

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 17-18, 2020

Time**	Committee	Location ¹
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TUESDAY, NOVEMBER 17, 2020

8:30 a.m.	<u>Board of Trustees—Closed Session</u>	
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Executive Personnel Matters

Government Code §11126(a)(1)

Pending Litigation

Government Code §11126(e)(1)

Akalya Miller v. CSU

Helen Rifat v. CSU

Ibtehsay Utsay v. The California State University System, et al.

Brady Egbert v. CSU

Zhubeen Vakilzadeh v. CSU

Ilyas Beltz, et al. v. CSU

Freeman v. CSU, et al.

9:30 a.m.	<u>Committee on Collective Bargaining—Closed Session</u>	
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Government Code §3596(d)

10:00 a.m.	<u>Public Comment—Open Session</u>	
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11:30 a.m.	<u>Committee on Collective Bargaining—Open Session (*AMENDED)</u>	
	Consent	

Action

1. Approval of Minutes

Action

~~2. Implementation of Policies and Procedures Covering Wages, Hours and Other Terms and Conditions of Employment for Employees Represented by Bargaining Unit 8~~

**Ratification of the Successor Collective Bargaining Agreement with Bargaining Unit 8, the Statewide University Police Association*

¹ The November 17-18, 2020 meeting will take place entirely virtually via teleconference.

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TUESDAY, NOVEMBER 17, 2020 (cont.)

**11:35 a.m. Committee on Audit
Consent**

- Action* 1. Approval of Minutes
Information 2. Status Report on Audit and Advisory Services Activities

**11:40 a.m. Committee on Committees
Consent**

- Action* 1. Approval of Minutes
Action 2. Amendments to Board of Trustees' Standing Committee Assignments
for 2020-2021

11:45 a.m. Lunch Break

**12:15 p.m. Committee on Institutional Advancement
Consent**

- Action* 1. Approval of Minutes
Action 2. Naming of the Anna W. Ngai Alumni Center – California State
University, Long Beach
Action 3. Naming of Lamden Hall – San Diego State University
Discussion
Action 4. Naming of The Milt and Debbie Valera Resilient Scholars Program and
Valera Hall – California State University, Northridge
Action 5. Naming of the Swanson Beach Volleyball Complex – California
Polytechnic State University, San Luis Obispo
Action 6. Naming of the William and Linda Frost Center for Research and
Innovation – California Polytechnic State University, San Luis Obispo
Action 7. Naming of the Boswell Agricultural Technology Center – California
Polytechnic State University, San Luis Obispo
Action 8. Naming of the Jack and Felicia Cashin Expressive Technology Studios
– California Polytechnic State University, San Luis Obispo

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TUESDAY, NOVEMBER 17, 2020 (cont.)

1:00 p.m. Committee on Educational Policy

Consent

Action 1. Approval of Minutes

Discussion

Information 2. Student-veterans

Action 3. Recommended Amendment to Title 5 Regarding Ethnic Studies

Information 4. Graduation Initiative 2025

2:00 p.m. Committee on Finance

Consent

Action 1. Approval of Minutes

Action 2. 2021-2022 Lottery Budget and Report

Action 3. San Diego State University Conceptual Approval of Public-Private Partnerships for the Development of SDSU Mission Valley

Information 4. California State University Annual Investment Report

Information 5. Annual Systemwide Report on Hate Incidents on Campus

Discussion

Action 6. Approval of the 2021-2022 Operating Budget Request

Information 7. California State University, Fresno – Update on a Public-Private Partnership for the Central Utility Plant Replacement Project

3:30 p.m. Committee on Campus Planning, Buildings and Grounds

Consent

Action 1. Approval of Minutes

Information 2. Fullerton Arboretum Joint Powers Authority Dissolution

Action 3. Approval of the 2021-2022 through 2025-2026 Multi-Year Capital Plan

Discussion

Action 4. California State University, Chico Master Plan Revision, Final Environmental Impact Report, and Enrollment Ceiling Increase

Action 5. San Francisco State University Science Replacement Building

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TUESDAY, NOVEMBER 17, 2020 (cont.)

**4:10 p.m. Joint Committee on Finance and Campus Planning, Buildings and Grounds
Consent**

Action

1. Approval of Minutes

Action

2. San José State University Spartan Athletics Center – Approval to Amend the 2020-2021 Capital Outlay Program, Schematic Design, and Issuance of Trustees of the California State University Systemwide Revenue Bonds and Related Debt Instruments

**4:15 p.m. Joint Committee on Finance and Organization and Rules
Consent**

Action

1. Approval of Proposed Revision of Standing Orders – Delegation of Financing Approval for Auxiliary Liquidity Loans

**4:20 p.m. Committee on Organization and Rules
Consent**

Action

1. Approval of Minutes

Action

2. Approval of Amendments to the Rules Governing the Board of Trustees

**4:30 p.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 Compensation: Interim President—California State University, Fresno

Action

5. Executive Compensation: Interim President—California State University, Channel Islands

Action

6. Executive Compensation

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WEDNESDAY, NOVEMBER 18, 2020

9:00 a.m. Board of Trustees

Call to Order

Roll Call

Consent

Action 1. Approval of the Minutes of the Board of Trustees Meetings of September 23, 2020 and October 29, 2020

Action 2. Approval of Committee Resolutions as follows:

Committee on Committees

2. Amendments to Board of Trustees' Standing Committee Assignments for 2020-2021

Committee on Institutional Advancement

2. Naming of the Anna W. Ngai Alumni Center – California State University, Long Beach
3. Naming of Lamden Hall – San Diego State University
4. Naming of The Milt and Debbie Valera Resilient Scholars Program and Valera Hall – California State University, Northridge
5. Naming of the Swanson Beach Volleyball Complex – California Polytechnic State University, San Luis Obispo
6. Naming of the William and Linda Frost Center for Research and Innovation – California Polytechnic State University, San Luis Obispo
7. Naming of the Boswell Agricultural Technology Center – California Polytechnic State University, San Luis Obispo
8. Naming of the Jack and Felicia Cashin Expressive Technology Studios – California Polytechnic State University, San Luis Obispo

Committee on Educational Policy

3. Recommended Amendment to Title 5 Regarding Ethnic Studies

Committee on Finance

2. 2021-2022 Lottery Budget and Report
3. San Diego State University – Conceptual Approval of Public-Private Partnerships for the Development of SDSU Mission Valley
6. Approval of the 2021-2022 Operating Budget Request

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Committee on Campus Planning, Buildings and Grounds

3. Approval of the 2021-2022 through 2025-2026 Multi-Year Capital Program
4. California State University, Chico Master Plan Revision, Final Environmental Impact Report, and Enrollment Ceiling Increase
5. San Francisco State University Science Replacement Building

Joint Committee on Finance and Campus Planning, Buildings and Grounds

2. San José State University Spartan Athletics Center – Approval to Amend the 2020-2021 Capital Outlay Program, Schematic Design, and Issuance of Trustees of the California State University Systemwide Revenue Bonds and Related Debt Instruments

Joint Committee on Finance and Organization and Rules

1. Approval of Proposed Revision of Standing Orders – Delegation of Financing Approval for Auxiliary Liquidity Loans

Committee on Organization and Rules

2. Approval of Amendments to the Rules Governing the Board of Trustees

Committee on University and Faculty Personnel

2. Annual Report on Outside Employment for Senior Management Employees
4. Executive Compensation: Interim President—California State University, Fresno
5. Executive Compensation: Interim President—California State University, Channel Islands
6. Executive Compensation

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

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

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

Chair's Report

Discussion

Action 3. Conferral of Title of President Emerita—Dianne F. Harrison

Action 4. Conferral of Title of President Emeritus—Leroy M. Morishita

Action 5. Conferral of Title of Chancellor Emeritus—Timothy P. White

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WEDNESDAY, NOVEMBER 18, 2020 (cont.)

11:00 a.m. Reflections from Chancellor Timothy P. White

11:30 a.m. Board of Trustees—Closed Session
Executive Personnel Matters
Government Code §11126(a)(1)

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REVISED

Addressing the Board of Trustees

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

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

- Members of the public are encouraged to watch the meeting via [livestream](#) through the Board of Trustees website.
- All public comment (for all committee and plenary sessions) will take place on Tuesday, November 17 at the start of the Board of Trustees' open sessions (**scheduled to begin at approximately 10:00 a.m.**).
- **Written comments may be e-mailed in advance of the meeting by Monday, November 16, 2020 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 virtually/telephonically by providing written request in advance, including their telephone number, by 12:00 p.m. on Monday, November 16 to trusteesecretariat@calstate.edu.** The request should also identify the agenda item the speaker wishes to address, or if the speaker wishes to address the full Board in the plenary session, the notice should state the subject of the intended presentation. The trustee secretariat will call the number provided during the public comment portion for the committee requested. Efforts will be made to accommodate each individual who has requested to speak.

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

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

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

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AMENDED*

AGENDA

COMMITTEE ON COLLECTIVE BARGAINING

Meeting: 9:30 a.m., Tuesday, November 17, 2020
Virtually via Teleconference—Closed Session
Government Code §3596(d)

11:30 a.m., Tuesday, November 17, 2020
Virtually via Teleconference—Open Session

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

Open Session— Virtually via Teleconference

- Consent**
1. Approval of Minutes of the Meeting of September 22, 2020, *Action*
 2. ~~Implementation of Policies and Procedures Covering Wages, Hours and Other Terms and Conditions of Employment for Employees Represented by Bargaining Unit 8, *Action*~~
*Ratification of the Successor Collective Bargaining Agreement with Bargaining Unit 8, the Statewide University Police Association, *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 22, 2020

Members Present

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

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

Public Speakers

Due to the virtual format of the September 20-23, 2020 meeting, all public comment took place at the beginning of the meeting's open session prior to all committees. There were eleven (11) speakers who commented on items related to Collective Bargaining.

Chair Steinhauser called the Committee on Collective Bargaining to order.

Consent Agenda

Chair Steinhauser presented the consent agenda consisting of the minutes of the July 21, 2020 meeting; and ratification of the successor collective bargaining agreement with Bargaining Unit 11, United Auto Workers, Local 4123. The consent agenda was approved as submitted.

Chair Steinhauser then adjourned the committee meeting.

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AMENDED

Action Item

Agenda Item 2

November 17-18, 2020

Page 1 of 1

Ratification of the Successor Collective Bargaining Agreement with Bargaining Unit 8, the Statewide University Police Association

Presentation By

Evelyn Nazario
Vice Chancellor
Human Resources

Summary

The successor collective bargaining agreement between the California State University and Bargaining Unit 8, the Statewide University Police Association, will be presented to the Board of Trustees for ratification.

Recommended Action

The following resolution is recommended for ratification:

RESOLVED, by the Board of Trustees of the California State University, that the successor collective bargaining agreement between the California State University and Bargaining Unit 8, the Statewide University Police Association, is hereby ratified.

AGENDA

COMMITTEE ON AUDIT

Meeting: **11:35 a.m., Tuesday, November 17, 2020**
 Virtually via Teleconference

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

Consent 1. Approval of Minutes of the Meeting of September 22, 2020, *Action*
 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 22, 2020

Members Present

Adam Day, Chair
Jane W. Carney, Vice Chair
Silas H. Abrego
Jean P. Firstenberg
Jack McGrory
Hugo N. Morales
Peter J. Taylor

Lillian Kimbell, Chair of the Board

Trustee Adam Day called the meeting to order. Before proceeding with the approval of the consent agenda, Trustee Day acknowledged the new format of the status report on current and past internal audit assignments.

Approval of Minutes

The minutes of July 21, 2020, were approved as submitted.

Status Report on Audit and Advisory Services Activities

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

Trustee Day adjourned the Committee on Audit.

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COMMITTEE ON AUDIT

Status Report on Audit and Advisory Services Activities

Presentation By

Vlad Marinescu
Interim Chief Audit Officer
Audit and Advisory Services

Summary

This item provides an update on internal audit activities and initiatives. It also includes both a status report on the 2020-2021 audit plan and follow-up on completed audit assignments. Follow-up on current and past assignments is being conducted on approximately 35 completed campus reviews. Attachment A summarizes the status of audit assignments by campus.

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

In addition to continuing progress on the audit plan, Audit and Advisory Services recently held its *Fourth Annual Audit and Advisory Services/Campus Audit Liaisons Roundtable*. The event serves as a forum for communication and collaboration between the Audit and Advisory Services division staff and designated campus audit liaisons/representatives. This year's sessions were facilitated virtually via Zoom and covered topics including but not limited to the CARES Act, emergency management, information security, conducting virtual audits, data analytics, and legal updates. Chancellor Timothy P. White, Executive Vice Chancellor and Chief Financial Officer Steve Relyea, and Audit Committee Vice Chair Jane W. Carney all provided keynote remarks at the event.

AUDITS

Status of In-Process and Completed Audits

Audit and Advisory Services continues to make progress on the 2020-2021 audit plan. Sixteen audits have been completed as part of the 2020-2021 audit plan and 20 audits are currently in-process. Completed audit reports are posted on the California State University website at <https://www2.calstate.edu/csu-system/transparency-accountability/audit-reports>.

Audits providing coverage of a broad range of organizational areas are being performed remotely and include some of the following topics: academic personnel, accounts payable and disbursements, auxiliary organizations, cloud computing, construction, faculty reassigned time and additional employment, housing and residential services, information security, professional and continuing education, and sponsored programs - post award. Scheduled reviews may also include campus-specific concerns or follow-up on prior campus issues.

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

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

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

Continuous Auditing and Data Analytics

As discussed in the September audit activity report, Audit and Advisory Services is conducting a second phase of credit card and procurement card reviews for all 23 campuses and the chancellor's office that will be completed within the 2020-2021 audit plan year. Four campus reviews of credit card and procurement card data have been completed as of October 31 and are considered the first round of this second phase review. In the next round, eight campuses will be reviewed with an expected completion date of December 31.

For the first four campus reviews, Audit and Advisory Services worked with campus personnel to perform validation on a limited number of transactions to provide assurance that credit card controls are working as expected, and to increase the usefulness of the results to campus

management. We reviewed a total of 1,744 active cardholders and 8,790 transactions and did not note any fraudulent charges. We did, however, identify some areas for improvement, and have reported these issues to the campuses for remediation. For example, we found 12 instances where credit card accounts were not timely deactivated after employee separation. All of these accounts have since been closed. We also noted opportunities for campuses to decrease their credit exposure by closing or reducing limits on cards with little or no use. We found that about 33 percent of the open accounts reviewed had no transactions during the annual period reviewed. For an additional 31 percent of open accounts, the cardholder's highest individual and/or monthly transaction total had never reached more than 25 percent of the associated credit limit in fiscal year 2019-2020.

Fieldwork is in progress at three campuses as part of pilot data analytics reviews in the areas of human resources/payroll and disbursements/expenditures. It is anticipated that the three pilots will be substantially completed by the end of calendar year 2020.

ADVISORY SERVICES

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

INVESTIGATIONS AND INTERGOVERNMENTAL AUDITS

Audit and Advisory Services is periodically called upon to provide investigative reviews, which are often the result of alleged misappropriations or conflicts of interest. Whistleblower investigations are performed on an ongoing basis, both at the request of an individual campus or the chancellor's office and by referral from the state auditor. Additionally, the investigations unit tracks external audits being conducted by state and federal agencies, acts as a liaison for the system throughout the audit process, and offers assistance to campuses undergoing such audits.

Earlier this year, the investigations unit began providing fraud awareness and prevention training throughout the CSU system. The fraud awareness and prevention training program shares insights and common findings from investigations and so far, has been provided to approximately 200 employees throughout the system, including chief administrators, business officers, and campus audit liaisons. In addition, individual campuses can and are in the process of scheduling fraud awareness and prevention training sessions that are custom tailored to various

groups on campus such as accounts payable personnel, business and finance analysts, and academic personnel such as department chairs, deans, and provosts. Investigations often involve allegations related to travel and hospitality claims and procurement card transactions, so the program highlights CSU-specific examples that cover each of those areas and provides practical guidance on how to prevent and detect fraud.

COMMITTEES/SPECIAL PROJECTS

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

AUDIT SUPPORT

Audit Planning Process and Risk Assessment

In order to better align with the CSU's annual initiatives and goals, effective September 2020 Audit and Advisory Services transitioned its annual audit plan from a calendar year plan to a fiscal year aligned plan. The 2020 annual audit plan has been extended from a 12-month plan to an 18-month plan, spanning January 1, 2020 through June 30, 2021. In order to ensure that the extended audit period for the 2020-2021 audit plan addresses relevant CSU risks, audit management engaged in a risk assessment refresh which is being used to ensure that the remaining planned audits align with assessed risks. For the fiscal year 2021-2022 audit plan, audit management will engage in a comprehensive risk assessment process beginning in the spring of 2021 which will drive the audit plan to be presented at the July 2021 Board of Trustees' Committee on Audit for review and approval.

The Audit and Advisory Services annual audit planning process incorporates risk questionnaires and other surveys, management interviews, audit history, and other factors. Periodically, other audit topics are selected for review due to their high-profile nature in order to assure the board that appropriate policies and procedures are in place to mitigate risk to the system.

