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CSU Board of Trustees Meeting March 24-27, 2024

Faculty Trustee Report Darlene Yee-Melichar

The CSU Board of Trustees meets six times a year. Meetings allow for communication among the Trustees, Chancellor, campus presidents, Academic Senate, California State Student Association and Alumni Council.

The spring meeting of the Board occurred on March 24-27, 2024. It started on Sunday, March 24 in an all-day Closed Session for discussion about Executive Personnel Matters [Government Code §11126(a)(1)]. The Board also met on Monday, March 25 in an all-day Closed Session for discussion about Executive Personnel Matters [Government Code §11126(a)(1)]; and Pending Litigation [Government Code §11126(e)(1)]. The Board then met on Tuesday and Wednesday, March 26-27 in mainly Open Session for public comments, information items and action items.

The Board's full agenda and background materials (344 pages) for the March 2024 meeting are available at <https://www.calstate.edu/csu-system/board-of-trustees/past-meetings/2024/Documents/Full-BoT-Agenda-Mar-24-27-2024.pdf>. The Board meetings are broadcast live to the public; you may access the live stream videos on YouTube associated with Open Session at <https://www.calstate.edu/csu-system/board-of-trustees/past-meetings/2024/Pages/March-24-27-2024.aspx>.

For the full Board and committee meetings held in Open Session, I provide links to the specific meeting materials and videos; brief summaries using ChatGPT with technical assistance provided by [SF State Academic Technology](#) and in concurrence with my personal meeting notes; and share my brief queries or requests for feedback below for your consideration. If you have any comments, corrections, and/or questions regarding my Faculty Trustee Report, please let me know (dyee@calstate.edu). I look forward to hearing from you; **thank you**.

###

March 24-27, 2024 (Full Agenda)

On March 24-27, 2024, the meeting of the CSU Board of Trustees was held in Long Beach—at the Long Beach Marriott on Sunday, and at the Chancellor's Office on Monday through Wednesday.

On Sunday, March 24, at 9:00am, the Board convened in Closed Session on Executive Personnel Matters. Discussion centered on candidate interviews, selection process and compensation package for the new President of California State University, Stanislaus. See Committee on University and Faculty Personnel below.

On Monday, March 25, at 1:00pm, the Board convened in Closed Session for further discussion on Executive Personnel Matters (discussion centered on presidential reviews), Pending Litigation (Smart, et al. v. Cal Poly San Luis Obispo), and Anticipated Litigation.

On Tuesday, March 26, at 8:30 a.m., the Board continued in Closed Session for the Committee on Collective Bargaining discussion. In my role as Faculty Trustee, I am not party to this discussion. Note:

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According to [California Education Code § 66602 \(c2\)](#), the Faculty Trustee “shall not participate on any subcommittee of the board responsible for collective bargaining negotiations.” The Board then convened in Open Session for the rest of the meeting.

Tuesday, March 26, 2024

9:00 a.m. - Plenary Session (Day 1)

[Agenda](#)

[Video \(Public Comments\)](#)

The California State University (CSU) Board of Trustees meeting on March 26, 2024, commenced with a roll call and a briefing on public comment procedures. The Board heard comments from both in-person and virtual participants, addressing a range of topics pertinent to committee and plenary matters.

One of the predominant topics discussed was the proposed changes to CSU General Education (GE) requirements, particularly the adoption of Cal-GETC for all students. Professor Thomas Norman (Dominguez Hills) introduced a student, Janelle Brag, who highlighted the importance of an Area E course in lifelong learning for personal and professional development. Professors Adam Swenson (Northridge) and Gwen Urey (Pomona) emphasized the value of Area E and humanities courses (Area C) in providing a well-rounded education and expressed concerns that the proposed changes might diminish the quality of teaching and negatively impact student success.

Vincent J. Rasso (State & Student Affairs Manager, Campaign for College Opportunity) expressed support for a singular GE track that aligns with establishing seamless pathways to a degree. Professor Steven Filling (Stanislaus) shared data indicating the positive impact of Area E courses on traditionally underserved student success rates and retention.

Speakers also raised the issue of tuition hikes. Angelmarie Taylor, a CSU-Channel Islands student, shared her experience of being disenrolled following a rally against tuition increases. Von Wilbur, a student from CSU-Fullerton, criticized the Board for burdening marginalized students with higher tuition costs. Jack Welch, a student at CSU-Dominguez Hills, urged the Board to repeal the multi-year tuition proposal, arguing that it contradicts the CSU's mission of providing affordable education.

Several speakers highlighted the importance of mental health resources and the impact of tuition increases on student well-being. Ryan Carter, a Cal Poly San Luis Obispo student, and Michaela Peranan, a student at the same university, emphasized the need for accessible mental health services and criticized the administration's response to student protests.

Other speakers addressed the importance of diversity and inclusion in the CSU system. Karen Munoz-Christian, a Cal Poly San Luis Obispo professor, stressed the need to maintain language requirements to support multilingual students and preserve cultural diversity. A San Jose State University lecturer, Erik Johnson, highlighted the significance of humanities courses in fostering a diverse and inclusive learning environment.

In summary, the public comments at the CSU Board of Trustees meeting reflected concerns about proposed changes to GE requirements, tuition hikes, mental health resources, and the importance of diversity and inclusion in the university system. The speakers, comprising students, faculty, and advocates, provided valuable insights and perspectives that will inform the Board's deliberations on these critical issues.

10:30 a.m. - Plenary Session (Continued)

[Video \(Reports\)](#)

Wenda Fong, Chair of the CSU Board of Trustees (CSU BoT): Chair Fong's presentation began with congratulations to President Cynthia Teniente-Matson of San Jose State University on her recent

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investiture, highlighting her significant role as the first Latina president in the university's history. As Women's History Month was celebrated, Chair Fong pointed out that women are at the helm of 12 out of the 23 CSU universities, surpassing the national average for women university presidents. She also recognized Dr. Mildred García, the CSU's first Latina Chancellor and the first Latina to lead a 4-year public university system nationwide.

Chair Fong commended Chancellor García for being honored by the California Legislative Women's Caucus as a 2024 California Woman Making HERstory. She congratulated Trustee Lateefah Simon for securing a spot in the primary race for the Oakland Senate congressional seat, and Long Beach State's head track and field coach, LaTanya Sheffield, for being named head women's track coach for Team USA at the 2024 Paris Olympics.

Additionally, Chair Fong provided updates on significant events and initiatives, including the first-ever CSU Undocu Student Summit at Cal State Long Beach, the APIDA College Day at Sacramento State, and the opening of the Native Student Center at Sacramento State. She also mentioned the development of a systemwide Native American Affairs policy and the repatriation of Native American land by CSU universities.

Chair Fong highlighted the Board's efforts to enhance its operations and practices, including conducting regular self-assessments and participating in advocacy efforts for the CSU's budget priorities. She announced an upcoming fireside chat with Chancellor García at CSU Channel Islands titled "Journeys to Leadership," aimed at providing insights and inspiration to CSU students.

Chair Fong provided updates on ongoing presidential searches and introduced a video spotlighting Cal Poly Pomona's award-winning "Dreams of Success" video series, and a video showcasing the transformative power of education at Fresno State.

In her concluding remarks, Chair Fong expressed gratitude to Fresno State for the beautiful and inspirational video, which highlighted the university's significant impact on the lives of its students and the entire region it serves. The video showcased the diverse experiences and perspectives of Fresno State students, faculty, and alumni, emphasizing the sense of belonging, opportunity, and pride associated with being a Bulldog. It highlighted the university's strong academics, research opportunities, community engagement, and the unique agricultural program on its 1,000-acre farm. The video also celebrated Fresno State's contributions to teacher preparation in California and the success of its student-athletes and alumni, both locally and nationally. Chair Fong's report concluded with a heartfelt thank you to Fresno State for its dedication to student success and regional development.

