendent Thurmond) two abstentions (Lt. Governor Kounalakis and Trustee Sabalius) and none opposed. The following resolution was approved.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: Triennial Performance Reviews – Equity Adjustments (RUF 09-22-14)

RESOLVED, by the Board of Trustees of the California State University, that the individuals named in the salary table set forth in Item 3 of the Committee on University and Faculty Personnel at the September 13-14, 2022 meeting of the Board of Trustees shall receive the equity adjustments as stated in the item.

Prior to the approval of the consent agenda, Trustee Sabalius requested that item 3, Approval of the 2023-2024 Operating Budget Request, be removed from the consent agenda for separate discussion. There was a motion and a second. Chair Fong opened discussion.

Trustee Sabalius made a motion to amend to add \$104 million dollars to the budget request for the faculty and staff compensation pool to make it a total of \$365 million dollars. Chair Fong called for a motion and a second on the motion to amend. There was a motion and a second. Chair Fong opened discussion on the amendment.

Trustee McGrory stated the importance of first receiving the results of the faculty salary study and with the Mercer Study advocate in Sacramento for the funding necessary over the next few years. Trustee Sabalius agreed with Trustee McGrory though suggested including a higher amount in the initial budget request versus having to come back with a higher amount in spring. Trustee Faigin inquired as to possible political implications for one approach versus the other. Trustee Gilbert-Lurie asked about the significance of the 2% amount of \$104 million in Trustee Sabalius's amendment. Trustee Sabalius clarified in part to adjust for inflation and also with the general increase for presidents and executives. Trustee Clarke stressed the importance of continuing positive relationships with the legislature in our advocacy efforts on compensation for all CSU employees. Trustee Adamson expressed concern regarding current economic conditions and inflationary rates and possibly continuing to fall behind.

Trustee Linares expressed her agreement with Trustee Sabalius's motion that the board should consider requesting a higher amount. Interim Chancellor Koester stressed the importance for having the results from the faculty salary study to advocate with legislators on the amount more accurately reflective of the request.

With no further discussion Chair Fong called for a roll vote on the amendment to the motion.

There were eight votes in favor (Trustees Adamson, Faigin, Gilbert-Lurie, Linares, Rodriguez, Sabalius, Simon, Superintendent Thurmond), nine votes opposed (Trustees Arambula, Clarke, Firstenberg, Fong, Kimbell, McGrory, Ortiz-Morfit, Steinhauser, Interim Chancellor Koester) and one abstention (Lt. Governor Kounalakis). The motion did not pass.

Chair Fong then called for a roll call vote on the initial motion to approve the 2023-2024 Operating Budget Request from the Committee of Finance. The board unanimously approved the resolution with 18 votes in favor (Trustees Adamson, Arambula, Clarke, Faigin, Firstenberg, Fong, Gilbert-Lurie, Kimbell, Linares, McGrory, Ortiz-Morfit, Rodriguez, Sabalius, Simon, Steinhauser, Interim Chancellor Koester, Lt. Governor Kounalakis and Superintendent Thurmond). The following resolution was approved.

COMMITTEE ON FINANCE

Approval of the 2023-2024 Operating Budget Request (RFIN 09-22-02)

RESOLVED, that the future of California rests on the California State University's ability to provide a high-quality, affordable, and accessible education to nearly 500,000 students each year; and be it further

RESOLVED, by the Board of Trustees of the California State University that the 2023-2024 Operating Budget Request is approved as submitted by the chancellor; and be it further

RESOLVED, that the chancellor is authorized to adjust and amend this budget to reflect changes in the assumptions upon which this budget is based, and that the chancellor promptly communicate any changes to the trustees; and be it further

RESOLVED, that the chancellor transmit copies of this resolution and the 2023-2024 CSU Operating Budget Request included as Attachment A to this agenda item to the governor, to the director of the Department of Finance, and to the legislature.