Administration

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

Status Report on Current and Past Audit Assignments

Campus	Category	Audit Topic	Audit Plan Year	Total # of Recommendations	*Status
Bakersfield	Audits Currently in Progress	Cloud Computing	2020		
		Housing and Residential Services	2020		
Chancellor's Office	Status of Recommendations	Accessible Technology	2019	7	<div><div>4</div><div>3</div></div>
		Health and Safety	2019	5	<div><div>5</div></div>
Channel Islands	Audits Currently in Progress	Conference Services	2020		
	Status of Recommendations	Faculty Reassigned Time and Additional Employment	2019	4	<div><div>4</div></div>
		Health and Safety	2019	6	<div><div>5</div><div>1</div></div>
		Information Security	2020	9	<div><div>8</div><div>1</div></div>
Chico	Audits Currently in Progress	Academic Personnel	2020		
	Status of Recommendations	Housing and Residential Services	2019	11	<div><div>11</div></div>
Dominguez Hills	Audits Currently in Progress	Post Award Administration	2020		
East Bay	Audits Currently in Progress	Information Security	2020		
	Status of Recommendations	IT Disaster Recovery	2019	4	<div><div>4</div></div>
Fresno	Status of Recommendations	Professional and Continuing Education	2020	3	<div><div>3</div></div>
Fullerton	Status of Recommendations	Associated Students, Inc.	2019	11	<div><div>11</div></div>
	No Reportable Recommendations	Service Learning	2020	n/a	
Humboldt	Audits Currently in Progress	University Center	2020		
	Status of Recommendations	Facilities Management	2020	6	<div><div>6</div></div>
Long Beach	Audits Currently in Progress	Accounts Payable & Disbursements	2020		
	Status of Recommendations	Construction Management	2019	3	<div><div>3</div></div>
		Emergency Management	2019	6	<div><div>5</div><div>1</div></div>
		Foundation	2020	3	<div><div>2</div><div>1</div></div>
Los Angeles	Audits Currently in Progress	Faculty Reassigned Time and Additional Employment	2020		
		Information Security	2020		
Maritime Academy	Status of Recommendations	IT Disaster Recovery	2019	3	<div><div>3</div></div>
		Foundation	2020	8	<div><div>6</div><div>2</div></div>
Monterey Bay	Audits Currently in Progress	Professional and Continuing Education	2020		
	Status of Recommendations	Health and Safety	2019	13	<div><div>13</div></div>
		Information Security	2020	11	<div><div>4</div><div>7</div></div>
Northridge	Status of Recommendations	Cloud Computing	2019	3	<div><div>3</div></div>
		Emergency Management	2019	5	<div><div>5</div></div>
Pomona	Audits Currently in Progress	Housing and Residential Services	2020		
	Status of Recommendations	Health and Safety	2019	7	<div><div>7</div></div>
Sacramento	Audits Currently in Progress	Accounts Payable & Disbursements	2020		
	Status of Recommendations	Health and Safety	2019	5	<div><div>5</div></div>

***Status**

Closed (green) - Recommendations have been satisfactorily implemented

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

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

Report as of November 4, 2020

Status Report on Current and Past Audit Assignments

Campus	Category	Audit Topic	Audit Plan Year	Total # of Recommendations	*Status
San Bernardino	Audits Currently in Progress	Philanthropic Foundation	2020		
	Status of Recommendations	Post Award Administration	2020	6	<div><div>3</div><div>3</div></div>
San Diego	Audits Currently in Progress	Information Security	2020		
	Status of Recommendations	Health and Safety	2019	6	<div><div>5</div><div>1</div></div>
		Emergency Management	2020	7	<div><div>2</div><div>5</div></div>
San Francisco	Status of Recommendations	Emergency Management	2019	11	<div><div>10</div><div>1</div></div>
		Minors on Campus	2020	5	<div><div>5</div></div>
San Jose	Audits Currently in Progress	Construction Management	2020		
		Fundraising and Gift Processing	2020		
	Status of Recommendations	Facilities Management	2019	5	<div><div>5</div></div>
		Special Investigation	2019	8	<div><div>8</div></div>
		Professional and Continuing Education	2020	5	<div><div>1</div><div>4</div></div>
San Luis Obispo	Audits Currently in Progress	Associated Students, Inc.	2020		
		Construction Management	2020		
		Information Security	2020		
	Status of Recommendations	Sponsored Programs	2019	5	<div><div>3</div><div>2</div></div>
		Housing and Residential Services	2020	12	<div><div>12</div></div>
San Marcos	Status of Recommendations	Emergency Management	2020	6	<div><div>6</div></div>
Sonoma	Status of Recommendations	Health and Safety	2019	11	<div><div>11</div></div>
		Accessible Technology	2020	5	<div><div>5</div></div>
	No Reportable Recommendations	Travel and Hospitality	2020	n/a	
Stanislaus	Status of Recommendations	Emergency Management	2020	4	<div><div>3</div><div>1</div></div>

*Status

Closed (green) - Recommendations have been satisfactorily implemented

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

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

Report as of November 4, 2020

AGENDA

COMMITTEE ON COMMITTEES

Meeting: **11:40 a.m., Tuesday, November 17, 2020**
Virtually via Teleconference

Wenda Fong, Chair
Debra S. Farar, Vice Chair
Lateefah Simon
Christopher Steinhauser
Peter J. Taylor

Consent 1. Approval of Minutes of the Meeting of September 22, 2020, *Action*
 2. Amendments to Board of Trustees' Standing Committee Assignments for
 2020-2021, *Action*

**MINUTES OF MEETING OF
COMMITTEE ON COMMITTEES**

**Trustees of The California State University
Office of the Chancellor
Glenn S. Dumke Auditorium*
401 Golden Shore
Long Beach, California
September 22, 2020**

Members Present

Wenda Fong, Chair
Debra S. Farar, Vice Chair
Lateefah Simon
Christopher Steinhauser
Peter J. Taylor

Lillian Kimbell, Chair of the Board

Call to Order

Trustee Fong called the meeting to order.

Approval of Minutes

The minutes of May 12, 2020 were approved as submitted.

Approval of Amendments to Board of Trustees' Standing Committee Assignments for 2020-2021

The committee approved the proposed resolution (RCOC 09-20-03) on consent for amendments to the standing committee assignments for 2020-2021.

Trustee Fong adjourned the Committee on Committees.

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

COMMITTEE ON COMMITTEES

Amendments to Board of Trustees' Standing Committee Assignments for 2020-2021

Presentation By

Wenda Fong
Chair, Committee on Committees

Summary

Due to the terms of Rebecca D. Eisen and Hugo N. Morales expiring on September 30, 2020 and the appointments of Trustees Diego Arambula, Jack Clarke, Jr., and Anna Ortiz-Morfit on October 30, 2020, the Committee on Committees recommends amendments to the Standing Committees for 2020-2021 as noted below.

The following resolution is recommended for approval:

RESOLVED, By the Board of Trustees of The California State University, on recommendation by the Committee on Committees that the following amendments be made to the Standing Committees for 2020-2021:

AUDIT

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

CAMPUS PLANNING, BUILDINGS AND GROUNDS

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

COLLECTIVE BARGAINING

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

EDUCATIONAL POLICY

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

CoC

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FINANCE

Jack McGrory, Chair

Peter J. Taylor, Vice Chair

Larry L. Adamson

Jane W. Carney

Jack Clarke, Jr.

~~Rebecca D. Eisen~~

Wenda Fong

Maryana Khames

~~Hugo N. Morales~~

Anna Ortiz-Morfit

Krystal Raynes

Lateefah Simon

GOVERNMENTAL RELATIONS

Debra S. Farar, Chair

Maryana Khames, Vice Chair

Silas H. Abrego

Diego Arambula

Douglas Faigin

Jack McGrory

Krystal Raynes

Romey Sabalius

Lateefah Simon

INSTITUTIONAL ADVANCEMENT

Jean P. Firstenberg, Chair

Douglas Faigin, Vice Chair

Diego Arambula

Adam Day

~~Hugo N. Morales~~

Anna Ortiz-Morfit

Romey Sabalius

Lateefah Simon

ORGANIZATION AND RULES

Larry L. Adamson, Chair

Adam Day, Vice Chair

Diego Arambula

Jack Clarke, Jr.

Jean P. Firstenberg

Maryana Khames

Krystal Raynes

Christopher Steinhauser

UNIVERSITY AND FACULTY

PERSONNEL

Silas H. Abrego, Chair

Debra S. Farar, Vice Chair

Adam Day

~~Rebecca D. Eisen~~

Jean P. Firstenberg

Wenda Fong

~~Hugo N. Morales~~

Christopher Steinhauser

AGENDA

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Meeting: 12:15 p.m., Tuesday, November 17, 2020
Virtually via Teleconference

Jean P. Firstenberg, Chair
Douglas Faigin, Vice Chair
Adam Day
Romey Sabalius
Lateefah Simon

- Consent**
1. Approval of Minutes of the Meeting of September 22, 2020, *Action*
 2. Naming of the Anna W. Ngai Alumni Center – California State University, Long Beach, *Action*
 3. Naming of Lamden Hall – San Diego State University, *Action*
- Discussion**
4. Naming of The Milt and Debbie Valera Resilient Scholars Program and Valera Hall – California State University, Northridge, *Action*
 5. Naming of the Swanson Beach Volleyball Complex – California Polytechnic State University, San Luis Obispo, *Action*
 6. Naming of the William and Linda Frost Center for Research and Innovation – California Polytechnic State University, San Luis Obispo, *Action*
 7. Naming of the Boswell Agricultural Technology Center – California Polytechnic State University, San Luis Obispo, *Action*
 8. Naming of the Jack and Felicia Cashin Expressive Technology Studios – California Polytechnic State University, San Luis Obispo, *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 22, 2020

Members Present

Jean P. Firstenberg, Chair
Douglas Faigin, Vice Chair
Adam Day
Hugo N. Morales
Romey Sabalius
Lateefah Simon

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

Trustee Firstenberg called the meeting to order.

Approval of Minutes

The minutes of July 22, 2020, were approved as submitted.

2020-2021 California State University Trustees' Award for Outstanding Achievement

Trustee Firstenberg shared that each year the CSU Board of Trustees provides scholarships to students who demonstrate superior academic performance, extraordinary personal accomplishments, community service and financial need.

Chancellor White thanked past and present trustees for their contributions to the scholarships, with special thanks to 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. He then introduced the top Razi scholar, Breanna Holbert, from California State University, Chico.

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

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The board recognized the 23 recipients of the 2020-2021 CSU Trustees' Award for Outstanding Achievement. Trustee Wenda Fong introduced each student with a brief description of their accomplishments, followed by a compilation video of all the scholars.

Trustee Firstenberg adjourned the meeting.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the Anna W. Ngai Alumni Center – California State University, Long Beach

Presentation By

Garrett P. Ashley
Vice Chancellor
University Relations and Advancement

Jane Close Conoley
President
California State University, Long Beach

Summary

This item will consider naming the Alumni Center at California State University, Long Beach, as the Anna W. Ngai Alumni Center.

This proposal, submitted by California State University, Long Beach, meets the criteria and other conditions specified in the Board of Trustees Policy on Naming California State University Facilities and Properties, including approval by the system review panel and the campus academic senate.

Background

The proposed naming of the facility recognizes the leadership gift by Anna W. Ngai, which exceeds ten percent of the Alumni Center's \$11 million renovation costs. The new home for alumni on campus will revitalize the former site of the Soroptimist House and provide a one-of-a-kind gathering space for campus and community groups.

Through her generous leadership gift, Ms. Ngai has not only provided funds to directly support the planning, design and construction of a new Alumni Center, but she has also inspired other alumni, including international alumni, to contribute to this historic project. With the establishment of the Alumni Center, the university will have the ability to showcase the many extraordinary contributions of Cal State Long Beach alumni; to honor a long tradition of academic, artistic and athletic excellence; and to encourage the 49er family to remain active participants in the life of their alma mater. The new center, which is expected to become one of the campus's most visible landmarks and a bridge between campus and community, will facilitate alumni engagement in a way that has never before been possible while also providing a platform for sharing the university's amazing story with the world. This vibrant campus hub will enjoy broad and varied usage, giving

more than 330,000 alumni the opportunity to reconnect with the proud traditions of their alma mater and encouraging all visitors to reflect on Cal State Long Beach's remarkable progress and emergence as a nationally recognized leader in student-centered education.

Ms. Ngai came to Southern California as an international student from Hong Kong and earned her bachelor's degree in finance from Cal State Long Beach in 1974. In the years that followed, she co-founded two banks in Northern California, as well as several companies that operate chains of restaurants throughout Northern California and Southern Oregon.

Upon returning to Southern California in 2007, Ms. Ngai joined the Newport Beach Rotary Club, serving as the organization's treasurer for two years, and she also became a member of The Ninety-Nines (an international organization of women pilots). A strong believer in the importance of higher education and of giving back, Ms. Ngai currently serves on the CSULB 49er Foundation Board of Directors, and she continues to be an enthusiastic champion for her alma mater.

Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the Alumni Center at California State University, Long Beach be named the Anna W. Ngai Alumni Center.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of Lamden Hall – San Diego State University

Presentation By

Garrett P. Ashley
Vice Chancellor
University Relations and Advancement

Adela de la Torre
President
San Diego State University

Summary

This item will consider naming the Education and Business Administration Building at San Diego State University as Lamden Hall.

This proposal, submitted by San Diego State University, meets the criteria and other conditions specified in the Board of Trustees Policy on Naming California State University Facilities and Properties, including approval by the system review panel and the campus academic senate.

Background

In recognition of the Lamden family's generous commitment of \$10 million dollars to support the Charles W. Lamden School of Accountancy, the campus would like to bestow the naming of Lamden Hall to the Education and Business building located on Aztec Circle Drive on the main San Diego State University campus. Built in 1962, the building was originally named "Business Administration and Math." For decades it was known as "BAM." In 2007 the building was renamed "Education and Business Administration."

The naming of the Lamden Hall would serve to acknowledge Gertrude Lamden and the Lamden family for their incredible generosity and recognize Dr. Charles W. Lamden as the founder of the Fowler College of Business. As the College of Business's first dean, Dr. Lamden was instrumental in its accreditation, integration with the business community, and global perspective.

The campus is pleased to recognize the family for all that they have done and continue to do for San Diego State University.

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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 Education and Business Administration Building at San Diego State University be named Lamden Hall.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of The Milt and Debbie Valera Resilient Scholars Program and Valera Hall – California State University, Northridge

Presentation By

Garrett P. Ashley
Vice Chancellor
University Relations and Advancement

Dianne F. Harrison
President
California State University, Northridge

Summary

This item will consider the naming of the Resilient Scholars Program at California State University, Northridge as The Milt and Debbie Valera Resilient Scholars Program and the naming of University Hall at California State University, Northridge as Valera Hall.

This proposal, submitted by California State University, Northridge, meets the criteria and other conditions specified in the Board of Trustees Policies on Naming California State University Schools, Colleges, Programs, and Other Academic and Non-Academic Units and Naming California State University Facilities and Properties, including approval by the system review panel and the campus academic senate.

Background

The proposed naming of the Resilient Scholars Program and University Hall recognizes the recent \$11 million gift by Milt and Debbie Valera to establish endowments at California State University, Northridge to further the academic mission. This gift continues a history of philanthropic and volunteer commitment from the Valera family that has spanned three decades and continues to elevate programs and students across the university.

This contribution will establish endowments in the Division of Academic Affairs to create and sustain programs in support of emancipated and former foster youth to help ensure they have the academic and life resources necessary to support their resiliency and success at the university and beyond.

The gift also creates multiple academic program and student scholarship endowments in the Mike Curb College of Arts, Media and Communication; the Michael Eisner College of Education; the Nazarian College of Business and Economics; and the College of Humanities. It further creates an endowment for The Younes and Soraya Nazarian Center for the Performing Arts for operational and capital projects related to maintaining the facilities, and provides the Delmar T. Oviatt Library with funding for materials and media pertaining to the First Amendment to the Constitution of the United States. The philanthropic investments by Mr. and Mrs. Valera are far reaching and multi-disciplinary.

Mr. Milton Valera '68 (Journalism) is an alumnus of CSUN's Mike Curb College of Arts, Media, and Communication and the chairman of the National Notary Association. He was the founding national chair of the President's Associates in 2008 and through the years has been recognized for his active service on campus. He was the first alumnus to be honored with two Volunteer Service Awards from two different groups – the Journalism Chapter of the Alumni Association in 2003 and University Relations and Advancement in 2005. In 2011, he received the Dorothea “Granny” Heitz Award for Outstanding Volunteer Leadership and, in 2019, he was recognized with the CSUN's Distinguished Alumni Award.

Debbie Valera is an alumna of Syracuse University and the vice chairman and executive vice president of the National Notary Association. She is also executive director of the National Notary Foundation, whose nonprofit work with dozens of college and university scholarships has awarded thousands of dollars to institutions throughout the country.

Mr. and Mrs. Valera are passionate supporters of CSUN and education. They are members of the President's Associates, the CSUN Heritage Society, and major supporters of the journalism program, the Delmar T. Oviatt Library, The Soraya, CSUN Athletics and numerous other campus programs. Mr. Valera serves on the Board of Directors of The California State University, Northridge Foundation. He also serves as a member of the advisory committees for the Mike Curb College of Arts, Media, and Communication, the David Nazarian College of Business and Economics, and The Soraya. He currently serves on the Board of Directors of the CSUN Alumni Association and on the Campaign Leadership Committee for CSUN's first comprehensive campaign.

Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the Resilient Scholars Program at California State University, Northridge be named as The Milt and Debbie Valera Resilient Scholars Program, and that University Hall at California State University, Northridge be named Valera Hall.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the Swanson Beach Volleyball Complex – California Polytechnic State University, San Luis Obispo

Presentation By

Garrett P. Ashley
Vice Chancellor
University Relations and Advancement

Jeffrey D. Armstrong
President
California Polytechnic State University, San Luis Obispo

Summary

This item will consider naming the beach volleyball facility at California Polytechnic State University, San Luis Obispo as the Swanson Beach Volleyball Complex.

This proposal, submitted by California Polytechnic State University, San Luis Obispo (Cal Poly), meets the criteria and the conditions specified in the Board of Trustees Policy on Naming California State University Facilities and Properties, including approval by the system review panel and the campus academic senate.

Background

The proposed naming recognizes a \$1.3 million pledge from William H. and Cheryl K. Swanson for Cal Poly San Luis Obispo's beach volleyball program.

Mr. and Mrs. Swanson are longtime supporters of Cal Poly San Luis Obispo and the gift will support the facility's construction, equipment and program. The new complex will help develop some of the best beach volleyball student-athletes in the nation and provide strong recruiting leverage for Cal Poly's top ten Division I program. The new sand courts are conveniently located adjacent to the training room, weight room, locker room and team office, which will greatly benefit the busy schedules of the student-athletes. The beach volleyball facility was completed in fall 2019 with the construction cost of the facility totaling approximately \$3 million.

The beach volleyball complex includes:

- Five regulation-size NCAA beach volleyball courts

- Seating for up to 250 spectators
- A state-of-the-art LED video scoreboard
- Lights around the facility
- An outdoor shower

William H. Swanson is a retired chairman and chief executive officer of Raytheon Company. Under his leadership, he transformed the company's community engagement while championing corporate responsibility, STEM (Science, Technology, Engineering and Mathematics) education and armed services support. He retired from a 42-plus year career with the company in 2014. Additionally, Mr. Swanson and Cal Poly alumnus Rob Rossi are proprietors of Center of Effort, an Arroyo Grande-based winery.

Mr. Swanson graduated magna cum laude from Cal Poly with a bachelor's degree in industrial engineering in 1972 with the assistance of a golf scholarship. He was an Honored Alumnus in Cal Poly's College of Engineering in 1991, and received an honorary doctor of science degree from Cal Poly in 2005.

Mr. Swanson has served as a board member of the Cal Poly Foundation since its founding in 2006 and is its current chair. He is also an active member of the Cal Poly President's Cabinet. Mr. and Mrs. Swanson served as campaign co-chairs for Cal Poly's The Power of Doing: The Campaign for Learn by Doing.

Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the beach volleyball facility at California Polytechnic State University, San Luis Obispo be named the Swanson Beach Volleyball Complex.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the William and Linda Frost Center for Research and Innovation – California Polytechnic State University, San Luis Obispo

Presentation By

Garrett P. Ashley
Vice Chancellor
University Relations and Advancement

Jeffrey D. Armstrong
President
California Polytechnic State University, San Luis Obispo

Summary

This item will consider naming the Science and Agriculture Teaching and Research Complex at California Polytechnic State University, San Luis Obispo as the William and Linda Frost Center for Research and Innovation (The Frost Center).

This proposal, submitted by California Polytechnic State University, San Luis Obispo (Cal Poly), meets the criteria and the conditions specified in the Board of Trustees Policy on Naming California State University Facilities and Properties, including approval by the system review panel and the campus academic senate.

Background

The proposed naming recognizes the pledge of more than \$32 million by William and Linda Frost to the facility's construction and instruments, with \$20 million of that amount committed as part of the Frosts' historic \$110 million gift in 2017. The four-story and 2.32-acre complex will feature configurable classrooms, hands-on learning programs and cutting-edge laboratory space dedicated to undergraduate research for the College of Science and Mathematics; the College of Agriculture, Food and Environmental Sciences; and the College of Liberal Arts. The complex will also include conference rooms and faculty offices. The estimated total cost is \$125 million for the facility project, which includes the Plant Conservatory and Vivarium replacements.