Beth Steffel, Chair of the Academic Senate CSU (ASCSU): Chair Steffel began her report by acknowledging Women's History Month and Equal Pay Day. She updated on the Academic Senate CSU activities, including their interim and plenary meetings in February and March, where they approved ten resolutions. Chair Steffel highlighted six resolutions, including concerns about aligning CSU General Education (GE) Breadth unit distribution with Cal-GETC, appreciation for the California State Student Association's support for student success, and adoption of provisional positions on state and federal legislation to guide legislative advocacy. She also discussed the need for adequate compensation for faculty work in intersegmental curriculum matters. Additionally, Chair Steffel mentioned her role as chair of the Intersegmental Committee of Academic Senates (ICAS) and their work on the Cal-GETC standards as required by Assembly Bill 928. She concluded her report by thanking Chair Fong and emphasizing the importance of the ASCSU's work in advocating for academic matters and supporting student success.

Dominic Treseler, President of the California State Student Association (CSSA): President Treseler began his report by highlighting the significance of Women's History Month and Equal Pay Day. He congratulated Chancellor García for her recognition by the California Legislative Women's Caucus and Trustee Aguilar Cruz for her accolade from Senator Rubio. President Treseler provided an update on CSSA's activities, including two virtual plenary meetings and one held by Sacramento State University. He appreciated Sacramento

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State's hospitality, highlighted discussions on a resolution advocating for a ceasefire, and proposed changes to general education.

President Treseler discussed CSSA's stance on the proposed changes to the CSU General Education (GE) requirements, expressing concerns about unintended consequences on students' academic journeys. CSSA voted against endorsing the proposed changes, urging the CSU to analyze the impact on students, especially those from underrepresented groups. He mentioned a resolution calling for a ceasefire in the Gaza Strip, reflecting students' concerns about ongoing conflicts and their impact on the campus community. The resolution condemns Islamophobia, anti-Semitic hate crimes and harassment, reaffirming the commitment to free speech and a safe, inclusive environment.

He highlighted the California Higher Education Student Summit (CHESS), where CSU student leaders engaged in advocacy and learning. The event included presenting awards to legislative staff and assembly members for student-focused leadership. President Treseler shared his participation in the inaugural Undocumented Students Summit at CSU Long Beach, emphasizing the importance of collaboration in addressing the needs of vulnerable students, particularly undocumented students facing challenges due to tuition hikes and program reductions. He thanked Chancellor García for inviting him to participate in Sacramento Advocacy Day and for fostering collaboration and shared governance. President Treseler emphasized the value of student engagement in decision-making processes and requested deeper partnerships between the Board and students.

In conclusion, President Treseler emphasized the need for collaboration and inclusivity to ensure that CSU continues to be a beacon of educational excellence and a catalyst for positive change in communities. He stressed the importance of working together to navigate challenges and seize opportunities for the future.

John Poli, CSU Alumni Council President: President Poli began his report by congratulating Trustee Adamson on his unanimous re-election to another two-year term, starting July 1st, by the Alumni Council during their meeting at CSU San Marcos. He highlighted the CSU alumni's responsibility of appointing a trustee from among 4 million alumni and the thorough evaluation process that includes feedback from various stakeholders and a self-evaluation by the incumbent trustee. Trustee Adamson received overwhelmingly positive feedback for his dedication, preparation, and leadership in special projects, including his role in the chancellor search process.

Next, President Poli shared an update on the Alumni Council's special committee on alumni-student connections, which published a report based on the committee's findings. DVC Dilcie Perez had dedicated Student Success funds to support innovative projects that engage alumni with students to improve Student Success. Every university submitted at least one application, and every campus had at least one project funded, resulting in 26 projects. These projects focus on first-generation students and collaboration between different campus departments to support Student Success, with a consistent theme of connecting students with alumni to persist to graduation. President Poli expressed appreciation for the partnership with Academic and Student Affairs and the leadership of DVC Perez in making these projects a reality. He concluded his report by stating that updates on the impact of these funds on Student Success would be provided later in the year.

Mildred García, Chancellor of the California State University: Chancellor García began her report by congratulating President Cynthia Teniente-Matson and Trustee Lateefah Simon on their respective achievements and acknowledging the honors received by President Thomas Parham. She also expressed gratitude for being recognized as a California Herstory Maker by the California Legislative Women's Caucus. Chancellor García reflected on the lack of role models for women of color in her early life and emphasized the importance of diverse representation in leadership roles within the CSU system.

Chancellor García highlighted the CSU's advocacy efforts, including the annual Advocacy Day in Sacramento, where a delegation of CSU stakeholders met with legislators to discuss the system's budget needs and other

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vital issues. She stressed the challenging budget year ahead and urged the CSU community to join in advocacy efforts.

Chancellor García also addressed several critical issues facing higher education, including shifting demographics, public perception of the value of a college degree, student readiness and well-being, and artificial intelligence (AI) implications. She expressed confidence that the CSU would proactively address these challenges, informed by data and guided by its mission and core values.

Chancellor García highlighted several initiatives demonstrating the CSU's progress and positive momentum, including the Lumina Foundation's grant for admissions redesign, the enrollment of the largest first-year class of California residents in the CSU's history, and new federal funding for community-focused initiatives at five CSU campuses.

Finally, Chancellor García mentioned upcoming presentations to the Board, including an EAB state-of-the-sector report and a presentation by Executive Vice Chancellor Steve Relyea and his team on multi-university collaboration and cost reduction initiatives. These initiatives aim to address budget challenges and position the CSU for future success in the changing landscape of higher education.

11:30 a.m. - Committee on Collective Bargaining

[Agenda, Video](#)

The Committee on Collective Bargaining of the California State University (CSU) was convened and chaired by Trustee Steinhauser. The committee addressed items on the consent agenda, including adopting initial proposals for successor collective bargaining agreements with Bargaining Units 4 (Academic Professionals of California, APC) and 10 (International Union of Operating Engineers, IUOE).

The initial proposals for APC and IUOE covered topics such as recognition, definitions, grievance procedure, personnel file, appointment, probation and permanency, assignment/reassignment, sick leave, leaves of absence with pay, non-discrimination, salary, benefits, hours of work, work environment, layoff, and duration and implementation. The proposals aimed to review and amend various contractual provisions to increase efficiency, effectiveness, and clarity and to address issues related to salary, benefits, and working conditions.

Leora D. Freedman, Vice Chancellor of Human Resources, presented both proposals for adoption. The committee proceeded with a roll call vote, and the motion to adopt the initial proposals for both APC and IUOE passed unanimously.

In summary, the Committee on Collective Bargaining's open session focused on adopting initial proposals for successor collective bargaining agreements with APC and IUOE. It covered many topics to improve efficiency, effectiveness, and clarity and addressed critical issues related to salary, benefits, and working conditions.

11:45 a.m. - Committee on Organization and Rules

[Agenda, Video](#)

The Committee on Organization and Rules of the California State University (CSU) Board of Trustees was convened under the leadership of Trustee Kimbell. The committee swiftly approved the minutes from the January 2024 meeting, as no objections were raised.

The agenda included two discussion items. The first item was the approval of proposed revisions to the CSU Board of Trustees rules. These minor revisions aimed to update the schedule to establish the regular meeting schedule from March to November, thus providing four months of additional advance notice. Other changes proposed included updating the name of the Office of the Board of Trustees and ensuring

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conformity with existing board practices and procedures. The committee unanimously approved these revisions without further discussion.

The second item on the agenda was the approval of the CSU Board of Trustees meeting dates for 2025. The proposed dates were January 28-29, March 25-26, May 20-21, July 22-23, September 9-10, and November 18-19, all to be held at the Chancellor's Office. This item, previously presented as an information item at the January meeting, was also unanimously approved by the committee without further discussion.

Chair Kimbell concluded the meeting, noting that all Committee on Organization and Rules business had been addressed, and the meeting was adjourned.

1:00 p.m. - Committee on Audit

[Agenda, Video](#)

The Committee on Audit of the California State University (CSU) convened on March 26, 2024, with Vice Chair Firstenberg presiding. The committee approved the consent agenda, which included the minutes from the January 2024 meeting.

The primary discussion item was the Quality Assurance Review (QAR) of the CSU's Internal Audit Program. This review, presented by Vlad Marinescu, Vice Chancellor and Chief Audit Officer, and Julia Hann, Chief Audit Executive from the University of North Florida, aimed to provide reasonable assurance that the internal auditing program conforms to the Institute of Internal Auditors' (IIA) standards and code of ethics, and to appraise the quality of operations.