When completed, the Frost Center will allow more than 1,000 students to utilize this new space at any given time, learning and working with professors and graduate students. Housed within the Frost Center complex will be:

- **College of Science and Mathematics:** Supported by William and Linda Frost, there will be 13 modern laboratories designed for students to perform cutting edge research with their faculty mentors in each of the College's disciplines. A new plant conservatory will be constructed on the hill overlooking Poly Canyon Village at the intersection of Village Drive and Poly Canyon Road.
- **College of Agriculture, Food and Environmental Sciences:** The Boswell Agricultural Technology Center will facilitate research and discovery in seven cutting edge laboratories to educate tomorrow's leaders in food innovation and experiential design.
- **College of Liberal Arts:** The Jack and Felicia Cashin Expressive Technology Studios will house performance, recording, editing and project design spaces, as well as a computer lab, for students and faculty to collaborate on creative work at the nexus of the arts, humanities and technology.
- Three university classrooms, 46 faculty offices and three conference rooms.

Mr. Frost graduated from Cal Poly San Luis Obispo (BS '72 Biochemistry) and is the former CEO and co-founder of Chemlogics Group, a specialty chemical and polymer manufacturer with headquarters in Paso Robles, California. Mrs. Frost earned her degree in biology from San José State University.

The Frosts' contributions will allow Cal Poly to attract, retain and support students with stipends and scholarships, draw top faculty candidates, offer more faculty mentorship time, involve students in professional studies and research, purchase additional equipment, and build a state-of-the-art interdisciplinary research center in the heart of campus. The Frosts and Cal Poly share the goal of positioning the campus to become one of the nation's premier undergraduate research institutions.

In 2005, Mr. Frost was selected as the College of Science and Mathematics honored alumnus. Mr. and Mrs. Frost served as honorary campaign co-chairs for Cal Poly's Campaign for Learn by Doing.

Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the Science and Agriculture Teaching and Research Complex at California Polytechnic State University, San Luis Obispo be named the William and Linda Frost Center for Research and Innovation.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the Boswell Agricultural Technology Center – California Polytechnic State University, San Luis Obispo

Presentation By

Garrett P. Ashley
Vice Chancellor
University Relations and Advancement

Jeffrey D. Armstrong
President
California Polytechnic State University, San Luis Obispo

Summary

This item will consider naming the agricultural center at California Polytechnic State University, San Luis Obispo as the Boswell Agricultural Technology Center.

This proposal, submitted by California Polytechnic State University, San Luis Obispo (Cal Poly), meets the criteria and the conditions specified in the Board of Trustees Policy on Naming California State University Facilities and Properties, including approval by the system review panel and the campus academic senate.

Background

The proposed naming recognizes the pledge of more than \$10 million by James W. Boswell, both privately and through the Boswell Foundation.

The Boswell Agricultural Technology Center is named in honor of James W. Boswell's father, James G. Boswell, and will facilitate research and discovery in state-of-the-art laboratories to educate tomorrow's leaders in food innovation and experiential design. The facility will house instructional and research spaces primarily for the College of Agriculture, Food and Environmental Sciences and will be part of a larger complex, the William and Linda Frost Center for Research and Innovation.

When completed, the Boswell Agricultural Technology Center will include:

- Culinary Teaching Lab
- Sensory Analysis Teaching and Research Lab

- Experience Innovation Lab
- Teaching and Research Instrumentation Lab
- Nutrition, Food and Beverage Lab
- Food Safety Teaching Lab
- Food Safety Research Lab

Mr. Boswell is chairman of J.G. Boswell Company, headquartered in Pasadena, California which is the nation's largest cotton producer and among the top tomato growers. He has more than 40 years with the company that was created by his great uncle and expanded under his father's leadership. He also currently serves as president of the James G. Boswell Foundation.

Mr. Boswell is a Cal Poly alumnus ('77, Business Administration) and was a member of Cal Poly's President's Cabinet from 2008 to 2011. In June 2013, Mr. Boswell received an Honorary Doctorate degree from Cal Poly. Mr. and Mrs. Boswell served as honorary campaign co-chairs for Cal Poly's Campaign for Learn by Doing. Mr. Boswell and his wife Suzanne reside in La Canada Flintridge, California and have four children.

Mr. Boswell and his family have a long history of supporting Cal Poly and the College of Agriculture, Food and Environmental Sciences. When the Boswell Agricultural Technology Center is complete, students, faculty and industry leaders will have new space to come together to create safe, healthy and sustainable food for the future — while solving today's more complex food issues. The new center will serve as a hub for students, faculty and industry leaders to collaborate and share knowledge to drive the food industry forward in the areas of food safety, culinary development and sensory evaluation. It is critically important for the fields of agriculture and food innovation to come together and create a path forward that is focused on the holistic health and wellness of not only consumers but the environment by addressing issues such as food waste, improved nutrition and food safety from field to fork.

Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the agricultural center at California Polytechnic State University, San Luis Obispo be named the Boswell Agricultural Technology Center.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the Jack and Felicia Cashin Expressive Technology Studios – California Polytechnic State University, San Luis Obispo

Presentation By

Garrett P. Ashley
Vice Chancellor
University Relations and Advancement

Jeffrey D. Armstrong
President
California Polytechnic State University, San Luis Obispo

Summary

This item will consider naming the Expressive Technology Studios at California Polytechnic State University, San Luis Obispo as the Jack and Felicia Cashin Expressive Technology Studios (ETS).

This proposal, submitted by California Polytechnic State University, San Luis Obispo (Cal Poly), meets the criteria and the conditions specified in the Board of Trustees Policy on Naming California State University Facilities and Properties, including approval by the system review panel and the campus academic senate.

Background

The proposed naming recognizes the \$2 million gift from Mr. James A. Cashin Jr. and Mrs. Felicia C. Cashin.

The Jack and Felicia Cashin Expressive Technology Studios will occupy the ground floor of the William and Linda Frost Center for Research and Innovation. This well-conceived facility will primarily serve the College of Liberal Arts and will also be the first at Cal Poly devoted exclusively to promoting interdisciplinary collaboration between the sciences, arts and technology. Students learning in this facility will be in daily contact with peers and faculty who represent nearly every discipline on campus.

In addition to previous gifts to the university, the Cashins have also provided consultation on studio design and technical equipment for the ETS. When completed, the ETS will include:

- Expressive Motion and Cinematic Design Studio

- Media and Network Control Booth
- Computing and Media Technology Distribution Center
- A pair of Advanced Sound and Image Editing Bays

Jack Cashin founded Ultra Stereo Labs (USL) Inc. in 1982. USL supplies audio signal processing and audio-visual test and measurement products for the cinema and pro AV industries. Previously, Mr. Cashin worked in the technical and production end of the motion picture industry. He received an electrical engineering degree from Lafayette College in Pennsylvania and attended the graduate division of the USC School of Cinematic Arts. Currently, he serves on Cal Poly's Center for Expressive Technology's External Advisory Board.

Felicia Cashin served as vice president of USL from 1986 until it was acquired in 2016. Prior to this, she had more than 10 years of experience in the banking industry with two major corporations, serving as manager of consumer affairs for Citicorp (Carte Blanche) and operations analyst for Home Savings. She was educated at the University of California, Los Angeles, with an emphasis in business law.

The Expressive Technology Studios were named to reflect the Cashin's disciplinary foci and will provide an environment where students can collaborate and experiment alongside faculty mentors in a facility as technologically advanced and intellectually diverse as the professional worlds they will enter. Students will work in state-of-the-art labs, where they will explore, discover and find new solutions that will make a difference in their communities and the world.

Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the Expressive Technology Studios at California Polytechnic State University, San Luis Obispo be named the Jack and Felicia Cashin Expressive Technology Studios.

AGENDA

COMMITTEE ON EDUCATIONAL POLICY

Meeting: 1:00 p.m., Tuesday, November 17, 2020
Virtually via Teleconference

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

Consent 1. Approval of Minutes of the Meeting of September 22, 2020, *Action*
Discussion 2. Student-veterans, *Information*
3. Recommended Amendment to Title 5 Regarding Ethnic Studies, *Action*
4. Graduation Initiative 2025, *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 22, 2020

Members Present

Wenda Fong, Chair
Romey Sabalius, Vice Chair
Silas H. Abrego
Larry L. Adamson
Jane W. Carney
Rebecca D. Eisen
Douglas Faigin
Debra S. Farar
Maryana Khames
Krystal Raynes
Christopher Steinhauser

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

Trustee Fong called the meeting to order.

Approval of Minutes

At the request of CSU Trustee Romey Sabalius, Educational Policy Item 2 on Ethnic Studies was moved from the consent agenda for clarification. The minutes from July 21, 2020 were approved as submitted.

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

Recommended Amendment to Title 5 Regarding Ethnic Studies

Dr. Loren J. Blanchard, executive vice chancellor, Academic and Student Affairs, provided a brief update on Education Code Section 89032, the result of legislation recently signed by Governor Gavin Newsom necessitating an amendment to Title 5 language regarding ethnic studies. Dr. Alison Wrynn, associate vice chancellor, Academic Programs, Innovation and Faculty Development, continued by reviewing the changes to Title 5 that would modify CSU general education requirements and the proposed timeline to implement across the 23 campuses. The Academic Senate of the California State University, as the official faculty voice in matters of systemwide curriculum, was asked to amend or build upon existing core competencies listed in their resolution AS-3403. They also have collaborated with key stakeholders, including representatives from the Ethnic Studies Council, as outlined in the legislation, and approved the core competencies developed by the Council in a plenary session on September 17. Lastly, Dr. Wrynn shared that the Chancellor's Office would draft revisions to the Executive Order on general education and share with campuses for input by October 1, 2020 in order to help inform the development of courses to meet the new requirement.

Trustees posed questions and comments regarding the cost of implementing the requirement, requests for periodic updates throughout the implementation process and ideas for offsetting costs and unforeseen issues. Trustees engaged in active discussion, voicing both support and concerns.

Research, Scholarship and Creative Activity

Highlights of current research, scholarship and creative activities by CSU students and faculty were presented by Dr. Ganesh Raman, assistant vice chancellor, Research. Dr. Raman outlined the many ways research supports the CSU mission through supporting student engagement and success, addressing equity, fostering faculty excellence and meeting the needs of California. In 2018-19, the CSU recorded \$676 million in external grant funded expenditures, which are distinct from state general funds. In addition to facilitating scholarly activities, education grants have also been used by CSU campuses to advance equity in education, particularly among underrepresented groups in STEM majors and graduate studies. Mary Papazian, president, San José State University, shared an example of how research has impacted the life of a recent graduate. Dr. Raman concluded the presentation with an overview of a recent publication titled "Transforming Tomorrow" showcasing exceptional stories of research, scholarship and creative activities by each CSU campus and CSU affinity groups.

Trustees posed questions regarding how many students are assisted by experiential learning or funded research activities and how virtual learning has impacted research activities. Overall, the trustees shared thoughts and comments in support of the research and scholarly activity report.

Graduation Initiative 2025

This information item on the Graduation Initiative 2025 was presented by Dr. Loren J. Blanchard, executive vice chancellor, Academic and Student Affairs and Mr. Jeff Gold, assistant vice chancellor, Student Success Initiatives, Research and Innovation. Mr. Gold provided a brief overview of the six key priorities of the initiative: academic preparation; enrollment management; student engagement and well-being; financial support; data-informed decision making; and removal of administrative barriers. He continued by highlighting milestones that have taken place in many of these key areas across the CSU despite the unprecedented pivot to virtual learning as a result of the pandemic. An example of an innovative response to this challenge was presented in a video by Cal State L.A. Led by President William Covino, Executive Vice President and Chief Operating Officer Jose Gomez and Dean of Undergraduate Studies Michelle Hawley, the video captured transformational change in student advisement. The presentation concluded with a preview of the Graduation Initiative 2025 Fall Convening to be held online on October 23, 2020.

Trustees raised the question from public comments regarding the ability of the CSU to sustain Graduation Initiative 2025 goals. Trustees engaged in active discussion, voicing overall support for Graduation Initiative 2025 efforts.

COMMITTEE ON EDUCATIONAL POLICY

Student-veterans

Presentation By

Loren J. Blanchard
Executive Vice Chancellor
Academic and Student Affairs

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

Todd Kennedy
Student and Director of the Joan and Art Barron Veterans Center
San Diego State University

Background

More than 18,000 military-affiliated students attend the 23 campuses of the CSU system. These students bring a diversity of life experience to their campuses, enriching the experience for all the students of the CSU.

In November 2019, the CSU achieved an important milestone when two remaining campuses dedicated new Veterans Resource Centers (VRCs) to serve military-affiliated students. This completes the goal of all 23 CSU campuses having a dedicated space for military-affiliated students, allowing them to better access the wide range of services provided to support their academic pursuits.

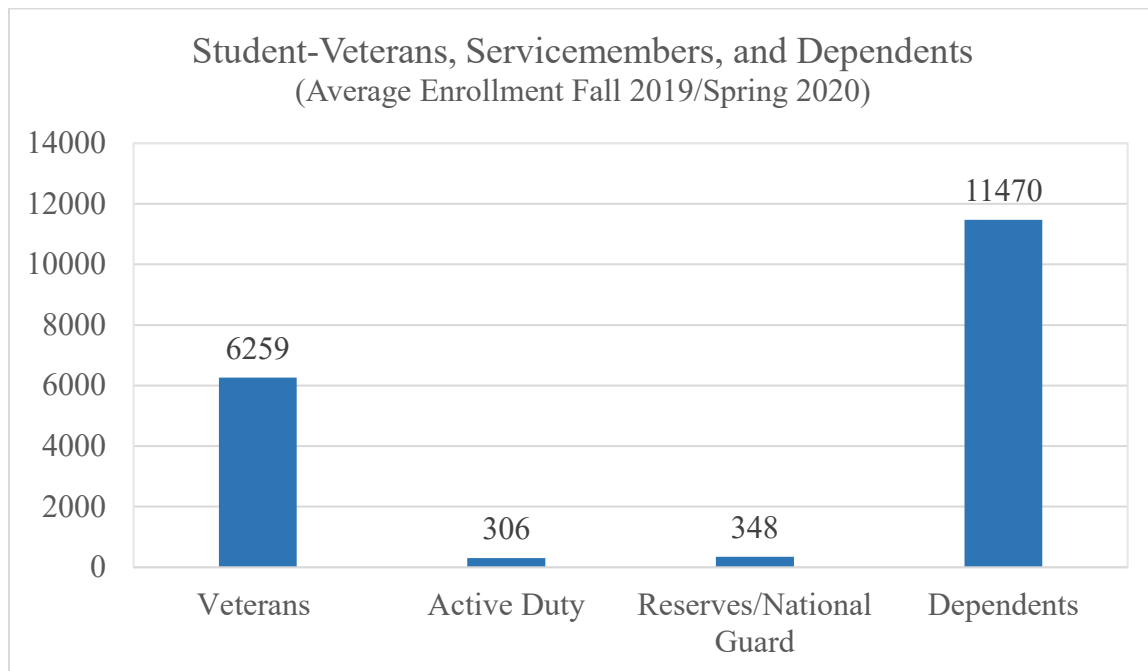
The last presentation to the CSU Board of Trustees on student-veterans was in November 2018. The purpose of this information item is to provide an overview and update of veterans' enrollment, services and programming in the CSU.

Military-Affiliated Student Population

The CSU serves three distinct 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 provide an average number of enrollments of military-affiliated students in the fall 2019 and spring 2020 semesters, as shown in the figure below.



With more than 93,000 G.I. Bill eligible military-affiliated students enrolled, California serves the largest population of student-veterans and servicemembers attending college using G.I. Bill benefits. Of these student-veterans and servicemembers attending college in California using the G.I. Bill benefits, more than 48,000 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	969	1,851	2,820
California State University San Marcos	396	1,127	1,523
California State University, Sacramento	456	958	1,414
San Francisco State University	546	732	1,278
California State University, Fullerton	455	737	1,192
California State Polytechnic University, Pomona	461	588	1,049
California State University, Long Beach	432	582	1,014
California State University, Chico	227	706	933
California State University, Northridge	462	471	933
San José State University	402	531	933
California State University, San Bernardino	374	418	792
California State University, Fresno	280	368	648
California Polytechnic State University, San Luis Obispo	93	467	560
California State University, East Bay	256	234	490
California State University, Los Angeles	276	205	481
Sonoma State University	73	298	371
California State University, Channel Islands	112	249	361
Humboldt State University	120	241	361
California State University, Dominguez Hills	170	188	358
California State University, Monterey Bay	75	202	277
California State University, Stanislaus	121	152	273
California State University, Bakersfield	139	104	243
California State University Maritime Academy	24	70	94

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 the nine benefits and indicates the number of CSU students within each category of military-affiliated students using each benefit to pursue their educational goals.

Notably, 82.4 percent 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)	85	5	3		
Vocational Rehabilitation	1431				
Post 9/11 G.I. Bill	3508	97	81	1222	CalVet Fee Waiver recipients also using GI Bill benefits
Fry Scholarship				19	
Dependents' Educational Assist				2319	
MGIB Selected Reserves	201	47	163		
Reserve Education Assist Prog.	0		0		
DoD Tuition Assistance (MilTA)		41	34		
CalVet Fee Waiver				9547	1637
Veterans and Servicemembers using NO benefits	1035	116	68		

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. As more than 90 percent of student-veterans in the CSU are transfer students, many have exhausted or nearly 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. While existing data sources have been able to provide a measure of understanding of the number of military-affiliated students and their rates of success, more consistent and in-depth data is beneficial. Better data collection will allow for responding to federally mandated reporting, but it will also improve university efforts to achieve Graduation Initiative 2025 goals. With the adoption of Cal State Apply in 2017, and the introduction of a Veterans Module to the system-wide student information system in 2021, better tracking of the academic success of military-affiliated students is expected. These data will allow the CSU to continue refining services targeted at military-affiliated students and ensure they are successful in their educational pursuits.

Cultural Awareness and Events

CSU campuses regularly provide educational seminars to faculty and staff about military and veteran culture. Many CSU campuses also 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 CSU 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 they have taken the time to learn about how best to support this student population. Since 2010, more than 50 colleges and universities across the country have hosted VET NET Ally seminars. Several other CSU, University of California and California Community College 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 support on-campus Veteran Resource Centers (VRC). Nearly all VRC operations are supported 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 prospective 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 percent 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 (SCOs) 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 the California State Approving Authority for Veterans Education (CSAAVE). The U.S. Department of Veterans Affairs recently issued guidance calling for a ratio of one SCO to 200 military-affiliated students using G.I. Bill benefits.

Advocacy

VRC staff engage in advocacy in varied ways. 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 an annual catalog approval process. When a new catalog is issued by the campus, VRC staff must complete and submit an application to the 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. To maintain compliance and confidentiality, 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. Vet Centers are funded by the 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, where VA hospital services may 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.

Student Engagement

Many VRCs host and provide support for student-veterans organizations. These organizations provide an opportunity for student-veterans to build social connections and develop programming to support fellow veterans. In addition to the benefit of building camaraderie at the local level, many of these campus organizations are affiliated with the national Student Veterans of America organization. This national advocacy group, headquartered in Washington, D.C., provides a voice for student veterans through engagement with the U.S. Department of Veterans Affairs and through legislative advocacy.

The Role of 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 have been unable to visit VRCs to make or maintain these important veteran-community relationships. CSU campuses have risen to the challenge of keeping veterans connected in several ways as highlighted below.

Virtual Veterans Lounges

As students have not been able to visit their VRCs due to the pandemic, several campuses have created virtual lounges. Using Zoom and similar platforms, VRC staff open a virtual room for several hours each day. Students log 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 help keep our military-affiliated students engaged with the campus community and moving towards their degree goals.

Virtual Advising and Orientation

Meeting both campus academic and G.I. Bill requirements can be challenging for military-affiliated students. VRC staff provide important advising on how academic and VA policies interact with one another. Since students cannot set in-person appointments with VRC staff, they meet via Zoom or communicate by telephone to ensure they are following the appropriate guidelines to remain eligible for their G.I. 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

In addition to campus commencements, many VRCs have established ceremonies honoring graduating veterans. Many of these ceremonies include presenting honor cords or graduation stoles to graduating veterans in recognition of their service to the country and their academic achievement. Although unable to hold in-person ceremonies this year, several campuses held online ceremonies to honor graduating veterans.

Conclusion

Whether online or in person, the CSU is 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. The services, programming, and care offered at each of the 23 campuses are evidence of the CSU's unwavering support of all our military-affiliated students.

COMMITTEE ON EDUCATIONAL POLICY

Recommended Amendment to Title 5 Regarding Ethnic Studies

Presentation By

Loren J. Blanchard
Executive Vice Chancellor
Academic and Student Affairs

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

Summary

The amendment to Title 5 presented for board action proposes to amend Title 5 § 40405.1. California State University General Education – Breadth Requirements to revise the description of the lower division requirement in Ethnic Studies and Social Justice to read Ethnic Studies. This will ensure the amendment is in compliance with Section 89032 of the California Education Code, created by Assembly Bill 1460 (AB 1460).

Background

AB 1460 was signed into law by Governor Newsom on August 17, 2020 and created Section 89032 of the California Education Code. In order to comply with the new statute, Title 5 § 40405.1 must be revised to include this newly titled requirement.

The following resolution is proposed for adoption:

RESOLVED, by the Board of Trustees of the California State University, acting under the authority prescribed herein and pursuant to Section 66055.8 and 89030 of the Education Code, that section 40405.1 of Title 5 of the California Code of Regulations is amended as follows:

§ 40405.1. California State University General Education – Breadth Requirements.

(a) Each recipient of the bachelor's degree completing the California State University General Education-Breadth Requirements pursuant to this subdivision (a) shall have completed a program which includes a minimum of 48 semester units or 72 quarter units of which 9 semester units or 12 quarter units shall be upper division level and shall be taken no sooner than the term in which the candidate achieves upper division status. At least 9 of the 48 semester units or 12 of the 72 quarter units shall be earned at the campus granting the degree. The 48 semester units or 72 quarter units shall be distributed as follows:

- (1) A minimum of 9 semester units or 12 quarter units in communication in the English language, to include both oral communication and written communication, and in critical thinking, to include consideration of common fallacies in reasoning.
- (2) A minimum of 12 semester units or 18 quarter units to include inquiry into the physical universe and its life forms, with some immediate participation in laboratory activity, and into mathematical concepts and quantitative reasoning and their applications.
- (3) A minimum of 12 semester units or 18 quarter units among the arts, literature, philosophy and foreign languages.
- (4) A minimum of 9 semester units or 12 quarter units dealing with human social, political, and economic institutions and behavior and their historical background.
- (5) A minimum of 3 semester units or 4 quarter units in study designed to equip human beings for lifelong understanding and development of themselves as integrated physiological, social, and psychological entities.
- (6) A minimum of 3 semester units or 4 quarter units at the lower-division in study designed to understand ethnic studies ~~and social justice~~.

The specification of numbers of units implies the right of discretion on each campus to adjust reasonably the proportions among the categories in order that the conjunction of campus courses, credit unit configurations and these requirements will not unduly exceed any of the prescribed semester or quarter unit minima. However, the total number of units in General Education-Breadth accepted for the bachelor's degree under the provisions of this subdivision (a) shall not be less than 48 semester units or 72 quarter units unless the Chancellor grants an exception.

(b) The president or an officially authorized representative of a college which is accredited in a manner stated in Section 40601 (d) (1) may certify the extent to which the requirements of subdivision (a) of this section have been met up to a maximum of 39 semester units (or 58 quarter units). Such certification shall be in terms of explicit objectives and procedures issued by the Chancellor.

(c) In the case of a baccalaureate degree being pursued by a post-baccalaureate student, the requirements of this section shall be satisfied if:

- (1) The student has previously earned a baccalaureate or higher degree from an institution accredited by a regional accrediting association; or
- (2) The student has completed equivalent academic preparation, as determined by the appropriate campus authority.

Note: Authority cited: Section 89030, Education Code. Reference: Sections 66055.8 and 89030, and 89032, Education Code.

COMMITTEE ON EDUCATIONAL POLICY

Graduation Initiative 2025

Presentation By

Loren J. Blanchard
Executive Vice Chancellor
Academic and Student Affairs

James T. Minor
Assistant Vice Chancellor and Senior Strategist
Academic Success and Inclusive Excellence

Summary

California State University's Graduation Initiative 2025 continues to make steady progress towards increasing student degree completion rates, eliminating equity gaps and meeting California's workforce and economic needs. Placed in the context of 2020, that included an unprecedented pivot to virtual learning and significant economic and social upheaval, this momentum is both significant and a reflection of the unwavering commitment of CSU students, staff, faculty and administrators. Today, students are engaged in more than 80,000 virtual courses and have access to a full array of advisement, health and support services online. Many campus support centers are reporting record-setting engagement with their students. As the initiative enters its fifth year, this information item provides an update based on final university-wide graduation rate data for 2020.

Graduation Initiative 2025 Goals

Launched and approved by the Board of Trustees in 2016, Graduation Initiative 2025 set forth a set of ambitious goals to support the successful transition of today's students to tomorrow's leaders in virtually every field of human endeavor. Attainment of these goals will set a new national standard for providing high quality affordable degree opportunities, and position the CSU as the exemplar in promoting inclusive excellence. The initiative goals include:

- 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;
- 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 eligible students and their peers.

Operational Priorities

The pathway to meeting the goals of Graduation Initiative 2025 began by articulating clear priorities that, when implemented university-wide, could ensure the most effective and comprehensive approach to student success at the CSU. The six operational priorities for Graduation Initiative 2025 are:

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

Over the past six months, as students across the system were challenged with issues ranging from meeting basic needs to navigating a new virtual learning environment, these priorities played an even more essential role. A survey of CSU student basic needs in late August captured some of the ways campuses were responding for requests for help. Many addressed food insecurity by providing food via curbside pick-ups and grocery store gift cards and nearly all campuses provided emergency housing to homeless students.

2020 Graduation Rate Data

Despite the challenges presented by the global health crisis, in the 2019-20 academic year more CSU students earned their baccalaureate degree than ever before. Nearly 110,000 CSU students have now joined the ranks of the CSU's 3.8 million alumni. This record number of degrees represents 23,000 additional graduates as compared to 2015. What's more, the CSU recorded a record first-year retention rate amidst the pandemic with 85.5 percent of 2019's first-year students returning to campus for the fall 2020 term.

The following data provide insights based on specific student populations including first-time, transfer, underrepresented students of color and Pell Grant eligible students. Data which shows progress towards the stated goal are illustrated in green. If there has been no change from the previous year, the information is highlighted in yellow.

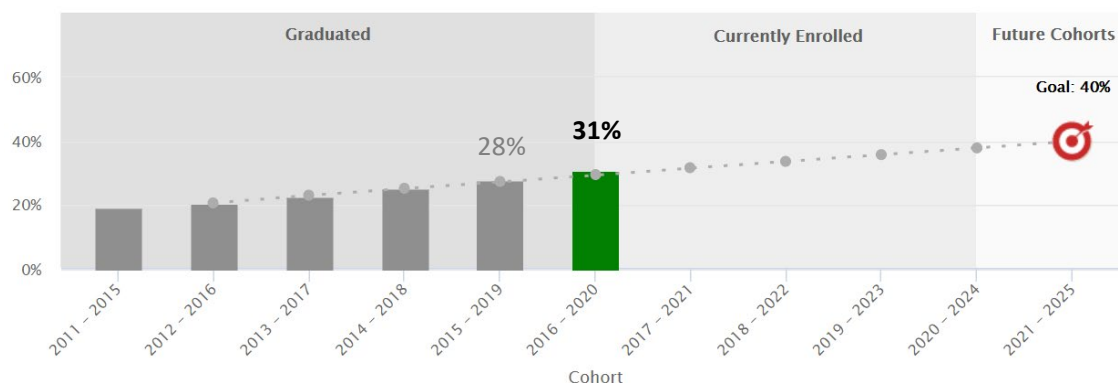
4-Year Graduation Goal for First-Time Students

The 4-year graduation rate for the first-time student cohort that began in 2016 and graduated in 2020 or earlier was 30.9 percent. This rate is the highest ever for the CSU and marks an increase of 3.2 percentage points from the previous year as illustrated in the table and graph below. Please note numbers have been rounded to whole numbers in all graphs.

Cohort	Grad Rate (%)
2009-2013	17.8
2010-2014	18.6
2011-2015	19.2
2012-2016	20.7
2013-2017	22.6
2014-2018	25.5
2015-2019	27.7
2016-2020	30.9
2025 Goal	40



4-Year Graduation Goal for First-Time Students



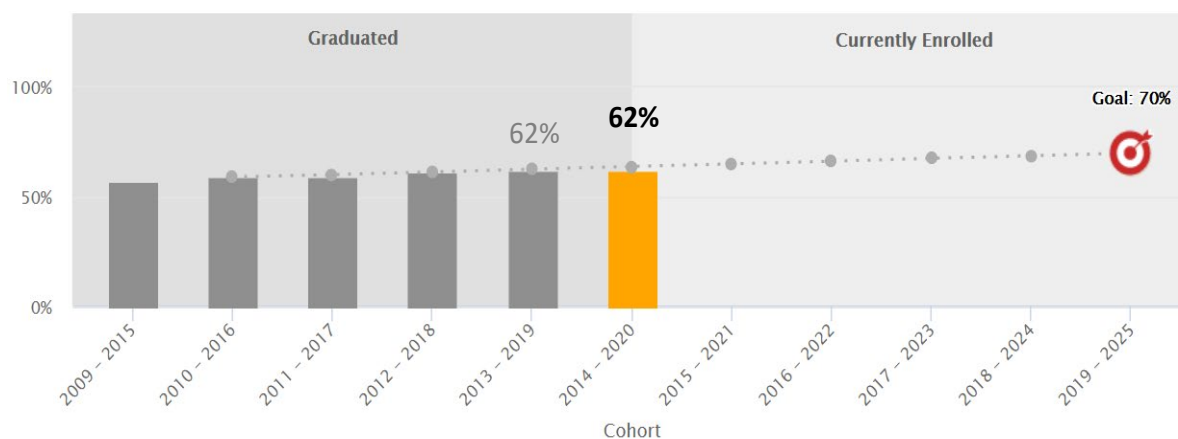
6-Year Graduation Goal for First-Time Students

The 6-year graduation rate for the first-time student cohort that began in 2014 and graduated in 2020 or earlier remained steady at 62.4 percent.

Cohort	Grad Rate (%)
2009-2015	57.0
2010-2016	59.1
2011-2017	59.2
2012-2018	61.1
2013-2019	62.1
2014-2020	62.4
2025 Goal	70



6-Year Graduation Goal for First-Time Students



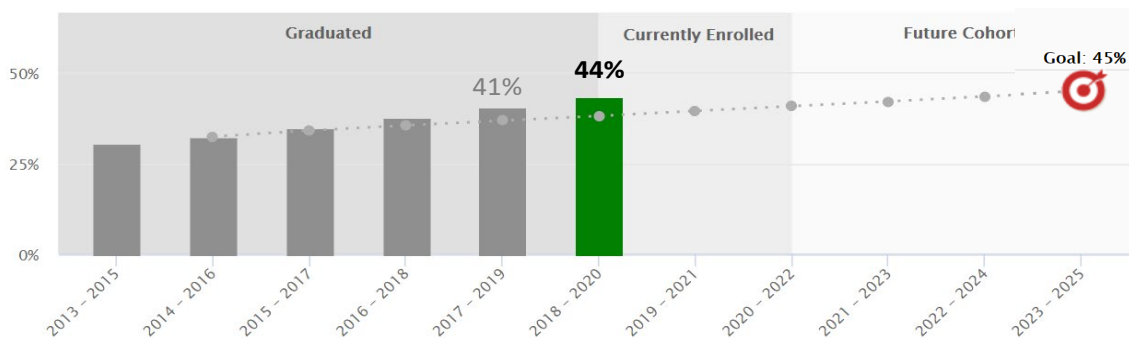
2-Year Graduation Goal for Transfer Students

The 2-year graduation rate for the transfer cohort that began in 2018 and graduated in 2020 or earlier was 43.5 percent. This rate is the highest ever for the CSU and places the university within 1.5 percentage point of the 2025 goal of 45 percent.

Cohort	Grad Rate (%)
2009-2011	24.5
2010-2012	27.8
2011-2013	26.7
2012-2014	28.4
2013-2015	30.5
2014-2016	32.6
2015-2017	35.1
2016-2018	37.8
2017-2019	40.7
2018-2020	43.5
2025 Goal	45



Transfer 2-Year Graduation Goal



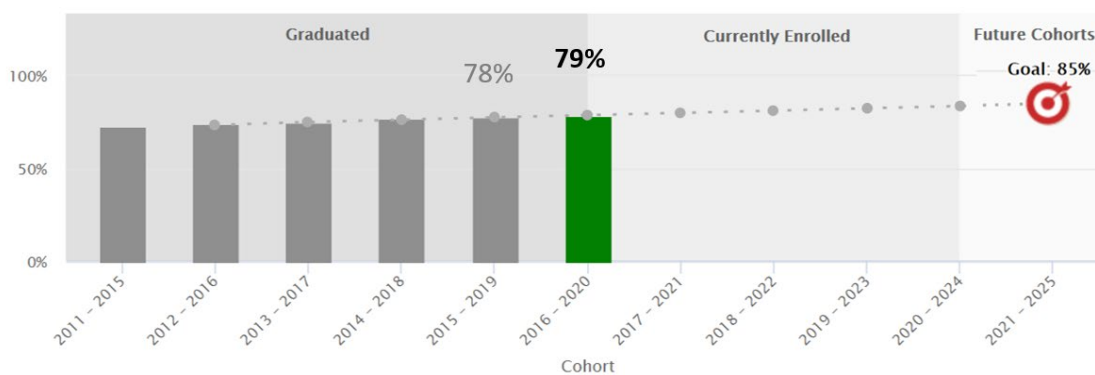
4-Year Graduation Goal for Transfer Students

The 4-year graduation rate for the transfer cohort that began in 2016 and graduated in 2020 or earlier increased to 78.9 percent. This rate is the highest ever for the CSU and builds on recent momentum as demonstrated in the chart below.

Cohort	Grad Rate (%)
2009-2013	69.2
2010-2014	72.8
2011-2015	72.9
2012-2016	73.9
2013-2017	75.3
2014-2018	77.1
2015-2019	77.6
2016-2020	78.9
2025 Goal	85



Transfer 4-Year Graduation Goal



Underrepresented Students of Color Equity Gap Goal

The CSU's commitment to student success is a commitment to equal opportunity for all students who seek to earn a degree regardless of their family income or background. This year, the data indicate students from historically underrepresented communities – those who identify as African American, Native American or Latinx – continue to make gains in their graduation rates. This year the gap between the 2014 cohort that graduated within six years with their peer group slightly narrowed to 10.5 percent.

Cohort	Grad Gap (percentage points)
2009-2015	11.3
2010-2016	12.0
2011-2017	12.2
2012-2018	10.5
2013-2019	11.1
2014-2020	10.5
2025 Goal	0

Pell Equity Gap Goal

The data indicate that Pell eligible students also continue to make gains in their graduation rates. The gap for the 2014 cohort that graduated within six years narrowed slightly to 9.2 percentage points.

Cohort	Grad Rate (percentage points)
2009-2015	8.6
2010-2016	10.0
2011-2017	10.6
2012-2018	9.5
2013-2019	10.2
2014-2020	9.2
2025 Goal	0

2020 Graduation Initiative 2025 Convening

The annual Graduation Initiative 2025 Symposium has provided an opportunity for the CSU community to share the most recent graduation rate data and highlight the work of faculty, staff, students, administrators and alumni who contribute to our progress. As a result of the COVID-19 pandemic, the 2020 symposium was moved to a virtual fall convening that drew nearly 4,000 registrants. The theme, The Time is Now, encouraged participants to leverage this time of transition and metamorphosis to take data-informed action and ensure that students, especially historically underrepresented students, do not fall behind.

Featured speakers included:

- **Francesca M. Beer, Ph.D.**, associate dean and director for the Office of Academic Equity in the College of Business and Public Administration at California State University San Bernardino
- **Loren J. Blanchard, Ph.D.**, executive vice chancellor for Academic and Student Affairs, California State University, Office of the Chancellor
- **Joseph I. Castro, Ph.D.**, president of California State University Fresno and chancellor-select, California State University
- **Kathryn Ervin**, professor of Theatre Arts at California State University San Bernardino
- **Monica C. Lozano**, president and chief executive officer of the College Futures Foundation
- **Roberto Soto, Ph.D.**, an assistant professor of Mathematics and Math Education at California State University Fullerton
- **Cherokee White**, recent graduate who earned a BA in Theatre Arts from San Francisco State University with a minor in Cultural Anthropology
- **Timothy P. White, Ph.D.**, chancellor of the California State University

Conclusion

Entering the fifth year of Graduation Initiative 2025, it is clear that the university-wide commitment to degree completion and inclusive excellence maintains a positive trajectory. This progress, achieved against the backdrop of a global pandemic and social unrest, is a testament to CSU's unwavering focus on student success. Ongoing support of Graduation Initiative 2025 means this momentum will continue, and that prospective and current students will propel themselves, and California, to greater heights through the transformative power of a CSU education.

AGENDA

COMMITTEE ON FINANCE

Meeting: **2:00 p.m., Tuesday, November 17, 2020**
Virtually via Teleconference

Jack McGrory, Chair
Peter J. Taylor, Vice Chair
Larry L. Adamson
Jane W. Carney
Wenda Fong
Maryana Khames
Krystal Raynes
Lateefah Simon

- Consent**
1. Approval of Minutes of the Meeting of September 22, 2020, *Action*
 2. 2021-2022 Lottery Budget and Report, *Action*
 3. San Diego State University – Conceptual Approval of Public-Private Partnerships for the Development of SDSU Mission Valley, *Action*
 4. California State University Annual Investment Report, *Information*
 5. Annual Systemwide Report on Hate Incidents on Campus, *Information*
- Discussion**
6. Approval of the 2021-2022 Operating Budget Request, *Action*
 7. California State University, Fresno – Update on a Public-Private Partnership for the Central Utility Plant Replacement Project, *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 22, 2020

Members Present

Jack McGrory, Chair
Peter J. Taylor, Vice Chair
Larry L. Adamson
Jane W. Carney
Rebecca D. Eisen
Wenda Fong
Maryana Khames
Hugo N. Morales
Krystal Raynes
Lateefah Simon

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

Trustee Jack McGrory called the meeting to order.

Public Comment

Due to the virtual format of the September 22, 2020 meeting, all public comment took place at the beginning of the meeting's open session prior to all committees.

Consent Agenda

The minutes of the July 21, 2020 meeting of the Committee on Finance were approved as submitted.