The QAR, an audit of the auditors, concluded that the CSU's Audit and Advisory Services generally conform to the IIA's standards, which is the highest rating possible. This result indicates that policies, procedures, and practices are in place to ensure the internal auditing program's independence, objectivity, and proficiency. The review team also highlighted several strengths, including the quality of communication with stakeholders, the risk assessment process, the performance of audit engagements, and the strategic priority and strength in data analytics.

In addition to these strengths, the review team identified opportunities for continued program enhancement. These include formalizing, documenting, and communicating strategic goals, determining if additional processes for anonymously reporting fraud and ethics complaints should be implemented, and strengthening risk analysis documentation at the project level.

VC Marinescu expressed his pride in the results and acknowledged the entire Division of Audit and Advisory Services staff for their service to the CSU. He also outlined how the opportunities for program enhancement represent a chance to continue striving for excellence.

Trustee Firstenberg, who chaired the meeting, expressed the importance of the review and its exciting results. Trustee Steinhauser commended the audit work's positive validation and emphasized the audits' significance in demonstrating CSU's commitment to the public good. He praised VC Marinescu for bringing a positive light to the audit world and his leadership in creating a solid team. Trustee Firstenberg concluded the report by thanking Chair Fong for her committee appointment and expressing gratitude to VC Marinescu and Julia Han, Chief Audit Executive from the University of North Florida, for their contributions to CSU's audit program.

In conclusion, the Committee on Audit acknowledged the positive validation of the CSU's internal audit program and commended VC Marinescu and his team for their work. Trustee Chris Steinhauser praised the audit program's positive impact on the public good, highlighting the importance of audits in ensuring accountability and transparency.

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1:30 p.m. - Committee on Institutional Advancement

[Agenda, Video](#)

The Committee on Institutional Advancement of the California State University (CSU) convened on March 26, 2024, with Vice Chair Faigin presiding. The committee approved the minutes from the January 2024 meeting and discussed naming the Federated Indians of Graton Rancheria Learning Center at Sonoma State University (SSU).

The proposed naming recognizes a \$2.85 million gift from the Federated Indians of Graton Rancheria to transform the existing facilities at the Fairfield Osborne Preserve. The project includes refurbishing a 2,800-square-foot visitor center, a new outdoor conversation space, accessibility improvements, and increased parking capacity. Greg Saks, Vice Chancellor of External Relations and Communications, and Ming-Tung (Mike) Lee, President of SSU, presented the item, emphasizing the significance of the project to the tribe as the preserve lies on their ancestral homeland.

President Lee highlighted the tribe's contributions to SSU, including millions of dollars in support of student success, teaching, and research. The renovation will enhance the visitor center, facilitate dialogue and group activities, and double the number of annual visitors to the preserve. The Federated Indians of Graton Rancheria have also made substantial philanthropic contributions to organizations throughout Sonoma County, creating over 2,000 jobs in the region.

The committee approved naming the Federated Indians of Graton Rancheria Learning Center, recognizing the tribe's impact on the region and their partnership with SSU. The new name will honor and celebrate the tribe's rich legacy and relationship with the land.

Committee members expressed support for the naming request, highlighting the importance of acknowledging the tribe's generosity and its impact on the university and the community. The committee unanimously passed the motion to approve naming the Federated Indians of Graton Rancheria Learning Center.

1:45 p.m. - Committee on Finance

[Agenda, Video](#)

The University Committee on Finance convened a meeting chaired by Trustee Adamson to consider the day's consent agenda. The committee members approved all items listed in the consent agenda without any separate discussion. The roll call voted, and the motion passed with all trustees in attendance voting in favor.

The committee then moved on to the discussion agenda, which included an information item on the EAB's 2024 Higher Education State of the Sector. This presentation was given by Steve Relyea, Executive Vice Chancellor and Chief Financial Officer, and Sally Amoruso, Chief Partner Officer at EAB. They highlighted the pressing issues facing higher education, such as declining enrollment, student readiness, mental health challenges, and reevaluating the value and relevance of a college education.

Sally Amoruso focused on key trends shaping higher education institutions' strategic and operational direction nationwide. These trends include the public perception of higher education value, enrollment and demographics, student readiness and well-being, and sustainable business models. She provided data and insights into these areas, emphasizing the need for institutions to adapt to the changing landscape and address immediate and long-term challenges.

The presentation also touched on strategies to convey the value of higher education, the impact of COVID-19 on student readiness and mental health, and the importance of strategic cost-saving measures for sustainable business models. The committee acknowledged the sobering nature of the report and the need

for proactive measures to ensure the university's sustainability while maintaining the quality of the educational experience for students.

Trustee Kimbell thanked Sally Amoruso for her comprehensive presentation, describing it as sobering and overwhelming. She appreciated having concrete information to digest instead of the anecdotal evidence often encountered through news sources or campus visits. Trustee Kimbell emphasized the importance of understanding the full scope of higher education's challenges and addressing them effectively. She also expressed an interest in exploring "less with less," suggesting that the university may need to prioritize certain areas over others in response to these challenges. Overall, she thanked Ms. Amoruso for her insightful and informative presentation.

Trustee Gilbert-Lurie appreciated Sally Amoruso's presentation, which highlighted its eye-opening content and relevance to future planning. She posed two questions: firstly, she sought clarity on the opportunities presented for their institution, especially in light of the growth observed in large national universities, and how they might position themselves in regional and national contexts. Secondly, she inquired about effective branding and messaging strategies to communicate the value of higher education and resonate with the public.

In response, Ms. Amoruso emphasized the tremendous opportunity for the CSU, with its 23 campuses, to adopt a collaborative approach to serving the state and individual regions. She underscored the system's unique position and the need for challenging discussions on program offerings and resource allocation. Regarding messaging, Ms. Amoruso cautioned against relying solely on the notion of 'telling their story better.' She stressed the importance of ensuring that the story is robust and meaningful before focusing on communication, urging the leadership to address the more challenging questions about whether they have the right story.

Trustee Yee-Melichar thanked Trustee Adamson and EVC Relyea for providing context to the board item and expressed appreciation to Sally Amoruso for her comprehensive and informative EAB report. She appreciated the focus on addressing public perception, enrollment challenges, and student well-being. She emphasized the relevance of demographic data and an aging population in strategic planning, especially given her background as a gerontologist and former healthcare administrator. Trustee Yee-Melichar asked Ms. Amoruso how the CSU, as a multi-campus system with 23 campuses, can best implement the insights from the report to enhance strategic planning and decision-making for the future and whether there are any suggestions for checklists or templates to aid in this process.

In response, Ms. Amoruso emphasized the importance of focusing on local narratives to change public perception rather than trying to combat the broader echo chamber. She suggested that the CSU system needs to understand financial sustainability and resilience at both the individual campus and system levels, prioritize initiatives based on core mission and local community needs, and embrace culture change with solid leadership and data-informed decision-making. Overall, Ms. Amoruso acknowledged the complexity of the critical task and the need for strategic planning and implementation specifications that are even more focused than in the past.

Trustee Steinhauser appreciated the excellent report and highlighted a couple of critical points. He emphasized the importance of the concept of "less with less," noting that it doesn't mean discarding things of value but rather focusing on priorities that are of more excellent value. He also stressed the need for increased collaboration among the 23 campuses. Trustee Steinhauser argued that the challenges faced are part of a broader P-16 (preschool through postsecondary education) problem that requires breaking down silos and historical barriers. He expressed optimism and belief in the potential for significant opportunities arising from the current crisis. He thanked the presenter for providing the data and underscored the need for action to leverage the CSU system as an economic engine to help the state overcome its challenges.

Trustee Kaur Brar thanked the presenter for the timely and excellent presentation and agreed with her fellow trustees' comments. She emphasized the importance of messaging and highlighted the influence of famous figures like MrBeast on social media in shaping the perceptions of high school students toward college education. She suggested leveraging such influential figures as messengers and exploring innovative marketing strategies to reach potential students.

Trustee Kaur Brar also advocated for engaging high school students directly in marketing efforts, creating workgroups to understand their preferences and utilizing them as messengers on social media. She stressed the need to adapt to changing marketing landscapes, as traditional mediums like TV are becoming less effective in reaching target audiences. Additionally, she expressed interest in discussing the impact of AI on education and the relevance of degree offerings in the context of rapidly evolving job markets. She suggested collaborating with tech industry experts to anticipate future trends and ensure that the CSU system stays ahead in preparing students for relevant careers.