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

California State University Quarterly Investment Report

Agenda item two, California State University Quarterly Investment Report, was removed from the consent agenda for discussion. Trustee Hugo Morales asked for information about the CSU investment portfolio, its relationship to reserves, and earnings available for use. Executive Vice Chancellor Relyea provided some background on the creation of the Total Return Portfolio (TRP) and how TRP earnings may be used. Assistant Vice Chancellor Robert Eaton then explained CSU investments and their relationship to reserves, including information on how campuses access reserves. He also explained the purpose of funds held in the Surplus Money Investment Fund at the state and provided updated earnings information since March. Information about employee lay-off notices was also requested and shared by Human Resources, Senior Director of Collective Bargaining, Joseph Jelincic.

Planning for the 2021-2022 Operating Budget

Preliminary plans for the 2021-2022 CSU Operating Budget Request were shared for trustee feedback. Information presented included funding priorities, designated balances and reserves, revenues, and expenses. Information about the state's fiscal outlook and budget timelines was also reviewed.

Following the presentation, the trustees inquired about the use of designated balances and reserves, capital funding priorities, and federal CARES Act reimbursements. Individual trustees provided feedback on the proposed budget plan including increasing the recurring amounts proposed for academic facilities and infrastructure and restoration of state funding reductions. Also, individual trustees shared one-time funding suggestions.

Trustee Raynes shared that student basic needs assistance for food pantries, emergency housing, and technology have been helpful to students and that support for student mental health services is critical.

Trustee McGrory adjourned the meeting of the Committee on Finance.

COMMITTEE ON FINANCE

2021-2022 Lottery Budget and Report

Presentation By

Ryan Storm
Assistant Vice Chancellor
Budget

Summary

This item requests that the California State University Board of Trustees approve the 2021-2022 lottery budget. In accordance with CSU lottery guidelines, this item also contains a report of actual lottery fund expenditures in 2019-2020.

Background

The Lottery Act allows for the expenditure of lottery receipts for public education. The Lottery Act requires that funds are “exclusively for the education of pupils and students” and the CSU has adopted guidelines to ensure that lottery funds are used only in support of instruction or instruction-related purposes. Non-instructional purposes, such as the acquisition of real property, construction of facilities, or financing research are not permissible uses of lottery funds.

To date, the CSU has received \$1.43 billion in lottery funds from the state. Over the past five years, annual CSU Lottery Fund receipts have averaged \$62.9 million. Approximately 90 percent of lottery resources are allocated directly to the campuses for instructionally-related programs and activities, and remaining funds are allocated to systemwide programs. The Chancellor’s Office uses approximately 1.1 percent of lottery resources to centrally manage lottery fund operations and meet reporting requirements.

Each year, the Board of Trustees adopts a systemwide lottery budget that incorporates CSU guidelines and adheres to Lottery Act provisions. The plan includes estimates of CSU lottery receipts for the budget year and the program areas for allocation of those anticipated receipts, including an expenditure allowance for the general management of lottery fund operations and reporting requirements.

The Board of Trustees has delegated to the chancellor oversight of the lottery budget, including the deposit, control, investment, and expenditure of lottery funds.

2021-2022 Lottery Budget Proposal

The System Budget Office at the Chancellor's Office conservatively estimates total lottery receipts available to the CSU in 2021-2022 will be \$58.9 million. After setting aside \$5 million as a reserve to assist with cashflow variations in quarterly lottery receipts and other economic uncertainties, the \$53.9 million 2021-2022 lottery budget proposal remains principally designated for campus-based programs and five systemwide programs that have traditionally received annual lottery funding support. The proposed budget adds \$21,000 for administration and reporting responsibilities of the Lottery Fund and systemwide programs.

Systemwide Programs

Under the proposed budget, approximately \$13.2 million would be allocated to the five systemwide programs and administration costs:

- DREAM Loan Program (\$2.0 million) provides loans to students who satisfy specified academic, enrollment, and high school graduation requirements.
- Chancellor's Doctoral Incentive Program (\$2.0 million) provides financial assistance to graduate students to complete doctoral study in selected disciplines of particular interest and relevance to the CSU.
- California Pre-Doctoral Program (\$1.0 million) supports CSU students who aspire to earn doctoral degrees and who have experienced economic and educational disadvantages.
- CSU Summer Arts Program (\$1.5 million) offers academic credit courses in the visual, performing, and literary arts.
- Electronic Core Collection (\$6.0 million) provides all students access to electronic publications.
- Administration of Lottery Fund and system programs (\$711,000) provides Lottery Fund and program administration functions.

Campus-Based Programs

The remaining \$40.6 million of anticipated 2021-2022 lottery receipts would be used to fund campus-based programs and the Early Start Program. \$35.6 million would be allocated directly to campuses, allowing presidents flexibility to meet unique campus needs. Traditionally, projects receiving lottery funds have included the replacement and purchase of library materials and instructional equipment, curriculum development, and scholarships.

The proposed lottery budget would provide \$5 million to the Early Start Program for campus-based financial aid. An eligible student may receive a need-based fee waiver to ensure that financial hardship is not a barrier to enrollment in the Early Start Program. Through the program, first-time freshmen students who need additional preparation in math or English enroll in college courses with support during the summer term prior to matriculation at any CSU campus.

As stated, the proposed budget sets aside \$5 million as a reserve to assist with cashflow and economic uncertainties. If quarterly lottery receipts remain strong, the Chancellor's Office will work with campuses during 2021-2022 to allocate the \$5 million reserve for innovative campus-based programs that support Graduation Initiative 2025 efforts.

The CSU Lottery Budget proposed for 2021-2022 is as follows:

2020-2021 Adopted and 2021-2022 Proposed Lottery Budget		
	2020-2021 Adopted Budget	2021-2022 Proposed Budget
Sources of Funds		
Beginning Reserve	\$5,000,000	\$5,000,000
Receipts	53,872,000	53,893,000
Total Revenues	\$58,872,000	\$58,893,000
<i>Less Systemwide Reserve</i>	<i>(5,000,000)</i>	<i>(5,000,000)</i>
Total Available for Allocation	\$53,872,000	\$53,893,000
Uses of Funds		
<i>System Programs</i>		
Chancellor's Doctoral Incentive Program	\$2,000,000	\$2,000,000
California Pre-Doctoral Program	1,038,000	1,038,000
CSU Summer Arts Program	1,500,000	1,500,000
DREAM Loan	2,000,000	2,000,000
Electronic Core Collection	6,000,000	6,000,000
	\$12,538,000	\$12,538,000
<i>Campus-Based Programs</i>		
Campus Programs	\$35,644,000	\$35,644,000
Campus Early Start Financial Aid	5,000,000	5,000,000
	\$40,644,000	\$40,644,000
<i>Lottery Fund & System Programs Administration</i>	<i>\$690,000</i>	<i>\$711,000</i>
Total Uses of Funds	\$53,872,000	\$53,893,000

2019-2020 Lottery Fund Expenditures

In accordance with the CSU lottery guidelines, the CSU annually reports past year actual lottery expenditures to the Board of Trustees. This section of the agenda item satisfies that requirement.

In 2019-2020, similar to years prior, the majority of lottery funds were spent on instruction and instruction-related programs and services that supplement the CSU operating budget. The following table summarizes how available lottery revenues were spent in 2019-2020:

2019-20 Lottery Expenditures		
Program Support Area	Expenditures	Percentage of Total Expenditures
Doctoral Incentive Program ¹	\$0	0.0%
California Pre-Doctoral Program	743,401	1.2%
DREAM Loan Program	1,756,329	2.9%
CSU Summer Arts Program	1,385,670	2.3%
Campus Programs	52,957,163	87.7%
Campus Early Start Financial Aid	2,848,327	4.7%
Lottery Fund & System Programs Administration	738,177	1.2%
Total	\$60,429,067	100.0%

¹ The Doctoral Incentive Program is a revolving educational loan program. The budget included \$2 million for any net increase in program participation, but funds were unnecessary as existing loan repayments supported the issuance of new loans to new participants.

Carryforward balances from prior years were also used in 2019-2020 to fund several systemwide and campus programs, such as library services, early assessment program support, and technology initiatives.

Recommendation

The following resolution is presented for approval:

RESOLVED, by the Board of Trustees of the California State University, that the 2021-2022 lottery budget totaling \$58.9 million be approved for implementation by the chancellor, with the authorization to make transfers between components of the lottery budget and to adjust expenditures in accordance with receipt of lottery funds; and be it further

RESOLVED, that the chancellor is hereby granted authority to adjust the 2021-2022 lottery budget approved by the Board of Trustees to the extent that receipts are greater or less than budgeted revenue to respond to opportunities or exigencies; and be it further

RESOLVED, that a report of the 2021-2022 lottery budget receipts and expenditures be made to the Board of Trustees.

COMMITTEE ON FINANCE

San Diego State University – Conceptual Approval of Public-Private Partnerships for the Development of SDSU Mission Valley

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Adela de la Torre
President
San Diego State University

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

Summary

This agenda item requests conceptual approval from the California State University Board of Trustees to pursue public-private partnership projects on up to thirty-four parcels of the recently-acquired property in the Mission Valley neighborhood of San Diego, on behalf of San Diego State University (“SDSU”).

Background and Summary of Prior Board of Trustee Actions

In July 2018, the CSU Board of Trustees endorsed Measure G, a City of San Diego ballot initiative which directed the City of San Diego to sell the existing San Diego County Credit Union Stadium site and real property totaling 135 acres in the Mission Valley neighborhood of San Diego (the “Mission Valley Site”) to CSU/SDSU. The measure was passed on November 6, 2018 and subsequently codified into law as San Diego Municipal Code section 22.0908 (“SDMC 22.0908”). As a condition of the sale, SDMC 22.0908 requires that certain projects be constructed on the Mission Valley Site, including a river park for the City of San Diego; a multi-purpose stadium; facilities for educational, research, entrepreneurial, and technology programs; and mixed-use and multi-family housing projects.

In November 2019, the CSU Board of Trustees was provided with updates on the Master Plan, Draft Environmental Impact Report, and key terms of an October 28, 2019, purchase offer submitted by SDSU to the City of San Diego regarding the Mission Valley Site.

In January 2020, the CSU Board of Trustees approved a number of actions related to the Mission Valley Site, specifically: the SDSU Mission Valley Campus Master Plan, certification of the Final Environmental Impact Report for the Master Plan, an amendment to the Capital Outlay Program, financing for the property acquisition and site development, and delegation to the chancellor to execute a Purchase and Sale Agreement (on terms consistent with the October 28, 2019 purchase offer) to acquire the Mission Valley Site from the City of San Diego.

In March of 2020, the CSU Board of Trustees approved an amendment to the Capital Outlay Program, schematic design, and financing for the construction of the new stadium project at the Mission Valley Site.

On June 12, 2020, Chancellor Timothy P. White signed a final Purchase and Sale Agreement on terms consistent with the CSU Board of Trustees' January 2020 approval, and on June 30, 2020, the San Diego City Council approved that final Purchase and Sale Agreement. Following a waiting period required by the City of San Diego charter and municipal code, the Mayor of the City of San Diego signed the final Purchase and Sale Agreement on August 6, 2020. On August 13, 2020, the sale of the Mission Valley Site closed, and ownership transferred to CSU.

In mid-September 2020, the CSU issued long-term Systemwide Revenue Bonds for the acquisition, development, and stadium construction projects at the Mission Valley Site.

Description and Conceptual Approval Elements

The Mission Valley Site is situated south of Friars Road, west of Interstate 15, and north of Interstate 8. It is approximately 5 miles from downtown San Diego and 2.5 miles west of the main SDSU campus. The existing San Diego Metropolitan Transit System (MTS) Trolley Green Line and Stadium Trolley Station are situated adjacent to the southern border of the site. The Green Line connects SDSU's main campus directly to the Mission Valley Site. The San Diego River is located directly south of the Mission Valley Site.

The projects at the Mission Valley Site include the following components which have been previously approved by the CSU Board of Trustees:

- Approximately 80 acres of park and open space, including a 34-acre river park that, in accordance with SDMC 22.0908, will be owned by the City of San Diego. The river park is being designed as envisioned by past community planning efforts, including active and passive recreation areas. The park and open space projects were approved by the CSU Board of Trustees in January 2020.
- A multi-purpose stadium to accommodate 35,000 attendees and support collegiate football and bowl games, professional and collegiate soccer, concerts, and other university and community events. This multi-purpose stadium project was approved by the CSU Board of Trustees in March 2020.

The physical plan for the public-private partnership projects at the Mission Valley Site remains consistent with prior presentations to the Board of Trustees, notably the January 2020 SDSU Mission Valley Campus Master Plan. Conceptual approval is requested to pursue public-private partnerships for the following projects at the Mission Valley Site:

- A 1.6 million gross square foot research and innovation district, consisting of up to 15 projects, containing commercial, technology, and office space. These buildings will allow for new partnerships between SDSU, public entities, and private companies utilizing the newly-developed facilities, and will provide opportunities for student internships, create an incubator for new and innovative business and academic uses, and enhance regional economic development. It is estimated that thirteen of these projects will be located south of the new multi-purpose stadium and two of these projects will be located to the east of the new multi-purpose stadium. Up to 5,000 garage parking spaces will be provided beneath the buildings south of the stadium.
- Up to 4,600 residential units, consisting of up to 18 projects, located on the east side of the Mission Valley Site. In accordance with the Purchase and Sale Agreement, 10 percent of the units (or up to 460 units) will be income-qualified affordable housing leased to individuals or families at 60 percent average median income. The residential projects at the Mission Valley Site will provide much-needed market rate and affordable housing for the larger San Diego community, including students, faculty and staff. According to the San Diego Association of Governments, San Diego currently has a regional shortage of approximately 59,000 housing units. The region has also struggled to accommodate the tremendous shortage of affordable housing units. SDSU's current plan is to phase up to 4,600 housing units, including up to 460 affordable units, over the next 10 to 15 years, with current market projections showing a demand of over 500 additional housing units per year at the Mission Valley Site. This corresponds to delivering two residential pads per year and represents sufficient demand to complete all residential developments at the Mission Valley Site in less than 10 years. The residential projects will be constructed pursuant to long term ground leases with private developers at fair market value.
- Up to a 400-room hotel project with approximately 40,000 square feet of conference space, up to 70 residential units above the hotel, and approximately 425 parking stalls, will be constructed pursuant to a long-term ground lease with a private developer at fair market value.
- Up to 95,000 square feet of retail space located within the planned residential, academic, and research projects. These retail uses will serve stadium events, the daily needs of employees, students, and residents, in addition to the greater Mission Valley community, through various buildings, facilities, and services.

Educational, Economic, and Regional Development Benefits

The projects at the Mission Valley Site have several educational, economic, and regional development benefits.

First, the main SDSU campus, situated on 288 acres, has little opportunity for expansion due primarily to the surrounding residential development and geographic constraints. The Mission Valley Site provides a key location and opportunity for SDSU to grow, prosper, and meet continuing higher education needs. The innovation district, for example, will enable the creation of undergraduate, graduate, teaching, and research facilities to directly reduce space demands on the main campus and will allow existing space at the main campus to be used for critically-needed seat capacity for more traditional academic learning spaces (i.e. classrooms and laboratories).

Second, undergraduate students benefit by participating in faculty research, receiving fundamental hands-on experience, and graduate students have the opportunity to work with recognized faculty experts. One of the goals of the public-private development projects at the Mission Valley Site is to create an incubator-like feel for new and innovative business and academic uses, to attract businesses that can provide opportunities for student internships, and to facilitate increased cooperation between SDSU's faculty and graduate researchers and San Diego's greater business and innovation community.

Third, the various projects at the Mission Valley site will have positive economic impacts on the Mission Valley community and San Diego region as a whole. These benefits include increasing employment opportunities, possessory interest and sales tax revenue, and other applicable tax revenues from future real property developments through public-private partnerships. Future ground lease revenue from public-private partnership agreements will provide CSU/SDSU with a long-term source of revenue to support SDSU campus operations after meeting debt service obligations.

Fourth, the various housing projects at the Mission Valley Site will serve the San Diego region's broader goal of alleviating a shortage of approximately 59,000 housing units, and a lack of affordable housing units. Over the next 10 to 15 years, up to 4,600 housing units are planned for the Mission Valley Site, including up to 460 affordable units. These housing units will be available to the general public.

Future Approval of Plans for Mission Valley Site Projects

In accordance with the Board of Trustees' policy, as each public-private partnership project at the Mission Valley Site moves forward, all related Master Plan revisions, amendments of the Capital Outlay Program, proposed schematic plans, financial plans, proposed key business points for each finalized project development plan, and any required environmental documents, will be presented at future meetings for final approval by the Board of Trustees prior to execution of any commitments for development and use of any projects at the Mission Valley Site.

Recommendation

The following resolutions are presented for approval:

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

1. Approve the concept of public-private partnerships for projects at the Mission Valley Site, and the release of the Request for Information, Qualifications and Proposals for each project;
2. Authorize the Chancellor and the Campus to enter into due diligence access and option agreements that provide selected developer(s) with a limited-term option, along with the responsibility for the development of final plans and schematic drawings during the option period(s) for each project;
3. Authorize the Chancellor and the Campus to enter into negotiations for agreements, as necessary, to develop final plans for the public-private partnership projects;
4. Consider the following additional action items prior to any consideration of final plans for each project:
 - a. Approval of development and financial plans negotiated by the Campus and the developer(s) with the advice of the Chancellor;
 - b. Approval of schematic plans, as appropriate;
 - c. Approval of amendments to the Non-State Capital Outlay Program for any building(s) to be constructed by the Campus or a private partner.

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

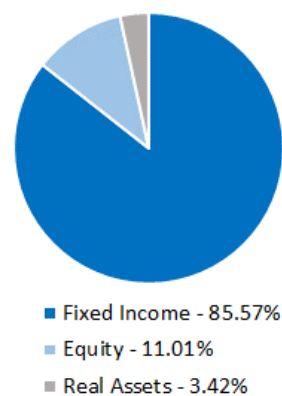
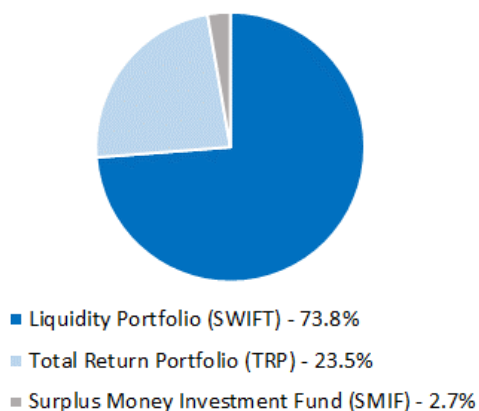
This item provides the annual investment report to the California State University Board of Trustees for the fiscal year ended June 30, 2020. The information in Attachment A will serve as the basis for an annual report to the California State Legislature and Department of Finance regarding CSU investments as required by Education Code § 89726.

Background

Pursuant to the California State University Master Investment Policy (included as Attachment B) CSU investments as of June 30, 2020 consisted of investments in the Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). Except for amounts held at the State in SMIF, all CSU investments are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$1.29 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, 2020**

	Balance	% of CSU Investments	Twelve Month Returns
Liquidity Portfolio (SWIFT)	\$3.489 billion	73.8%	3.28%
Total Return Portfolio (TRP)	\$1.110 billion	23.5%	1.79%
Surplus Money Investment Fund (SMIF)	\$129.2 million	2.7%	1.70%
CSU Investments	\$4.73 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, US Bancorp Asset Management and Wells Capital Management, each of whom provides investment management services for the program. While the custodian, US Bank, holds the funds invested in the Liquidity Portfolio, for investment management purposes additions to the portfolio are split evenly between the investment managers and invested according to permitted investments outlined in the Government Code of the State and the Liquidity Portfolio investment policy. Consistent with state law, the Liquidity Portfolio is restricted to high quality, fixed income securities.