Trustee Lopez expressed gratitude for the presentation, emphasizing its importance in providing a shared understanding of the immediate financial challenges and the long-term headwinds the CSU system faces. She highlighted that the economic sustainability report already suggested a need for introspection regarding the system's size and scope, aligning costs with realistic revenues, and making difficult decisions. She noted that these challenging conversations are already happening at the campus level and expressed the Board's support for the presidents navigating this process.

Trustee Lopez stressed that the Board must ask tough questions and make hard decisions, starting with this year's budget, which will set the tone for future actions. She advocated for an inclusive process considering various perspectives and underscored the board's responsibility to make difficult decisions for the system's sustainability. She called for a commitment to follow through on these discussions and actions.

Trustee Vargas expressed his appreciation for the presentation and the emphasis on local narratives, highlighting the importance of showcasing stories like the one from Fresno State. He also hoped that faculty, administration, and students would watch the presentation to gain the necessary facts and context for making tough decisions. He stressed that criticism is not the issue; having the correct facts and asking hard questions are crucial to doing the job effectively.

Trustee Vargas posed two questions: first, he expressed interest in hearing more about AI and hybrid campus models, indicating that these topics are essential for the future of education. Second, he asked for insights on how to counter the narrative questioning the value of higher education, particularly in light of negative media portrayals. He emphasized the transformative impact of a CSU degree on students and their families. He inquired about who is fighting against this negative narrative and how institutions can work with them.

In response, Ms. Amoruso acknowledged that higher education has allowed its value to be dictated by others, such as through insufficient ranking systems. She noted that leaders in public and private institutions are addressing these narratives at state legislatures and with governors. However, she emphasized that changing public perception is not likely to be won in the echo chamber of media but rather through a ground game of deeply interrogating the story of higher education and ensuring it resonates with students and their families at a local level.

Chair Fong joined fellow board members in thanking EVC Relyea and Sally Amoruso from EAB for their informative report, which she described as brilliant, eye-opening, and sobering. She emphasized the importance of the report for the work that needs to be done and asked for next steps. Chancellor García highlighted that the presentation has been shared with various stakeholders, including presidents, provosts, and vice presidents for student affairs, indicating that this is not new information and that work has already begun.

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Chancellor García noted that presidents understand the need to engage with their local communities and are working on collaborative programs. She stressed the importance of long-term strategic planning to determine the system's future direction, including demographics and offerings. She mentioned that the Chancellor's Office needs to work more collaboratively with presidents to ensure progress. Chancellor García also mentioned that this is a national conversation, with the Association of State Colleges and Universities (ASCU) asking presidents to share their stories with deliverables. She emphasized the need for more stories from CSU campuses to highlight the work being done and acknowledged that while progress has been made, there is still more work for long-term planning.

Trustee Firstenberg expressed encouragement and concern, noting that the report is more than sobering and inquiring about how faculty are involved in the conversation. Chancellor García responded by directing the question to the presidents actively engaging with faculty on their campuses. She mentioned that discussions are ongoing about programs, collaborations, and new initiatives needed by communities, all of which require faculty and staff involvement due to the support network needed for students. Ms. Amoruso finished by thanking the Board for the opportunity to present and expressed her eagerness to continue the conversation.

EVC Relyea indicated that this completes the current discussion, but part two is coming up shortly. Trustee Adamson expressed nervousness about the topic of old age and dependency but accepted it. As committee chair, he then concluded the item on EAB's 2024 Higher Education State of the Sector and mentioned that Board members could find copies of the slides in their agenda handouts binder, and additional copies could be supplied to interested others.

Item six of the Committee on Finance agenda is an information item on multi-university collaboration and cost reduction initiatives, presented by Steve Relyea, Executive Vice Chancellor and Chief Financial Officer; President Coley from Cal Poly Pomona; David Beaver, Chief Procurement Officer; Ed Clark, Chief Information Officer; and Megan Cluver, Principal with Deo Consulting. The presentation highlighted the seismic shifts in higher education and the CSU system's financial challenges, emphasizing the need for cost-reduction strategies and collaboration initiatives.

The presentation covered ongoing initiatives that demonstrate the ability to collaborate across universities and help reduce costs, such as the 23C initiative, systemwide contracts, strategic partnerships, financing department efficiencies, job order contracting, owner-controlled insurance programs, energy procurement, capital collaborations, academic technology services, and the shared network initiative.

The multi-university collaboration initiative, which aims to identify and assess opportunities for collaboration across the CSU system, was discussed. Six collaboration opportunities were prioritized, focusing on payroll, employee benefits, procurement, payment processing, and information security.

The presentation concluded with an overview of the benefits expected from these collaboration opportunities, including cost savings, process efficiency, improved customer service, economies of scale, and increased collaboration. The challenges associated with implementing these opportunities were also addressed, emphasizing the need for a robust change management approach, flexibility in selecting the right mix of opportunities, and ongoing investment in systemwide initiatives.

Trustee Faigin appreciated the impressive effort to address financial challenges, acknowledging the situation's complexity. He requested occasional updates on major adjustments, quantification of savings on each line item, and information on any areas where costs may have increased due to these savings. He emphasized the desire for a complete picture of the situation.

In response, EVC Relyea agreed to provide periodic updates to the Board on the progress of cost reduction efforts. He acknowledged the complex balance between reducing costs and investing in necessary areas

such as Title IX compliance. He noted the importance of protecting students' educational experience while navigating these financial challenges.

Trustee Clark thanked the presenters for their comprehensive presentation and agreed with Trustee Faigin's comments. He asked for further explanation on the implementation challenges of culture and mindset change mentioned in the presentation.

Megan Cluver responded by sharing her experience working with higher education institutions nationwide for the past 17 years. She explained that the "people piece" on individual campuses is the most challenging aspect of considerable change efforts, particularly those involving collaboration. This consists of gaining buy-in and adopting new processes across campuses that have historically seen themselves as independent entities. The challenge lies in encouraging individuals who identify with their campus community to work in a different environment and adapt to new working methods that they may not have experienced before.

Trustee Clark commended Megan for her articulate response and highlighted the importance of the Board of Trustees supporting the presidents and Chancellor in navigating these complex issues.

Trustee Gilbert-Lurie appreciated the presentation and the work to improve cost-effectiveness and collaboration within the CSU system. She emphasized the importance of maintaining a commitment to excellence and fighting for the system's integrity, even when making cost-saving decisions like deferring non-essential maintenance projects.

She then asked whether the project includes collaboration with other higher education systems in the state. EVC Relyea responded by highlighting the successful partnership between the CSU, UC, and community college systems in creating a robust data network that serves all their campuses, which would have been unattainable individually at a reasonable cost.

Chief Procurement Officer Dave Beaver added that in the procurement space, regular meetings occur with counterparts from the UC and community college systems to leverage each other's contracts and strengths, especially in areas like lab supplies where the UCs have more spending due to their research focus.

Trustee Gilbert-Lurie expressed hope that this spirit of collaboration would extend to other projects, such as Title IX, further to enhance the effectiveness and efficiency of the CSU system.

Trustee Yee-Melichar expressed gratitude for the presentation on multi-university collaboration and cost reduction initiatives, thanking the presidents for their hard work at the local level in addressing campus budget shortfalls. She emphasized the importance of communication, consultation, and collaboration in these campus/system efforts.

Trustee Yee-Melichar raised two questions: first, she inquired about the approach to class size and student-faculty ratios, asking whether there is a systemwide strategy or if individual campuses are determining their ratios. Nathan Evans clarified that this topic will be discussed more in the context of programmatic levels in the upcoming presentation on academic master planning.

Second, Trustee Yee-Melichar asked about reducing travel and the possibility of returning to some online meetings and platforms to save costs, as was done during the COVID-19 pandemic. EVC Relyea confirmed that campuses examine every line item, including travel, to identify savings and consider virtual modalities where appropriate. The session concluded with Chair Fong announcing a break and the return time for the next session.