CSU Total Return Portfolio (TRP)

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

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

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

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

Investment Objectives	Investment Manager Selection
Spending Policy	Roles & Responsibilities
Time and Investment Horizon	Environmental, Social and Governance
Risk Tolerance	Framework
Expected Return	Risk Management
Asset Allocation	Monitoring and Control Procedures
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. The investment schedule may also be adjusted by the IAC at any time depending on market conditions.

Since the TRP inception date¹ through June 30, 2020, the TRP investment earnings were approximately \$45.2 million. During this period, the TRP total return exceeded the Liquidity Portfolio (SWIFT) total return by 2.26 percent annualized (net of fees) or a cumulative \$3.8 million.

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

Surplus Money Investment Fund (SMIF)

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

Reporting Requirements

California Education Code § 89726 requires quarterly investment reports to the Board of Trustees and an annual report to the State Legislature and the Department of Finance. Investment information in Attachment A will serve as the basis for the annual report to be sent to the California State Legislature and Department of Finance.

Next Steps

Following the November 2020 meeting of the CSU Board of Trustees, staff will submit the annual report on CSU investments to the State Legislature and the Department of Finance. With oversight from the IAC, staff will continue monitoring market conditions to determine if any changes in the TRP investment schedule are warranted. Staff has also resumed development of the Intermediate Duration Portfolio, consistent with the CSU Master Investment Policy, following a delay in the implementation timeline due to developments related to COVID-19. The next investment report to the Board of Trustees is scheduled for the March 2021 meeting and will provide information on the CSU Quarterly Investment Report for the fiscal quarter ending September 30, 2020.

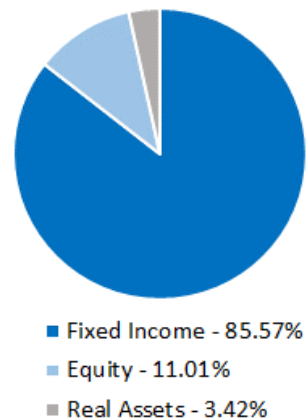
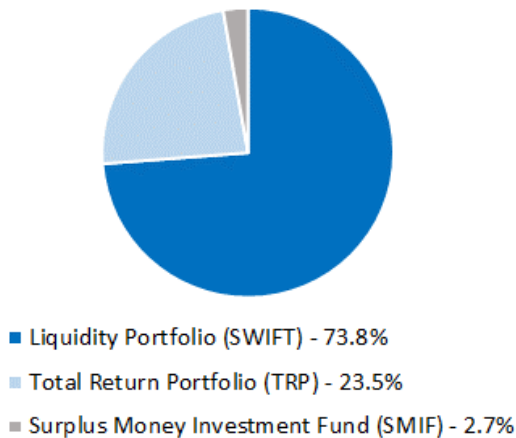
¹ The TRP inception date was April 1, 2018.

CSU Annual Investment Report For the Fiscal Year Ended June 30, 2020

CSU investments as of June 30, 2020 consisted of investments in the CSU Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). All CSU investments (except for funds invested in SMIF) are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$1.29 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, 2020

	<u>Balance</u>	<u>% of CSU Investments</u>
Liquidity Portfolio (SWIFT)	\$3.489 billion	73.8%
Total Return Portfolio (TRP)	\$1.110 billion	23.5%
Surplus Money Investment Fund (SMIF)	\$129.2 million	2.7%
CSU Investments	\$4.73 billion	100%



For the twelve months ended June 30, 2020, direct investment management fees¹, advisory, and custodial fees totaled just under \$2.2 million, or about 0.046 percent (4.6 basis points) on CSU investments total balance as of June 30, 2020.

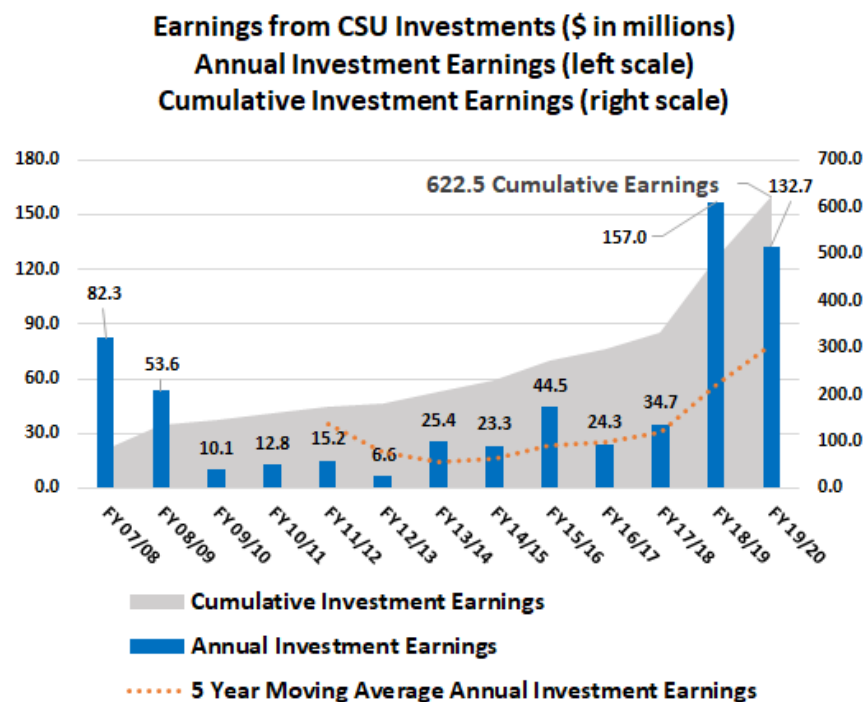
¹ Direct investment management fees exclude TRP mutual fund investment management fees. TRP mutual fund investment management fees are included as mutual fund expenses and reported as a percent of total fund assets. See TRP Fund Expense Ratio (Fee) in the table on page 5.

CSU Consolidated Investment Portfolio

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

	CSU Consolidated Investment Portfolio
1 Year Annualized Return ³	3.26%
3 Year Annualized Return	2.41%
5 Year Annualized Return	1.88%
10 Year Annualized Return	1.26%

Investment Earnings from CSU Investments Supports Campus Operations and Student Experience



² CSU Consolidated Investment Portfolio returns will also include the Intermediate Duration Portfolio (IDP) once this portfolio is inception. CSU Consolidated Investment Portfolio returns exclude SMIF.

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

CSU Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT)

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

	CSU Liquidity Portfolio	Benchmark⁴
1 Year Annualized Return ⁵	3.28%	3.48%
3 Year Annualized Return	2.41%	2.48%
5 Year Annualized Return	1.79%	1.71%
10 Year Annualized Return	1.22%	1.18%
Annualized Since Inception Return ⁶	1.53%	1.79%
Yield	0.31%	0.18%
Duration (Years)	1.14	1.46
Average Credit Rating	AA-	Aaa/AA+

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

Treasuries	44.72%	CD's and Cash Equivalents	9.79%
U.S. Corporate Bonds	25.08%	Asset-Backed Securities	0.41%
U.S. Government Agencies	19.93%	Municipal Obligations	0.07%

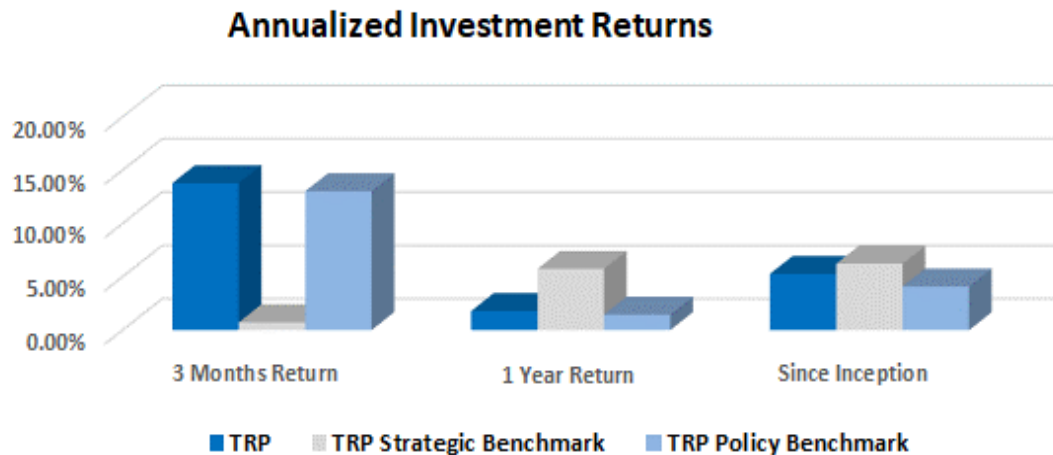
CSU Total Return Portfolio (TRP)

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.

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

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

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



	CSU Total Return Portfolio	Strategic Benchmark ⁷	Policy Benchmark ⁸
3 Months Return	13.78%	0.73%	13.02%
1 Year Return	1.79%	5.74%	1.45%
Annualized Since Inception Return ⁹	5.26%	6.23%	4.09%

Since the TRP inception date through June 30, 2020, the TRP investment earnings were approximately \$45.2 million. During this period, the TRP total return exceeded the Liquidity Portfolio (SWIFT) total return by 2.26 percent annualized (net of fees), or a cumulative \$3.8 million.

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

⁷ 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.

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

⁹ TRP inception date was April 1, 2018.

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

Equity Mutual Funds	46.9%	Passive Index Mutual Funds	75%
Fixed Income Mutual Funds	38.6%	Actively Managed Mutual Funds	25%
Real Asset Mutual Funds	14.5%		

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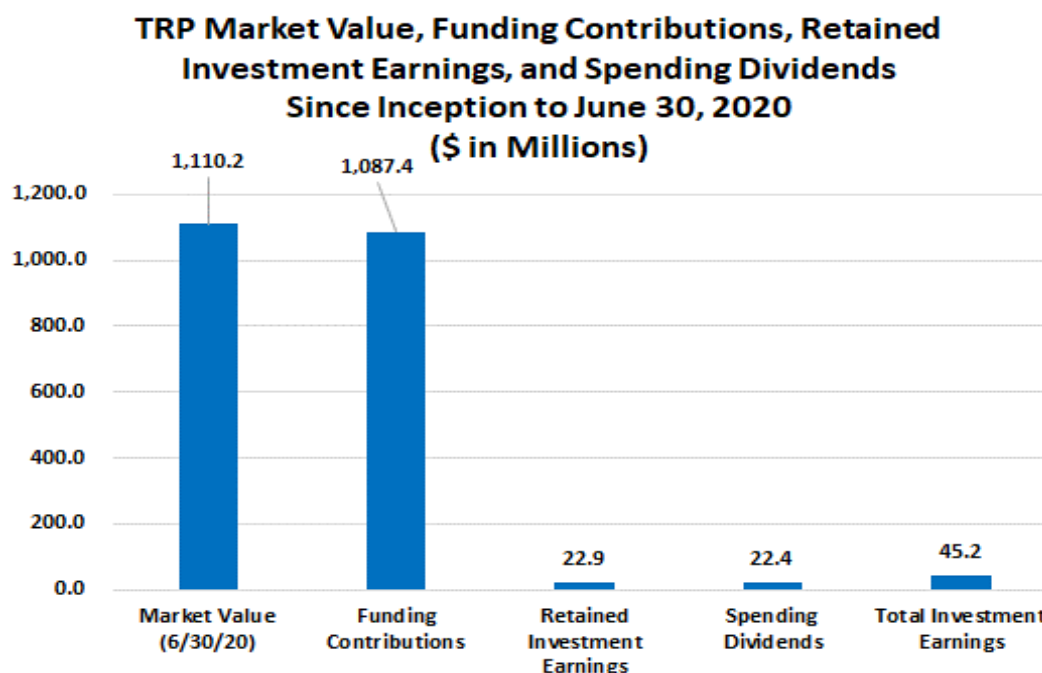
Values, Holdings & Fees (CSU Total Return Portfolio)

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	246.0	22.16%	0.030%	0.450%
	Vanguard Inflation-Protected Securities Fund	VIPIX	55.8	5.03%	0.070%	0.425%
	Lord Abbett High Yield Fund	LHYOX	62.5	5.63%	0.620%	0.720%
	Pacific Funds Floating Rate Income Fund	PLFRX	31.2	2.81%	0.720%	0.765%
	Payden Emerging Markets Bond Fund	PYEIX	16.4	1.48%	0.690%	0.850%
	T. Rowe Emerging Markets Bond Fund	TREBX	16.1	1.45%	0.700%	0.850%
Equity						
	Vanguard Total Stock Market Index Fund	VSMPX	278.3	25.07%	0.020%	0.750%
	Vanguard Developed Markets Index Fund	VDIPX	131.8	11.87%	0.040%	0.890%
	Driehaus Emerging Markets Growth Fund	DIEMX	67.2	6.05%	1.220%	1.110%
	DFA Emerging Markets Value Fund	DFEVX	32.0	2.88%	0.510%	1.110%
	RWC Global Emerging Equity Fund	RWCX	11.4	1.02%	1.250%	1.110%
Real Assets						
	Vanguard Real Estate Index Fund	VGSNX	75.0	6.76%	0.100%	0.890%
	Vanguard Energy Index Fund	VENAX	21.2	1.91%	0.100%	0.960%
	Vanguard Materials Index Fund	VMIAX	23.6	2.13%	0.100%	0.930%
	First State Global Listed Infrastructure Fund	FLIIX	41.7	3.75%	0.950%	0.970%
Cash			0.0	0.00%	NA	NA
Total			1,110.2	100%		

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

TRP Annual Spending Dividends 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 Dividends, and total investment earnings since inception on June 30, 2020. Total TRP Investment Earnings equal total TRP Spending Dividends 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 Yield¹¹

Trailing 12 month as of 06/30/20	1.70%
Average (FYE 06/30/07 – FYE 06/30/20)	1.15%

¹¹ Annual Yield calculated by CSU Treasury Operations based on the quarterly apportionment yield rates published by the State Controller's Office.



Master Investment Policy For The California State University

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

Contents

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I. Scope and Purpose

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

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

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

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

II. Compliance with Law and Adherence to Policy

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

III. Background and Investment Objectives

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

The following objectives shall govern the investment of CSU funds:

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

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

IV. Investment Portfolios

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

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

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

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

Intermediate Duration Portfolio (IDP)

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

Total Return Portfolio (TRP)

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

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

The acceptable allocations for the Portfolios are as follows:

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

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

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

V. Roles and Responsibilities

Board of Trustees

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

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

1. Maintain and approve the MIP.

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

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

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

Chancellor and Chancellor's Staff

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

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

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

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

Investment Advisory Committee

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

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

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

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

Prudence, Ethics and Conflict of Interest

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

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

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

Document Acceptance of the Investment Policy Statement

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

VI. Environmental, Social and Governance Framework

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

Approved:

The California State University Board of Trustees
November 8, 2017

COMMITTEE ON FINANCE

Annual Systemwide Report on Hate Incidents on Campus

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Fernando Solorzano
Chief of Police, California State University, Long Beach
Chair of CSU Council of Chiefs

Luoluo Hong
Associate Vice Chancellor Student Affairs & Enrollment Management

Summary

This item provides the annual report on hate violence incidents reported on California State University campuses during the 2019 calendar year, pursuant to California Education Code § 67380(a) (5). The statute requires that the number of arrests for, and reported incidents of, hate violence be reported to the CSU Board of Trustees, who “*shall ... make a report containing a compilation of that information available to the general public on the Internet Web site of each respective institution.*”

In the 2019 calendar year there were a total of five reported incidents of hate violence and four reported instances of non-criminal acts of hate violence on six campuses. Numerous campus departments are involved in efforts to prevent hate violence and respond with care and compassion to allegations of hate violence when they are reported.

Background

The CSU seeks to maintain a safe educational and working environment, which includes compliance with safety laws and regulations. These include the federal 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, which 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.*).

Hate crime is defined in California Penal Code §422.55. 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.”*

Efforts to reduce the incidence and prevalence of hate crimes are implemented by multiple divisions and departments on each of the 23 CSU campuses. As the offices responsible for ensuring compliance with anti-discrimination policies and Title IX regulations (which prohibit sex and gender-based discrimination, harassment, retaliation and violence) many Discrimination, Harassment and Retaliation Administrators and Title IX Coordinators and their respective staff teams provide training and outreach to promote equity and inclusion. Student affairs professionals, via multicultural and identity-based student centers, as well as offices of student life and of civic engagement, strive to promote campus communities free of hate violence incidents. 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.

While not every alleged incident of hate crime is ultimately classified as such for the purposes of systemwide reporting, CSU campuses are aware that even the perception that a hate crime has taken place can have a significant detrimental impact on the campus community. As such, campuses are always responsible to respond with care, compassion and concern. This is especially important given the current national context as we grapple with the devastating impacts of both the COVID-19 pandemic, recurring incidents of anti-black violence and other forms of overt racism against Asian Americans/Pacific Islanders and Latinx individuals, and persistent unfair targeting of individuals who are immigrants and/or undocumented. As such, Counseling and Psychological Services staff, Chief Diversity Officers, Dean of Students Office representatives, and members of campus-based critical incident response teams may all be among the personnel who initially assist in responding to any reported hate violence incidents, as well as play important roles in promoting the healing, sense-making and reconciliation needed after a reported incident has taken place and while the investigation is taking place.

CSU campuses are also actively working to address and implement the 21st Century Policing Task Force's recommendations and are looking for ways to incorporate these concepts into the management and operations of university police departments, who are often the first responders when an alleged hate crime is reported. University police officers are committed to maintaining a safe and hate crime-free campus environment by being student and community focused.

Conclusion

For the year ending December 31, 2019, nine reported incidents of hate violence (five hate crimes and four incidents of non-criminal acts of hate violence) will be reported on the California State University and 23 campus web pages, in accordance with California Education Code §67380(a)(5). The CSU will continue to sustain and, as appropriate, expand efforts by numerous campus departments to prevent hate violence and respond with care and compassion to allegations of hate violence when they are reported.

COMMITTEE ON FINANCE

Approval of the 2021-2022 Operating Budget Request

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Ryan Storm
Assistant Vice Chancellor
Budget

Summary

This item requests approval by the California State University Board of Trustees of the 2021-2022 CSU Operating Budget Request. Accompanying this agenda item as Attachment A is the proposed 2021-2022 request, which contains historical detail as well as prospective information for the Board of Trustees' consideration.

The California State Constitution requires the submittal of the governor's budget proposal each year by January 10. To meet consequent deadlines of the Department of Finance, it is necessary to adopt the proposed 2021-2022 CSU Operating Budget Request at the November CSU Board of Trustees meeting.

At its September 2020 meeting, the Board of Trustees reviewed a preliminary plan for purposes of crafting the CSU's operating budget request to the state. That preliminary plan included consideration of past and forecasted information regarding the state's economy and tax revenue as well as past and planned funding of the CSU. With that history and context, the focus of this item are the details of the proposed 2021-2022 CSU Operating Budget Request.

The budget outlined in Attachment A is the official presentation of the 2021-2022 CSU Operating Budget Request and, if approved, will be distributed to the governor, legislators, and other policy makers in the capitol. It can be accessed, along with additional supplemental detail, at www.calstate.edu/budget.