3:50 p.m. - Committee on Campus Planning, Buildings and Grounds

[Agenda, Video](#)

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The Committee on Campus Planning, Buildings, and Grounds of the California State University (CSU) convened on March 26, 2024, with Trustee Adamson presiding. The committee approved the minutes from the January 2024 meeting and discussed the California Polytechnic State University San Luis Obispo (Cal Poly SLO) Football Center Capital Outlay Amendment and Schematic Design Approval.

The item, presented by Steve Relyea, Executive Vice Chancellor and Chief Financial Officer, Jeffrey Armstrong, President of Cal Poly SLO, and Paul Gannoe, Assistant Vice Chancellor of Capital Planning, Design, and Construction, requests approval to amend the 2023-2024 Capital Outlay Program and approve schematic plans for the Football Center at Cal Poly SLO. The project aligns with the campus master plan approved in May 2020, and the naming of the complex will be presented for approval at the May Board of Trustees meeting.

The Football Center aims to elevate every aspect of the Cal Poly football program, reinforce the commitment to student-athletes daily needs, build a recruitment feature, demonstrate a campus-wide commitment to sustainability, and celebrate the life and career of Cal Poly alumnus John Madden. The facility will include a players' lounge, locker room, sports medicine center, coaches' offices, meeting and conference rooms, a team room, and a viewing deck overlooking the stadium's south end zone.

The project is estimated to cost \$45 million, funded by donor funds and systemwide revenue bonds. It will be designed to meet or exceed the CSU Sustainability Policy and achieve at least LEED Silver Certification. The construction is expected to start in May 2024, with occupancy anticipated in September 2025.

Trustee Faigin raised several questions. He inquired about any pushback from the local community, potential revenue sources from the project, and how future projects would be reviewed in light of recent presentations to the board. President Armstrong assured that there had been no complaints from the community and that while there might be limited revenue in the future, it would not significantly affect the project's budget.

Trustee Yee-Melichar commended the project's comprehensive facilities and sustainability focus. She asked about the project's integration with existing campus infrastructure and how potential delays would be handled. AVC Gannoe assured that the project was well-situated on campus and that the team would work closely to mitigate construction delays.

The committee unanimously recommended approval of the project, highlighting its potential to positively impact Cal Poly's athletics program and enhance the game day experience for the university. Trustee Adamson concluded the session, marking the end of the business for the Committee on Campus Planning, Buildings, and Grounds.

4:10 p.m. - Committee on Governmental Relations

[Agenda, Video](#)

The Committee on Governmental Relations of the California State University (CSU) convened with Vice Chair Clarke presiding. The committee approved the minutes from the January 2024 meeting and discussed two essential items on the agenda: an update on the Native American Graves Protection and Repatriation Act (NAGPRA) and CalNAGPRA compliance, and a state legislative update.

The NAGPRA and CalNAGPRA update was presented by Greg Saks, Vice Chancellor for External Relations and Communications, and Nathan Dietrich, Assistant Vice Chancellor for Advocacy and State Relations. The presentation emphasized the CSU's commitment to fulfilling its moral and legal obligations to Native American tribes by repatriating all ancestors and cultural items in the university's collections. A systemwide policy is being developed in consultation with tribes and the Native American Heritage Commission (NAHC), with a draft due by July 2024. Listening sessions with tribal leaders are scheduled to ensure their input is

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central to the policy development. The CSU also focuses on hiring qualified NAGPRA coordinators at each university by July 2024 and establishing systemwide and campus-based NAGPRA committees.

The state legislative update highlighted the CSU's sponsored legislation for 2024, including AB 2005 (Ward), AB 2395 (Quirk-Silva), and a higher education omnibus bill. The update also covered active bills of interest to the CSU community, such as SB 895 (Roth) for a community college Baccalaureate Degree in Nursing Pilot Program and SB 984 (Wahab) regarding public agencies and project labor agreements. The Advocacy and State Relations staff identified over 400 bills for further review or monitoring, with positions on several bills still pending.

Trustee Adamson expressed concern about the time taken to move positions from pending to support or oppose. He emphasized the importance of timely responses to legislation that is not in the interest of the CSU. He specifically mentioned bills that he believed should be opposed immediately due to their potential negative impact on the CSU system.

Trustee Steinhauser praised the inclusion of trustees in advocacy efforts, noting the positive impact of having trustees involved in discussions with legislators. He commended the governmental relations team for their work and appreciated the opportunity to be part of the trustee advocacy day. He highlighted the importance of using the collective voice of trustees to advocate for the CSU system.

Trustee Ghilarducci highlighted the significance of addressing Title IX issues and suggested that updates on Title IX compliance be provided at every Board meeting due to its importance. He emphasized the need for the CSU system to stay informed and proactive in handling Title IX matters.

Trustee Faigin suggested reinstating the process of sending out legislative updates to trustees a few weeks before each Board meeting to allow for better preparation and engagement. He commended the teamwork and effort of the governmental relations team and emphasized the importance of trustee involvement in legislative advocacy.

Chair Fong thanked the governmental relations team for their work and expressed a desire for the Board to continue engaging in advocacy efforts to elevate the CSU in the eyes of legislators. She highlighted the commitment of trustees to support the CSU system and the importance of maintaining a strong presence in Sacramento.

The committee recommended approval of the proposed resolution for the 2024 Board of Trustees' sponsored legislation. It provided updates on advocacy efforts in Sacramento, including the Chancellor's participation in budget committee hearings and advocacy day events. The update concluded with a commitment to informing the Board on legislative developments and advocacy efforts.

In summary, the Committee on Governmental Relations discussed the CSU's ongoing efforts to comply with NAGPRA and CalNAGPRA, reviewed sponsored legislation and active bills of interest, and outlined recent advocacy activities supporting the CSU's priorities.

Wednesday, March 27, 2024

9:00 a.m. - CSU Stanislaus President Announcement

[Video](#)

Chair Fong announces the appointment of Dr. Britt Rios Ellis as the next president of California State University, Stanislaus (Stan State), effective July 1, 2024. Dr. Rios Ellis, currently serving as the Executive Vice President of Academic Affairs and Provost at Oakland University in Rochester, Michigan, is returning to the California State University (CSU) system. She is a conscientious, compassionate, and mission-driven leader committed to inclusive excellence and student success. The announcement also expresses gratitude

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to Dr. Susan E. Borrego, who has led Stan State since August of the previous year and will continue to do so until Dr. Rios Ellis assumes her new role.

9:05 a.m. - Committee on Educational Policy

[Agenda](#), [Video](#)

The Committee on Educational Policy at the California State University (CSU) Board of Trustees meeting was convened by Trustee Arambula. The committee discussed various items, including the global impact of the CSU through its International Education Program, the academic master plan, and the Proposed Amendments to Title 5: Implementation of the Student Achievement Reform Act of 2021.

The International Education Program, celebrating its 60th anniversary, offers study abroad opportunities, international faculty, and student research and hosts international students across all 23 campuses. Dr. Dilcie Perez, DVC for Academic and Student Affairs, emphasized the program's role in preparing CSU students for an increasingly multicultural society. Dr. Jaishankar Raman, Executive Director of International Affairs, provided data on international student enrollment, study abroad participation, and faculty research partnerships. He highlighted international students' economic and cultural contributions to CSU and the broader community.

Dr. James D. Simon, Associate Professor at Cal State LA and an alumnus of the CSU International Education Program, shared his personal experiences studying abroad in Germany and France. He emphasized the transformative impact of these experiences on his education and career and how they ignited a passion for learning and cultural exchange.

The committee also discussed the importance of prestigious scholarships and awards, such as the Fulbright U.S. Student Program and the Benjamin A. Gilman International Scholarship, in supporting study abroad opportunities for CSU students. Dr. Raman acknowledged the achievements of CSU faculty in securing Fulbright Scholar Awards and their contributions to international research and collaboration.

In conclusion, DVC Perez and Dr. Ramen expressed their commitment to expanding international education opportunities at CSU, ensuring accessibility for all students, and fostering a global perspective that prepares graduates for success in a diverse and interconnected world. The committee members appreciated the presentations and the efforts to enhance CSU's international reach and impact.

Trustee Yee-Melichar appreciated CSU's commitment to International Education and the diverse programs that enrich students' academic experiences and prepare them for success in a globalized workforce. She asked about the measures taken to ensure the accessibility and affordability of CSU study abroad programs for students from diverse backgrounds.