Proposed 2021-2022 CSU Operating Budget Request

The 2020-2021 state budget reduced recurring CSU funding by \$299 million or 7.4 percent, which was the first reduction since 2011-2012. The prospect of the state providing new investments in the 2021-2022 budget cycle is not promising because the state forecast from July 2020 suggests state budget deficits through 2023-2024.

State revenues fluctuate and are heavily dependent on personal income tax. It is very early in the 2021-2022 budget cycle and it is not clear which direction the economy will ultimately take or how significant those changes will be in the short-term. It should be noted that there have been some positive economic indicators since July 2020 including actual state tax revenue receipts ahead of forecasts and declining California unemployment rates.

If the state budget were to improve, the university should be positioned for a potential investment. We must prepare—and be prepared—for when the finances and priorities of the state align with the priorities of the university.

Consequently, the proposed operating budget request prioritizes certain areas of recurring expenditures to continue the CSU's commitment to Graduation Initiative 2025, attend to the highest priority academic facilities and infrastructure projects, fund mandatory cost obligations, and restore recurring state funding eliminated in 2020-2021 from the CSU's operating budget.

As shown in the below table and in Attachment A, the 2021-2022 Operating Budget Request proposes a base, recurring increase of \$556.0 million. With such an investment, the state and the CSU will be in a better position to meet the overall economic and future workforce needs of California.

Incremental Expenditures	in million
Graduation Initiative 2025	\$150.0
<i>Campus Highest Priorities</i>	<i>\$135.0</i>
<i>Basic Needs Initiative</i>	<i>15.0</i>
Mandatory Costs	57.0
<i>AB 1460-Ethnic Studies Requirement</i>	<i>16.5</i>
<i>Health Benefits</i>	<i>23.8</i>
<i>Operations & Maintenance of New Facilities</i>	<i>11.3</i>
<i>Minimum Wage</i>	<i>5.4</i>
Academic Facilities & Infrastructure Needs	50.0
General Fund Restoration	299.0
Total Incremental Expenditures	\$556.0

Anticipated Revenues

Board of Trustees General Fund Increase Request	556.0
Total Incremental Revenues	\$556.0

Potential Opportunities to Address Operating Budget Revenue Needs

The CSU's highest priority is to advocate for increased state funding to cover the full operating budget request. The CSU will work collaboratively with stakeholders and partners across the system including trustees, students, faculty, staff, union leaders, alumni, business partners, and friends to make the case in Sacramento for increased funding that supports our priorities. With the historic gains made in four-year and six-year graduation rates, the aggressive targets set out in Graduation Initiative 2025, and with the state focused on these same goals, arguments for increased state funding are strong.

While additional general fund is the highest priority and the best option for the university, the state allocation will not be known until a final budget agreement is reached in June 2021. At this stage, before the governor's budget proposal is released in January 2021, it is not known if the CSU will receive enough new general fund dollars to meet its mandatory obligations and invest in its ongoing priorities.

Consequently, all funding options must remain open. As a regular and routine business matter, the CSU will follow state statutory intent and prepare for and discuss with California State Student Association leadership a written tuition proposal. At this point, the CSU does not expect to raise tuition rates for 2021-2022 but will keep the possibility open in case the state budget worsens. The CSU must ensure that the university has the resources it needs to maintain the quality of academic and supportive services for students, while maintaining authentic access to the university.

If funding is not secured for the operating budget request through state general fund, priority areas of the operating budget would be reduced or eliminated, and campuses would have to redirect funding from designated balances, reserves, and existing programs. Faced with budget reductions, it is possible that fewer course sections would be available to students, average unit loads would go down not up, and ultimately it could take longer for students to graduate, costing students more money and creating challenges for Graduation Initiative 2025 efforts.

Conclusion

The state's budget cycle is just beginning. At this time there are no funding assumptions from the state and it is not known at what level the state will provide the necessary resources to invest in operating budget priorities at the CSU. As the budget cycle moves forward, the CSU will work with its partners across California to advocate for funding by the state of the Board of Trustees' operating budget request.

This is an action item presenting final recommendations for the CSU 2021-2022 Operating Budget Request to the governor and legislature. It is the CSU's goal that the state support the budget plan so that the CSU can focus on the transformational goals of Graduation Initiative 2025 while continuing to invest in other important needs.

Recommendation

The following resolution is presented for approval:

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 2021-2022 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 any changes made by the chancellor be communicated promptly to the trustees; and be it further

RESOLVED, that copies of this resolution and the 2021-2022 CSU Operating Budget Request included as Attachment A to this agenda item be transmitted to the governor, to the director of the Department of Finance, and to the legislature.

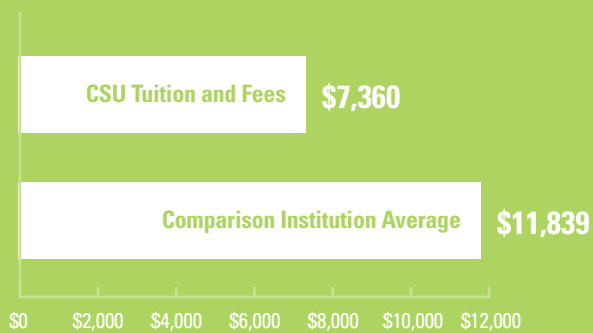


2021-22 OPERATING BUDGET

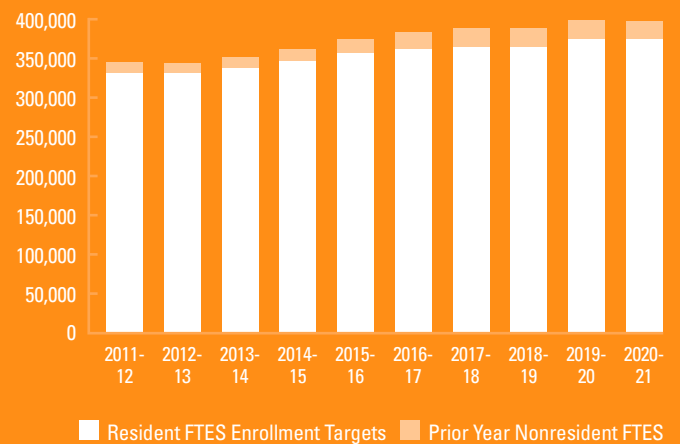
www.calstate.edu/budget

DRAFT FOR CSU BOARD OF
TRUSTEES CONSIDERATION

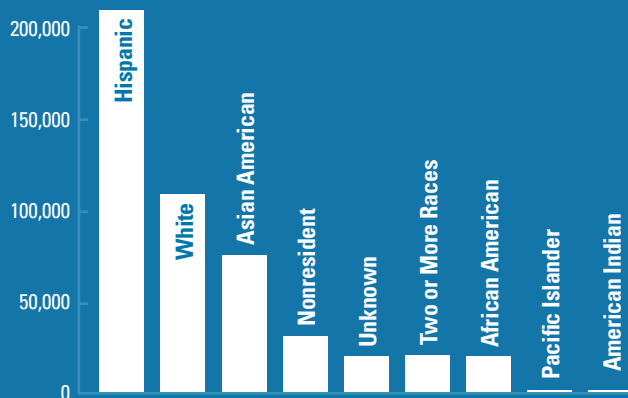
CSU TUITION AND FEES ARE LESS THAN COMPARISON INSTITUTIONS [BASED ON AVERAGE RESIDENT UNDERGRAD]



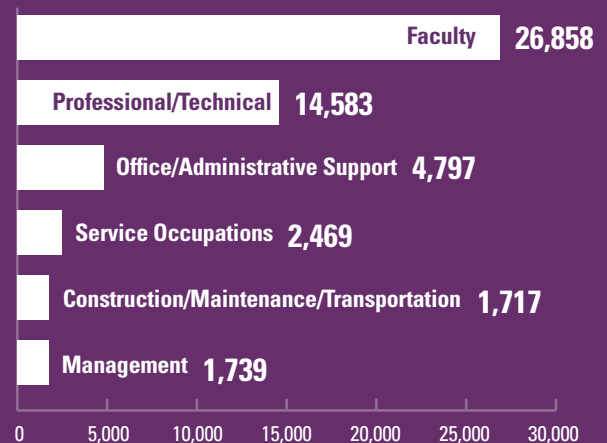
CSU CONTINUES TO SERVE PRIMARILY CALIFORNIA RESIDENTS



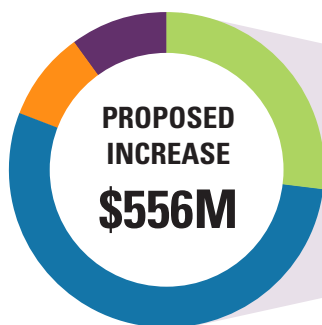
CSU SERVES A DIVERSE STUDENT POPULATION



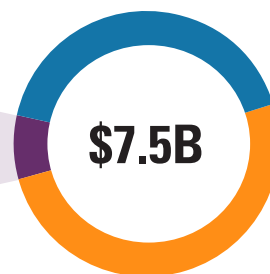
MAJORITY OF CSU WORKFORCE TEACHES STUDENTS



2021-22 PROPOSED OPERATING BUDGET



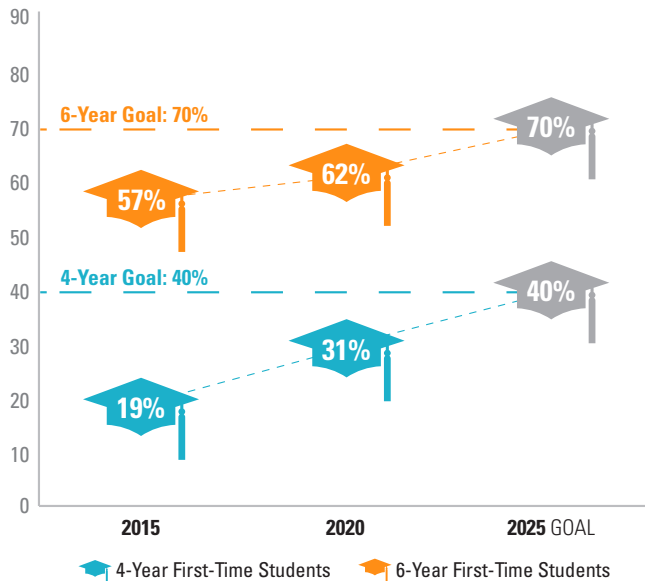
- Graduation Initiative 2025 **27%**
- Restoration of 2020-21 General Fund Reductions **54%**
- Academic Facilities and Infrastructure **9%**
- Mandatory Costs **10%**



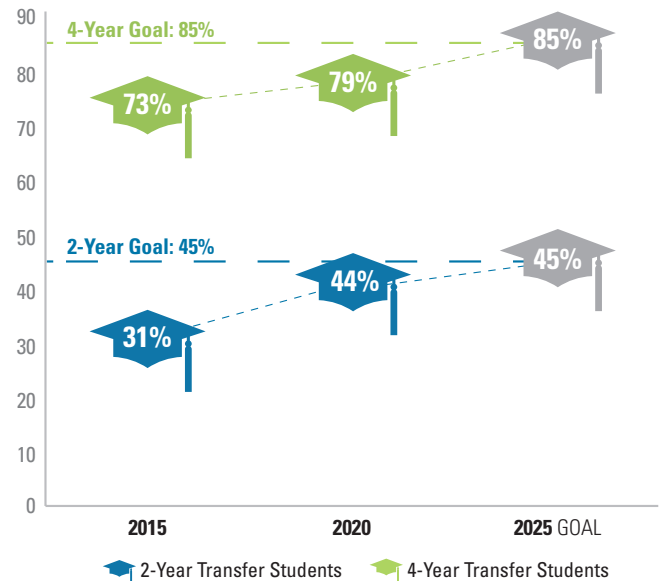
- Tuition and Fees **\$3.2B**
- General Fund **\$3.7B**
- 2021-22 Proposed Increase **\$556M**

CSU IS ON TRACK TO MEET ITS SYSTEMWIDE GRADUATION RATE GOALS BY 2025

FIRST-TIME STUDENTS



TRANSFER STUDENTS



50%

OF CSU
UNDERGRADUATES
RECEIVED
A FEDERAL PELL
GRANT

95%

OF ALL
ENROLLED
STUDENTS
ARE FROM
CALIFORNIA

32%

OF
UNDERGRADUATES
ARE THE FIRST IN
THEIR FAMILIES TO
ATTEND COLLEGE

49%

OF
UNDERGRADUATES
ARE FROM
TRADITIONALLY
UNDER-
REPRESENTED
MINORITIES

94%

OF NEW
UNDERGRADUATE
TRANSFERS
ARE FROM
CALIFORNIA
COMMUNITY
COLLEGES



80,000

COURSES WERE
TRANSITIONED TO
VIRTUAL MODALITIES



250,000

HOURS OF FACULTY AND
STAFF PROFESSIONAL
DEVELOPMENT TO PROVIDE
A ROBUST TEACHING,
LEARNING AND DISCOVERY
EXPERIENCE FOR STUDENTS



10s OF 1000s

OF NEW LAPTOPS
AND WI-FI HOTSPOTS WERE
PROVIDED TO STUDENTS
TO MITIGATE THE
"DIGITAL DIVIDE"



85.5%

OF 2019 FIRST-YEAR
STUDENTS RETURNING
TO CAMPUS FOR
FALL 2020


A female scientist with dark hair, wearing a white lab coat over a pink shirt, blue nitrile gloves, and a gold watch, is carefully pouring a red liquid from a small glass vial into a larger Erlenmeyer flask. The flask already contains some red liquid. In the foreground, another Erlenmeyer flask filled with red liquid is visible. The background shows a laboratory setting with wooden cabinets and various lab equipment.

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CHANCELLOR'S MESSAGE

The COVID-19 pandemic and the resulting economic impact continue to challenge our nation, our state and our great institutions like the California State University as never before.

I could not be more proud of the way that the CSU has risen to meet this moment.

Guided by twin North Stars – safeguarding the health and well-being of our students, faculty, staff and the communities we serve, and ensuring that as many students as possible stay on track to earning the proven, lifelong benefits of a CSU degree – the university made the massive pivot to primarily online instruction and virtual support.

More than 80,000 classes were transitioned to virtual modalities, as was the CSU’s full range of academic and holistic support services. Great care was taken to continue to provide for our students who are housing or food insecure. Tens of thousands of new laptops and WiFi hotspots were distributed to students to mitigate the “digital divide” that can disproportionately impede students from historically underserved populations. Faculty and staff engaged in more than 250,000 hours of professional development to ensure a robust teaching, learning and discovery experience.

Thanks to the resolve, ingenuity and adaptability of the CSU’s faculty, staff and students, the university has not only sustained its instruction and core operations, it has thrived. Record numbers of degrees were awarded in spring 2020. Completion rates – for students from all walks of life – are at all-time highs. And in the fall, the university enrolled its largest-ever student body.

This is a testament not only to the value of and demand for a CSU degree, but also to the trust Californians have in our mission and our ability to transform their lives. And it was made possible due to public funding – new state investment spanning from the end of the last recession until the beginning of the current global public health crisis.

But now, the CSU is at a critical financial crossroads. State funding was cut by \$299 million for 2020-21 – a 7.4 percent decrease. The university faces increased costs associated with the pandemic and shift to virtual instruction. Self-funded enterprise programs – such as student housing, parking, and professional and continuing education – are suffering extreme financial hardship.

To keep core instructional and student-support functions afloat, and to mitigate negative impacts to faculty and staff to every extent possible, the CSU has implemented a hiring chill, halted travel and is carefully spending down a portion of reserves prudently saved for economic uncertainty.

However, moving forward, the state must make the CSU a priority in its budgetary decisions. If the state were to choose to cut the CSU’s budget again in 2021-22 and beyond, the university’s financial situation will quickly become untenable, threatening both our progress and our mission.

The trustees’ budget plan was developed with careful consideration of the CSU’s, and the state’s fiscal reality. And it represents a vital, prudent and effective path forward – for the university and for our students – through this extraordinarily challenging moment in time.

Indeed, the CSU’s work has never been more critical or more urgent. But we have demonstrated that we are up to the task and stand ready – with your commitment to provide the necessary financial support – to remain a beacon of resilience and recovery for our great state, and to continue to propel Californians from all backgrounds toward their brightest future.



Timothy P. White
Chancellor
The California State University



THE CSU TODAY

In the 2020-21 final budget, the state reduced permanent base funding to the CSU by \$299 million, and the state removed \$315 million in one-time funding. The state-funded retirement adjustment of \$42.7 million to be reduced in a subsequent General Fund appropriation is also included in the tables below. The 2020-21 current year total CSU operating budget of \$6.9 billion is comprised of \$3.7 billion in state General Fund and \$3.2 billion in tuition and fees. New resources to fulfill the CSU's budget request for 2021-22 are \$556 million, as shown in Table 1.

TABLE 1: OPERATING BUDGET & INFRASTRUCTURE

	2019-20 Past Year	2020-21 Current Year	2021-22 Budget Year	2021-22 Increase
General Fund, Operations	\$4,000,479,000	\$3,339,530,000	\$3,845,550,000	\$506,020,000
General Fund, Academic Facilities and Infrastructure	340,560,000	340,560,000	390,560,000	50,000,000
Tuition and Other Fee Revenue	3,269,805,000	3,239,004,000	3,239,004,000	0
TOTAL OPERATING BUDGET AND INFRASTRUCTURE	\$7,610,844,000	\$6,919,094,000	\$7,475,114,000	\$556,020,000

TABLE 2: EXPENDITURES BY PROGRAM AREA

	2019-20 Past Year	2020-21 Current Year	2021-22 Budget Year
Instruction	\$2,922,576,000	\$2,823,899,000	\$2,823,899,000
Research	33,958,000	22,826,000	22,826,000
Public Service	26,695,000	16,009,000	16,009,000
Academic Support	762,665,000	705,517,000	705,517,000
Student Services	832,475,000	743,069,000	743,069,000
Institutional Support	1,009,953,000	891,642,000	891,642,000
Operation and Maintenance of Plant	1,267,664,000	972,088,000	972,088,000
Student Grants and Scholarships	754,858,000	744,044,000	744,044,000
New Expenditures	0	0	556,020,000
TOTAL EXPENDITURES	\$7,610,844,000	\$6,919,094,000	\$7,475,114,000

The operating budget is focused on fulfilling CSU's core mission: to serve students with a high-quality, affordable and accessible education. As shown in Table 2, the CSU spends 73 percent, \$5 billion, of its total operating budget on instruction, academic support, student services and financial aid. All of these activities promote student success, enrich the academic experience and ensure that each eventual CSU graduate is ready to professionally succeed.



With sustained state support, the CSU continues to be one of the best investments in California. As the largest and most diverse university system in the country, the CSU is doing its part to meet the workforce needs of California while remaining one of the nation's most affordable public four-year universities. In fact, several CSU campuses are often listed in Forbes magazine's annual ranking of the nation's top schools with the highest quality and best financial outcomes.

- Enrolled 485,549 students in Fall 2020;
- Graduated 128,925 students in 2019-20, 1,525 more than 2018-19;
- Awarded 109,450 baccalaureate, 18,883 master's and 592 doctorate degrees in 2019-20;
- Served 2,226 doctoral students in Fall 2019 from diverse backgrounds, preparing them for leadership roles in education and nursing, and filling roles in critical fields like physical therapy, occupational therapy and audiology;
- Improved graduation rates for four-to-six-year first-time and transfer students by 35 percent since 2015; and
- Opened or expanded food pantries or food distribution systems on every campus and continue to build community partnerships to support student well-being, housing and food insecurity.