Dr. Raman responded to Trustee Yee-Melichar's question by highlighting ongoing efforts to increase accessibility and affordability for study abroad programs. He mentioned that CSU students in study abroad programs pay the same fees as they would on their home campus, with scholarships and grants applicable to the program costs. Additionally, he mentioned efforts to create more scholarship opportunities, with alumni and donors contributing funds specifically for study abroad scholarships. Dr. Raman also emphasized the importance of addressing parents' concerns, particularly those of minority students, about sending their children abroad. The CSU has started hosting parent sessions to discuss study abroad opportunities and alleviate fears or misconceptions. He commended the CSU presidents for offering scholarships to study abroad students, further increasing access to these transformative experiences.

Trustee Gilbert-Lurie commented on CSU campuses holding top spots in the country for study abroad programs and saw an opportunity to attract international students to enrich the educational experience for everyone. She inquired about the challenges of expanding the program and using the funding from international students to support study abroad and other programs.

Dr. Raman responded to Trustee Gilbert-Lurie's question by stating that California's appeal is strong, but there is increasing competition from other countries offering programs in English. He mentioned that the CSU is starting more cooperation between the Chancellor's Office and international enrollment management teams on campuses to promote the CSU globally. He also noted that fluctuations in international enrollment can occur due to changes in scholarship availability in certain countries. Dr. Dilcie Perez added that there are discussions about developing an international affairs strategic plan that is specific and intentional about growth and opportunities. She emphasized the importance of increasing the number of students studying abroad.

Chair Arambula shared a personal story about his wife's transformative experience with studying abroad and echoed the sentiment that bringing international students to CSU campuses and sending CSU students abroad enriches the educational experience for all. He thanked the team for their efforts in promoting study abroad programs.

The Committee on Educational Policy then discussed the academic master plan, with presentations from DVC Nathan S. Evans and AVC Laura Masa. DVC Evans presented the annual academic planning report, highlighting the CSU's role in aligning degree programs with the dynamic needs of industries, employers, communities, and the state. He emphasized the connection between academic planning and financial sustainability and addressed enrollment challenges.

AVC Massa provided an overview of the CSU academic master plan, ensuring that the CSU meets regional and statewide needs for skilled workers. She noted the significant number of degrees awarded by the CSU in various fields, particularly in areas critical to California's economy. AVC Massa also discussed projecting new degree programs, ensuring they have clear goals and purpose, demonstrated need, and sufficient resources. She highlighted the recent increase in degree program discontinuances, reflecting intentional considerations of program sustainability.

The presentation also covered the CSU's role in preparing students for careers in critical fields such as education, health professions, social services, business, and STEM. Additionally, AVC Massa provided an update on the analysis of low-conferring degree programs, with campuses identifying programs needing action plans to grow. She concluded by discussing the importance of maintaining accreditation from the WASC Senior College and University Commission and seeking professional accreditation for degree programs. The approval of the resolution presented to the Board would authorize new program projections, allowing campuses to develop degree proposals for the Chancellor's review and approval.

Trustee Kimbell sought clarification on a graph displaying the number of low-conferring degree programs. Some campuses, like Northridge and San Jose, showed no actionable degree programs, while others had about a third. The variation in numbers reflects differences in how campuses identified programs needing action. San Jose, for instance, has a robust program review process and felt satisfied with its ongoing efforts, while other campuses may have different reasons for not needing additional action. This process was a further step to existing comprehensive review processes, and each campus used its metrics and methods to determine which programs required action. Trustee Kimbell commended the efforts, noting the significant impact of discontinuing 137 programs across the CSU.

Trustee Lopez asked about challenges faced during this process, prompting DVC Evans to explain how this new activity complemented existing processes and led to opportunities for refinement and improvement. DVC Evans highlighted Sonoma State University's approach, which involved significant faculty and staff engagement, budget considerations, and a focus on consolidating programs to address financial gaps. President Lee of Sonoma State shared their approach, emphasizing information sharing, faculty engagement, and a systematic review of programs to address budget gaps while prioritizing academic needs.

Trustee Yee-Melichar expressed appreciation for the comprehensive data collection and presentation by DVC Evans and AVC Massa, and commented on the need for strategic addition of new degree programs, especially in high-demand fields, as vital for ensuring CSU graduates remain competitive in the job market. Trustee McGrory shared an example of program efficiency through partnerships, citing a successful joint program at San Diego State University; he encouraged exploring similar opportunities to streamline degree paths in the CSU. Trustee Gilbert-Lurie raised concerns about ensuring students have viable options when programs are cut; she emphasized the importance of centralized oversight to ensure that programs are maintained at other campuses to provide students with alternative pathways.

AVC Massa addressed these trustee comments, explaining that while creating new degree programs can be slow, it ensures that decisions are well-considered and align with campus and system-wide goals. She highlighted the importance of faculty involvement in developing and reviewing proposals to ensure their quality and relevance.

The Committee on Educational Policy approved the action item, recognizing the collaborative effort and strategic approach taken to address the evolving needs of students and the workforce. They emphasized the importance of ongoing communication and oversight to ensure students have access to diverse educational opportunities.

DVC Evans and team then presented the proposed amendments to Title 5 of the California Code of Regulations for implementing the Student Transfer Achievement Reform (STAR) Act of 2021. DVC Evans began with brief context; the proposed amendments aim to simplify the transfer pathway for California community college students seeking a four-year degree by creating a single lower-division general education pattern called the California General Education Transfer Curriculum (Cal-GETC). As per AB 928 (Berman), the Cal-GETC will satisfy transfer admission requirements for the CSU and UC systems and is expected to be in place by Fall 2025.

AVC Masa then provided a brief history of AB 928 and the proposed Title 5 amendments necessary for its implementation. The prior Board discussion indicating interest in a unified general education pathway to simplify and ensure consistency in the educational experience for all students led to this proposal. She mentioned the extensive consultations and discussions that have taken place since the bill was signed into law including the Academic Senate CSU and California State Student Association.

AVC Grommo discussed how these changes to Title 5 will impact new and continuing CSU students, emphasizing the importance of alignment and the implications for student success. She highlighted that the implementation of Cal-GETC will affect most CSU undergraduate students and stressed the need for greater flexibility in academic planning.

ASCSU Chair Steffel expressed the faculty's concerns regarding the proposed changes to CSU GE breadth. She emphasized the importance of data on student success and the long-term financial impacts of the changes. The faculty requested the Board of Trustees adopt Cal-GETC for transfer students and wait to change the CSU GE breadth until further data is available.

Overall, the presentation highlighted the extensive consultation and engagement process since the bill was signed into law in 2021, including intersegmental and system discussions with faculty, students, and other stakeholders. It emphasized the benefits of a unified general education pattern, such as providing a clear and consistent pathway for all undergraduate students and simplifying the degree planning and transfer credit process.

The proposed amendments include aligning CSU's lower-division general education requirements with the Cal-GETC, ensuring that the requirements and roadmap for all CSU undergraduates pursuing a bachelor's degree are aligned regardless of where general education courses are completed. The presentation also

discussed the potential impact of the amendments on student success, equity, and flexibility in academic planning.

After the presentation, the Committee on Educational Policy considered a motion to approve the proposed amendments. Trustee McGory expressed support for the proposed amendments, highlighting the need to simplify the transfer process and reduce barriers to graduation, particularly for students in STEM fields. He referenced a 2019 GE Task Force report that recommended revisions to GE requirements, which he believes would have been beneficial but has yet to be implemented. He supported the motion by emphasizing the importance of having a single set of GE requirements for all students, regardless of their educational background.

Trustee Lopez expressed gratitude for the work of the State Academic Senate and highlighted the faculty's pride in the curriculum. She discussed enrollment patterns in lifelong learning courses, noting significant campus variation. Despite this, she found that enrollment in these courses did not predict student success, as indicated by the GI 2025 goals. Trustee Lopez emphasized the importance of robust first-year experiences and suggested incorporating them into future initiatives. She also questioned the necessity of offering all 600+ courses in Area E and advocated for cost efficiency in course offerings. She supported the one path proposal for all students, citing its simplicity and flexibility.

Trustee Yee-Melichar expressed appreciation for the presentation and AB 928, which calls for a singular pathway for student transfer from community colleges to CSU and UC. She commended the creation of the Cal-GETC pathway by ICAS faculty leaders and its approval by the academic senates of the CCC, CSU, and UC. She has heard compelling reasons for why Cal-GETC will serve our transfer students well; these benefits include but are not limited to:

- a. **Simplification:** A unified transfer pathway simplifies the process for students, making it easier to understand and navigate the transfer requirements between community colleges and four-year institutions.
- b. **Increased Accessibility:** By standardizing transfer requirements, more students may have access to higher education opportunities, particularly those from underrepresented or non-traditional backgrounds.
- c. **Improved Student Success:** A clear and consistent pathway can lead to higher rates of student success, as students are less likely to take unnecessary courses or face unexpected barriers to transfer.
- d. **Efficiency:** Standardization can lead to more efficient use of resources, both for students (in terms of time and money) and for institutions (in terms of advising and administrative support).
- e. **Increased Equity:** Cal-GETC can help level the playing field for transfer students, many of whom are from underrepresented or non-traditional backgrounds, by providing a clear and attainable pathway to a four-year degree.

Trustee Yee-Melichar has also heard compelling reasons from CSU faculty and students for why modifying CSU-GE Breadth to Cal-GETC standards could serve our first-year, native students well. These reasons include benefits such as:

- a. **Streamlined GE Process:** Cal-GETC would provide one clear and standardized set of general education requirements for all students, simplifying the GE process and reducing confusion.
- b. **Improved Efficiency:** By having a common set of requirements, first year, native students can complete their general education courses more efficiently especially if they wish to also take some summer/intersession courses at the CCC, UC or elsewhere.
- c. **Enhanced Access and flexibility:** Cal-GETC can improve access and flexibility for first year, native students to tailor their education to their individual interests and career goals. Instead of being required to take C3 (a third arts & humanities course) and E (lifelong learning course), they may choose to take them, choose to take other elective courses or opt to take more courses for their major degree program.
- d. **Better Preparation:** A standardized set of general education requirements ensures that first year, native students are well-prepared for upper-division coursework and in their major.
- e. **Efficiency:** Standardization can lead to more efficient use of resources, both for students (in terms of time and money) and for institutions (in terms of advising and administrative support).

Although Trustee Yee-Melichar discussed the benefits of implementing Cal-GETC for transfer students and for first year native students (citing streamlining of the GE process, improved efficiency, enhanced access and flexibility, and better preparation for upper-division coursework), she urged the Board to consider a two-step approach: act on Cal-GETC for transfer students today, and postpone action on Cal-GETC for first-year native students for further consideration. She moved to amend the Board resolution accordingly; the amendment was seconded, and discussion ensued.

Trustee Yee-Melichar moved to amend this resolution because it was clear that the ASCSU, some of our campus senates/faculty, and some of our CSSA students are not yet ready to modify CSU GE Breadth and to implement Cal-GETC for all students. They cite needing more time to examine the change and impact on first year, native students. Specific reasons for postponing Cal-GETC for first year, native students are:

- a. Implementation Challenges: The adoption of Cal-GETC for first year, native students may require significant changes to curriculum, advising, and administrative processes, which could take time to implement effectively.
- b. Assessment of Impact: It may be prudent to assess the impact of Cal-GETC on transfer students before extending it to first year, native students, to ensure that any unintended consequences are understood and addressed.
- c. Resource Allocation: Implementing Cal-GETC for all students may require resources, and institutions may need more time to allocate these resources appropriately.
- d. Stakeholder Input: Additional time may be needed to gather input from faculty, students, and other stakeholders on the potential impact of Cal-GETC on first year, native students, to ensure that the policy is well-informed and broadly supported.

In summary, while moving forward with Cal-GETC for first year, native students offers several benefits in terms of streamlining the GE process and improving efficiency, there are valid reasons for postponing its implementation, including implementation and resource allocation challenges, and the need for further data and stakeholder input.

Trustee Gilbert-Lurie seconded the motion but stressed the need for realistic timelines for data collection. Other trustees supported the motion, contingent on achievable data-gathering timelines.

Trustee Aguilar-Cruz echoed Trustee Yee-Melichar's points, emphasizing the importance of data-backed decisions as well as student trust. She highlighted the need for transparency in consultation processes and emphasized the importance of considering all student voices, not just those supporting a particular decision. She supported delaying the decision until May if there is a possibility of obtaining the necessary data by then.

Trustee Arambula questioned the need for additional data, stating that all available data on the proposed changes has been shared. He explained that while there are differences between the current CSU GE Breadth requirements and the proposed Cal-GETC framework, the differences are relatively minor, such as a reduction in units and a slight change in humanities requirements. He also noted that the implementation of Cal-GETC would not start until fall 2025, so any delay would significantly impact the implementation timeline. Trustee Arambula expressed concern that delaying the decision could send a conflicting message to students and create additional work for faculty and staff in revising curriculum and degree plans.

Trustee Ghilarducci expressed concern about implementing two different pathways, suggesting it could create unforeseen equity-related challenges. He proposed that the Board could approve the original proposal now and then gather data over time to adjust if needed. He emphasized the need to decide and move forward, noting that higher education is evolving rapidly and the Board will likely face many more decisions in the future. He urged the Board not to delay further and to act to advance the agenda.

Chancellor García framed the discussion around higher education's challenges, emphasizing the need for decisive and impactful actions that benefit all students. She highlighted the extensive consultation and collaboration that had taken place, acknowledging the disagreement but noting that shared governance doesn't always mean agreement. She supported a single GE pattern for all CSU students, believing it advances student success and the CSU's mission.

As a follow-up to Trustee Aguilar-Cruz's comment about the importance of student trust, Trustee Vargas agreed with the need for mutual understanding between stakeholders and the Board. He highlighted the challenge of finding a dynamic process to effectively engage faculty, staff, and students outside formal meetings of the Board.

The motion to bifurcate the decision to approve the original proposal for transfer students now and delay the decision for first-year students until a later date failed. The Board then moved back to considering the original proposal as presented.

Trustee Gilbert-Lurie expressed concern about implementing a two-pathway approach, citing potential equity-related challenges. She acknowledged the work and collaboration that had gone into the proposal but questioned the need for further delay, suggesting that the board could adjust later if necessary. She highlighted the importance of collaboration, simplicity, and effectiveness in the unified GE curriculum. She asked about expenses related to lab and foreign language courses; ASCSU Chair Steffel and DVC Evans addressed her concerns.

Vice Chair Clark expressed his support for unification but noted that it was not an easy decision. He commended the staff for providing comprehensive materials and highlighted the importance of shared governance, emphasizing the faculty's primary role in curriculum decisions. He mentioned that he was convinced by faculty engagement throughout the process.

Vice Chair Clark also mentioned a presentation about a college skills course at CSU Northridge that significantly improved black student outcomes. He expressed confidence that the university's focus on black student success and similar initiatives would help address any challenges that arise from unification. He expressed concern about potential feelings of inequity between community college transfers and students who start at CSU, noting that creating equity sometimes requires different approaches for different populations. He ultimately decided to vote in favor of unification due to the assurances of data collection for self-correction and the avoidance of a two-tier system.

Trustee Steinhauser expressed his support for unification, highlighting the clarity and simplicity it would bring to students and their families. He shared his experience as a first-generation student and emphasized the importance of clear pathways for students to follow. Trustee Steinhauser also mentioned the challenges many students face, including multilingual students from low-income backgrounds, in accessing higher education. He emphasized the need for clear communication about the changes and their implications for students. Overall, he viewed unification as a step towards excellence and an improvement in the student experience despite acknowledging that there may be challenges and issues to address.

Trustee Aguilar-Cruz expressed her support for unification but raised questions about implementing first-year experiences and using data from the impact analysis. She asked for clarification on how first-year experiences would be ensured for students and how the data from the impact analysis would be used in future decision-making.

In response, DVC Evans explained that first-year experiences could be embedded within majors and showcased as examples for other programs. He emphasized the importance of making these opportunities clear and accessible to first-generation college students. Regarding the impact analysis data, DVC Evans explained that the data would be used to assess metrics like retention and time to degree to inform future policy decisions and ensure ongoing oversight of the implemented changes.

Ultimately, Trustee Aguilar-Cruz indicated that her questions aimed to ensure that first-generation college students are aware of and have access to these opportunities. She also expressed a desire for the Board to continue to review and assess the impact of the policy changes over time.

Chair Fong expressed her support for unification, highlighting the importance of clarity, equity, and effectiveness in decision-making. She praised the efforts of the Academic Senate CSU and emphasized the need for clear communication with students and stakeholders about the changes.

Trustee Molino-Mancio asked about further disaggregation of data by race and ethnicity, which DVC Evans confirmed. He also shared the personal experiences of his family members as transfer students and emphasized the need for improved communication with stakeholders.

Chair Fong then called for a roll call vote, which resulted in the motion passing with the majority in favor. The Committee on Educational Policy meeting concluded, and a short break was announced before resuming with the next agenda item.

10:45 a.m. - Committee on University and Faculty Personnel
[Agenda, Video](#)

The Committee on University and Faculty Personnel (UFP) of the California State University (CSU) Board of Trustees, chaired by Trustee Adamson, met to discuss and act on various items. Action items 6 and 10 were removed from the consent agenda; all other action items were approved.

Members of the committee discussed the CSU Salary Schedule updates, reflecting changes implemented due to collective bargaining agreements and salary programs for Confidential (C99) and Management Personnel Plan (M80) employees.

The committee also discussed proposed revisions to the Employment Policy Governing Administrator Employees' Option to Retreat based on feedback from the California State Auditor (CSA) and the Joint Committee on Legislative Audit (JLAC). The revised policy aims to streamline the process for granting the option to retreat to a faculty position at the end of an administrative appointment and to clarify the circumstances under which administrators are eligible and ineligible to retreat.

Another agenda item was the proposed revisions to the Employment Policy Governing Employee References, which were also based on feedback from the CSA and JLAC. The revised policy addresses the provision of references for current and former CSU employees to prospective employers outside of the CSU, with specific guidelines on providing official letters of recommendation and employment verifications.

The committee also discussed executive compensation for the new president of CSU-Stanislaus and other salary increase. The Board heard information related to Compensation Policy Update and Presidential Review Policy Update.

One of the key topics discussed was the update on Civil Rights (Title IX and other Nondiscrimination) Programs and Services, presented by VC for Human Resources Leora D. Freedman. The update covered the appointment of Hayley Schwartzkopf as the Associate Vice Chancellor for Civil Rights Programming and Services, the recruitment of five systemwide directors for civil rights, and the issuance of initial "case assessment" guidance and campus onboarding protocols for Title IX coordinators and DHR administrators. The update also mentioned that campuses are finalizing their Title IX implementation plans, with the expectation that these plans will be submitted to the chancellor.

During the Committee on University and Faculty Personnel (UFP) meeting, various trustees commented on the discussed items. Trustee Kimbell emphasized the importance of addressing the recommendations made

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by the California State Auditor (CSA) and the Joint Committee on Legislative Audit (JLAC), particularly about the Employment Policy Governing Administrator Employees' Option to Retreat and the Employment Policy Governing Employee References. He supported the proposed revisions to these policies and urged continued efforts to ensure compliance with the CSA's recommendations.

Trustee Firstenberg praised the progress in implementing the CSA's recommendations, especially in civil rights programs and services. She highlighted the importance of these efforts in promoting equity and inclusion within the CSU system. She commended the work of the newly appointed Associate Vice Chancellor for Civil Rights Programming and Services, Hayley Schwartzkopf.

Trustee Fong appreciated the detailed updates in the meeting and reiterated the significance of adhering to the CSA's recommendations. She emphasized the need for transparency and accountability in the CSU's policies and practices, particularly in civil rights and employment matters.

Trustee Faigin raised concerns about the potential impact of budget constraints on the CSU's ability to implement the CSA's recommendations fully. He stressed the importance of prioritizing these efforts despite financial challenges and called for a continued focus on addressing the issues identified by the CSA.

Overall, the trustees' comments reflected a shared commitment to addressing the California State Auditor's recommendations and ensuring that the CSU system continues to progress in civil rights, employment policies, and overall governance.

1:00 p.m. - Plenary Session (Day 2)

[Agenda, Video](#)

The Plenary Day 2 meeting of the California State University (CSU) Board of Trustees commenced with Chair Fong calling the meeting to order and a roll call confirming attendance. The meeting featured a video highlighting CSU Monterey Bay, showcasing its impact on its diverse student body and the surrounding community. The video emphasized the theme "Together we are stronger," drawing parallels between the cooperative behavior of sea otters and the supportive environment at CSU Monterey Bay. The university was described as fostering diversity, offering personalized education and mentorship, and providing extensive student housing. Students shared their experiences, highlighting the opportunities for hands-on research, community engagement, and professional development.

Following the video, the Board moved on to the consent agenda, which included approving the appointment of members to serve on the Committee on Committees. The consent agenda was approved unanimously. Chair Fong thanked everyone for a productive four-day meeting and announced that the board would reconvene for its next meeting on May 19-22, 2024. The meeting was then adjourned.

[CSUMB Video](#)

The video presented by CSU Monterey Bay on March 27, 2024, showcased the university's impact on its diverse student body and the surrounding community, highlighting the theme "Together we are stronger." Drawing a parallel with the cooperative behavior of sea otters, the video emphasized the supportive environment at the university, which offers personalized education and mentorship within a robust residential community. CSU Monterey Bay fosters diversity and inclusion, where students can be authentic and work towards positive change.

The university boasts extensive student housing, enabling students to form lasting bonds. A small faculty-to-student ratio allows for personalized interactions, with programs like the \$5 million USDA NIFA NextGen grant providing hands-on research opportunities in agriculture and environmental science. Students engage with the community through internships and volunteer experiences in various settings, including local schools, museums, health clinics, and resorts like Pebble Beach.

Programs such as Sustainable Hospitality Management and the School of Nursing prepare students for their chosen careers while emphasizing community health and sustainability. CSU Monterey Bay leads in the Graduation Initiative 2025, ensuring students graduate on time and are prepared to make a difference. The video concludes with testimonials from students expressing their pride in being "Otters for life" and their appreciation for the education and experiences gained at the university. The video effectively showcases CSU Monterey Bay's commitment to student success, community engagement, and environmental stewardship.

Brief Queries or Requests for Feedback

Based on what I have shared with you in my earlier Faculty Trustee Reports and above in this report (links to the specific meeting materials and videos; brief summaries using ChatGPT with technical assistance provided by [SF State Academic Technology](#) and in concurrence with my personal meeting notes), I would appreciate your input and perspectives on two questions.

- 1) During the January 2024 Board of Trustees meeting, trustees heard that campuses are implementing several cost reduction strategies (see below slide). On your campus, which of these cost reduction strategies are you already implementing? Which of these cost reduction strategies are you considering/discussing for implementation? Are there other cost reduction strategies (not on below slide) that your campus might explore? And, can you think of any cross-campus or inter-campus cost reduction strategies that we might explore together as a system?

The slide is titled "Budget Planning & Actions" and is from CSU The California State University. It lists several cost reduction strategies that universities are implementing:

- Consolidate programs
- Defer capital/maintenance projects
- Reduce hiring and elimination of positions
- Increase class size
- Reduce courses to reflect student demand
- Reduce part-time faculty/lecturers
- Reduce service levels provided by staff
- Reduce travel
- Restructure departments
- Restrict non-essential purchases

The slide number 12 is visible in the bottom left corner.

- 2) Can you think of some experiences that may help us to enhance "communication, consultation and collaboration" at our campuses and within the system? Do you have any suggestions on how to plan these experiences so that the Academic Senate CSU might better interface with the CSU Board of Trustees, CSU Chancellor's Office, California State Student Association, CSU Alumni Council, CSU Council of Campus Senate Chairs, Campus Presidents/Provosts/Vice Presidents, etc.?

I invite and look forward to any comments and/or suggestions that you may wish to share with me on these two questions. I look forward to learning from you and your campus constituents. Please email me (dyee@calstate.edu) or let me know if you wish to meet through a phone call or Zoom session. **Thank you** for your consideration, leadership and commitment to higher education and the CSU. I hope you enjoy a productive close to the spring semester, happy commencement, and a well-deserved summer break!