As a result of COVID-19, CSU successfully transitioned from in-person to online instruction and virtual student support.

- Bought 25,200 laptops and tablets and 12,000 Wi-Fi hotspots for staff, faculty, and students who needed them to continue their work or studies from their homes;
- More than 80,000 classes were transitioned to virtual modalities; and
- More than 250,000 hours of professional development engaged by faculty and staff to ensure a robust teaching, learning and discovery experience.

The CSU also continues to maximize efficiencies and economies of scale to find cost savings and cost avoidance whenever possible. Through joint contracts, energy partnerships and sustainability efforts the CSU is making significant strides in this area.

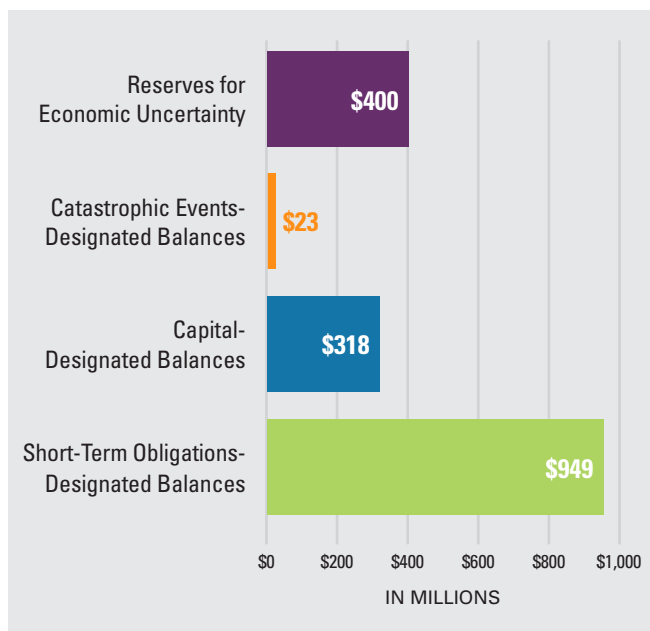
- Partnered with University of California, California Community Colleges and other higher education consortia agreements to reduce costs in purchasing goods and services mainly for construction projects, information technology and academic support.
- Achieved \$162.6 million in cost avoidance and revenue generation in 2018-19 in a variety of areas including administrative services, information technology, construction, instructional and student services, energy, facilities operations, and strategic partnerships.

2018-19 CSU COST AVOIDANCE AND REVENUE

CATEGORY	IN MILLIONS
Administrative Services	\$45.0
Information Technology	35.1
Construction	30.5
Instructional and Student Services	20.6
Energy	15.7
Facilities Operations	14.6
Strategic Partnerships	1.1
TOTAL	\$162.6

DESIGNATED BALANCES & RESERVES: \$1.7 BILLION

CSU's operating fund designated balances and reserves pay for nonrecurring expenses to manage short-term obligations and commitments, provide funding for capital infrastructure repairs and maintenance and help ensure that operating costs can be paid during times of catastrophic events and economic and budgetary uncertainty. CSU's reserve policy encourages campuses to accumulate a minimum of one-quarter and a maximum of one-half of the annual operating budget. The policy also requires designation and reserve amounts to be established and reported annually by the campuses and the system office. These amounts are published on CSU's financial transparency portal and reported annually to the Board of Trustees.



The CSU has prudently grown designated balances and reserves to meet certain strategic goals, one of which has been to prepare for possible economic uncertainty. The CSU has already drawn upon these reserves on a one-time basis to maintain operations in programs impacted by COVID-19. Campuses began 2020-21 with plans to use \$180.4 million of these balances and reserves during the fiscal year. It is anticipated that a measured use of reserves over the next several years will be necessary until the economy and state budget rebound.

On June 30, 2020, designated balances and reserves in the operating fund totaled \$1.7 billion, accumulated primarily from tuition, fees, and other revenues in excess of annual expenses. Operating fund balances for short-term obligations, capital projects and catastrophic events as well as reserves for economic uncertainty are displayed in the chart.

Designated for Short-Term Obligations

Balances designated for short-term obligations are for open contracts and purchase orders, near-term debt service payments, financial aid obligations and programs that are in development. Balances designated for short-term obligations totaled \$949 million at the end of last year, which are sufficient to cover expected needs and are typically used in the following fiscal year.

Designated for Capital

Balances designated for capital are for new capital projects and repair of current buildings, as well as planning costs and equipment acquisition associated with those buildings. Capital reserves fall well short of the expected need, which is at least 10 percent of the cost of academic projects approved in the most recent five-year capital plan. Over \$805 million is required for academic projects approved in the 2020-21 through 2024-25 five-year capital program. Balances designated for capital totaled \$318 million.

Designated for Catastrophic Events

Balances are held to be used in the event of a natural disaster or other catastrophic event. Typically, these balances are used to pay for costs that are not covered by insurance. Balances designated for catastrophic events are sufficient to cover expected needs, which totaled \$23 million.

Reserves for Economic Uncertainty

Reserves for economic uncertainty are held for costs that may occur due to short-term recessionary cycles or state budget fluctuations. Reserves are part of the university's prudent fiscal strategy and are intended to be used in the future as a one-time supplement to help manage a rapid decline in state resources. This allows time to adjust operating budgets appropriately to balance reductions and to minimize disruptions to students' education as much as possible. Reserves for economic uncertainty totaled \$400 million and are less than one month of operating fund expenses, well below the need to maintain three to six months of operating expenses.



**2021-22
OPERATING
BUDGET PLAN**

The CSU proposes a \$7.5 billion operating budget for 2021-22, with \$4.2 billion from the state General Fund and \$3.3 billion from tuition and fee revenue. As shown in Table 1, this budget plan is an increase of \$556 million over the 2020-21 operating budget. This budget plan includes significant investments so that the CSU can continue to serve as the key to California's prosperous economy, now ranked as the fifth largest in the world.

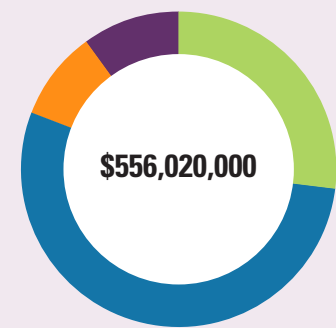
Table 3 outlines the sources and uses of funds that make up the \$556 million increase.

TABLE 3: SOURCES AND USES OF FUNDS

SOURCES OF FUNDS		
General Fund Increase		\$556,020,000
Operating Budget	506,020,000	
Academic Facilities and Infrastructure	50,000,000	
TOTAL NEW SOURCES		\$556,020,000

USES OF FUNDS		
Graduation Initiative 2025		\$150,000,000
Highest Campus Priorities	135,000,000	
Basic Needs Initiative	15,000,000	
Restoration of 2020-21 General Fund Reductions		299,043,000
Academic Facilities and Infrastructure		50,000,000
Mandatory Costs		56,977,000
Assembly Bill 1460 Ethnic Studies Requirement	16,500,000	
Health Benefits	23,782,000	
Maintenance of New Facilities	11,336,000	
Minimum Wage	5,359,000	
TOTAL NEW USES		\$556,020,000

USES OF FUNDS



- Graduation Initiative 2025
27%
- Restoration of 2020-21 General Fund Reductions
54%
- Academic Facilities and Infrastructure
9%
- Mandatory Costs
10%



TABLE 4: CSU SYSTEMWIDE GRADUATION INITIATIVE PROGRESS

			2016	2017	2018	2019	2020	2025 Goal
GRADUATION RATES	First-Time Students	4-Year	21%	23%	25%	27%	31%	40%
		6-Year	59%	59%	61%	62%	62%	70%
	Transfer Students	2-Year	33%	35%	38%	40%	44%	45%
		4-Year	74%	75%	77%	77%	79%	85%
EQUITY GAPS (in percentage points)	Underserved Students of Color		12.0	12.2	10.5	11.1	10.5	0.0
	Pell Grant Recipients		10.0	10.6	9.5	10.2	9.2	0.0

GRADUATION INITIATIVE 2025: \$150 MILLION

HIGHEST CAMPUS PRIORITIES: \$135 MILLION

As Graduation Initiative 2025 enters its fifth year, the CSU expects to invest \$135 million of the 2021-22 operating budget request to meet the ambitious goals adopted by each campus. Launched in 2016, this initiative aims to increase graduation rates for first-time and transfer students, eliminate equity gaps for historically-underserved students of color and Pell Grant recipients and meet California's workforce needs. Reducing time to degree means that graduates enter the workforce or graduate sooner, positively impacting their future and producing additional graduates to power California.

Graduation Rates Are at All-Time Highs

Based on preliminary 2020 data, four- and six-year graduation rates for first-time students and two- and four-year rates for transfer students continue to increase and have reached all-time highs. These remarkable improvements represent the dedication of CSU faculty and staff, intentional action by campus leaders and a systemwide focus on student success.

- Each year, a greater number of students graduate from the CSU. Since 2015, the number of additional students who annually earn a baccalaureate degree has increased by more than 20,000.
- The systemwide four-year graduation rate increased four percentage points from the previous year and twelve percentage points since 2015.
- The systemwide six-year graduation rate continued at 62 percent, which is above the national average for public universities.
- The CSU is on track to meet its systemwide graduation rate goals by 2025.

Continued Focus on Eliminating Equity Gaps

Closing equity gaps in higher education is the challenge of our time. CSU campuses are rising to that challenge, continuing university-wide efforts to eliminate equity gaps. While graduation rates continue to rise for students from all backgrounds, the persistence of the equity gaps underscores the need for an explicit focus at every level of the university.

- Since 2015, Channel Islands, Fresno, Fullerton, Los Angeles, Monterey Bay, San Diego, San Marcos and Sonoma all have decreased their equity gap for historically underserved students of color by at least 50 percent.

Continuous state funding for Graduation Initiative 2025 is critical to maintain momentum. Campuses will continue to use these funds to offer more courses, hire additional tenure-track faculty and to advance innovative student success practices, with a focus on these six areas:

- Academic Preparation
- Enrollment Management
- Student Engagement and Well-Being
- Financial Support
- Data-Informed Decision Making
- Administrative Barriers

One critical academic and student support strategy that cuts across all six areas is advising. CSU campuses have been national leaders in the adoption of technology platforms that provide students with accessible, real-time academic planning and navigation tools.

These efforts ensure that all students have the opportunity to earn a degree, empowering current and future generations of Californians. More information about specific systemwide and campus priorities can be found at calstate.edu/graduationinitiative.

BASIC NEEDS INITIATIVE: \$15 MILLION

The CSU requests \$15 million to sustain and expand its Basic Needs initiatives in support of Graduation Initiative 2025. Following a landmark research project into the prevalence of food and housing insecurity among CSU students, the Chancellor's Office launched a systemwide initiative in 2015 to provide a framework for the CSU's 23 campuses that guides a more coordinated approach to developing basic needs programs and services. These strategies are intended to support students experiencing food and housing insecurity, unanticipated financial distress, mental health concerns and overall health and safety challenges that have the potential to disrupt their timely pathways to degree.

While the CSU's primary mission is educational in nature, the CSU recognizes that students cannot be fully engaged in, or out of, the classroom if they are primarily preoccupied with hunger, housing insecurity, personal safety or mental health concerns. As such, leaders across all 23 campuses have committed to enhancing and developing resources consistent with the CSU academic mission to reduce the negative impact of these basic needs gaps on student retention and graduation. From a Fall 2019 survey, campuses are investing \$92 million from all funding sources on basic needs support and services to students.



Strategies to ameliorate students' basic needs challenges include, but are not limited to:

- Providing accessible housing options for low-income students and students experiencing financial distress in response to California's affordable housing crisis;
- Increasing CalFresh outreach and application assistance;
- Implementing on-campus food distribution programs;
- Instituting emergency housing options;
- Awarding emergency loans, micro-grants and crisis fund assistance; and,
- Creating or renewing partnerships with nonprofit and governmental entities that provide direct services to students.

In the current context of COVID-19, many CSU campuses have expanded their basic needs initiatives to also include programs that address the digital divide. Examples include laptop/tablet and mobile Wi-Fi hot spot distribution or lending programs, as well as access to low-cost home installation of high-speed internet service.

There is also a need to increase prevention efforts, health promotion programs and services for early identification and intervention. The CSU continues to work to destigmatize students' use of mental health and basic needs programs and services so that struggling students can comfortably utilize both campus and community-based supports for help in a timely manner. Further, through ongoing training and capacity-building, faculty and staff will be better positioned to amplify campus efforts and refer students to appropriate resources both on and off campus. The CSU will continue to identify sustainable solutions for students for a variety of emergency housing programs at each of the 23 campuses.

As in prior years, awards will be distributed by the Chancellor's Office to campuses to expand, for example, existing efforts to provide affordable housing, minimize student hunger, raise awareness of services currently offered on campus and develop practices to provide additional emergency financial assistance to students in need. A key feature of these efforts will be to build and sustain partnerships with community-based organizations, private foundations and governmental entities. Efforts will be made to focus investments in a strategic manner, such that campuses will be encouraged to apply for "seed" funding to establish and grow new programs and assess the impact of these efforts.

SALARY AND BENEFITS:

The CSU Board of Trustees recognizes salary and benefits for faculty, staff and management as a key element to the university's success. Continued investment in competitive salary and benefits is critical for the CSU to fulfill its primary mission of access to an affordable and high-quality education. A competitive compensation package is essential to the CSU's ability to recruit and retain the best faculty, staff and management employees.

Compensation Pool

After careful consideration of the state's and CSU's fiscal circumstances, this budget plan does not include a request for funding increases for the 2021-22 compensation pool. As a point of reference, a one percent increase in salary and salary-related benefits (OASDI, Medicare and retirement) for all employee groups would cost \$44,952,000.

The COVID-19 economic impacts have forced California employers to furlough or layoff hundreds of thousands of public and private sector employees across the state. Unfortunately, hundreds of hourly employees who worked in bookstores, dining, student recreation centers and other ventures operated by CSU auxiliary organizations could not be retained because the usual volume of foot traffic by students, faculty and staff largely disappeared in March 2020.

The CSU has been proactive in mitigating the impact to faculty and staff in light of the health crisis and the \$299 million state budget reduction faced. The CSU quickly implemented several cost-control measures, including implementing a hiring chill and essentially stopping travel, saving millions of dollars for the system. In July 2020, the Chancellor conveyed that the CSU would prudently use reserves this year so that there would be no systemwide furloughs or layoffs, allowing campuses to plan for permanent base reductions. Campuses report that they plan to use about 45 percent (or \$180.4 million) of their reserves for economic uncertainty in 2020-21. This roughly equates to what would have been a 4.2 percent furlough for the system. Additionally, CSU employees have benefitted from multiple programs provided by the CSU during this health crisis. Examples include leave available to employees that need to attend to COVID-related reasons (e.g., childcare, illness, isolation, care of a family member, unable to work remotely, etc.) and employees unable to telecommute due to the nature of their profession and classification.

With the health and fiscal impacts of COVID-19 expected to persist for some time, the CSU cannot guarantee that the mitigation efforts will indefinitely continue. Furloughs and layoffs may be necessary in the future. But clearly, as demonstrated immediately above, the CSU has and will continue to make every attempt to minimize negative impacts on employees.

Retirement Benefits (above state-funded)

Beginning with the 2013-14 fiscal year, the annual state budget placed a limit on the state's obligation to adjust CSU retirement funding due to annual changes in CalPERS rates. While the state's statutory obligation to adjust retirement funding based on annual rates set by CalPERS continues (Government Code section 20814), the salary base applied to the incremental rate change is annually set to the CSU 2013-14 pensionable payroll level in the state budget. Final 2019-20 pensionable payroll for the CSU was 32 percent above the 2013-14 frozen pensionable payroll level. The retirement increase amount above the frozen payroll level is an unfunded cost for the CSU, and it continues to increase each year when pensionable payroll or retirement contribution rates increase.

CalPERS retirement contribution rates decreased for 2020-21 for the first time in several years, due in part to advanced paydown of unfunded retirement obligations, so there is no request for additional retirement funding in 2021-22. However, use of this budgeting practice by the state is problematic and should be discontinued. Throughout the years that this budget practice has been in effect, the state or students ultimately covered the unfunded liability above frozen pensionable payroll because retirement costs are mandatory and unavoidable. While the rationale of this practice was to help reduce state funding increases and to examine more closely the cost of annual general salary increases and hiring of new employees, that has always been a key consideration as the CSU must balance the need to serve students with the level of funding available to the university, particularly as tuition rates have remained relatively constant since 2011-12 with only a \$270 per year increase in 2017-18. The CSU cannot hire additional employees or provide continued investment to ensure competitive salary and benefits salary without the proper level of state funding.



ACADEMIC FACILITIES AND INFRASTRUCTURE: \$50 MILLION

The CSU proposes using \$50 million of the \$556 million request to fund academic facilities and infrastructure projects. Campus need for facility renovation and improvement continues to grow. Academic facility and infrastructure improvement programs address a variety of important facility needs. Seismic projects retrofit and improve buildings that have been identified by the seismic review board as needing seismic strengthening. Other projects address general building deficiencies in building systems and building structure. Many of the infrastructure improvement projects address critical infrastructure needs, system upgrades, facility improvements, as well as maintenance needs that are well past due. While the CSU continues to make strides in addressing its systemwide needs, current funding levels prohibit the CSU from undertaking projects in order to adequately address the needs in the built environment. Had Proposition 13 been approved by the voters in March 2020, the CSU would have received \$2 billion to fund academic facilities and infrastructure projects.

In support of the request for additional, permanent base funding, the CSU five-year capital plan identifies the priority needs of each of the 23 campuses and their off-campus centers. The plan primarily identifies renewal/replacement needs of existing buildings with some new facilities to accommodate growth and improve student access. The Board of Trustees annually approves categories and criteria for capital outlay priority setting. The priorities are consistent with the state's priorities of critical infrastructure, life safety projects, renovation/modernization of existing facilities and new facilities to increase capacity to serve the existing and projected enrollment. The five-year plan identifies a systemwide need in 2021-22 alone that exceeds \$2.7 billion needed to address academic infrastructure and facility needs. The \$50 million in the 2021-22 budget request will help finance approximately \$900 million of the \$2.7 billion in the priority projects identified by the campuses. For more information on specific projects and priorities, see the CSU multi-year capital plan.

RESTORATION OF 2020-21 GENERAL FUND REDUCTIONS: \$299 MILLION

The state reduced the CSU recurring appropriation by \$299 million, a 7.4 percent reduction in state funding, which forced the CSU to utilize a number of one-time sources to temporarily support that funding drop for 2020-21, including the use of designated balances and reserves, the federal CARES Act funding, a slowdown in hiring and a halt on travel. Those one-time solutions, however, cannot be sustained into 2021-22 and beyond because the \$299 million recurring reduction would require permanent, ongoing cost reductions that would: 1) jeopardize future Graduation Initiative 2025 success; 2) prevent the funding of mandatory costs in 2020-21 and 2021-22; and 3) challenge continued support of current enrollment levels. As a result, the state should look to restore or invest in the university in 2021-22. The budget plan includes a \$299 million recurring general fund restoration, which represents a 100 percent restoration of the budget cut the university is experiencing right now.

MANDATORY COSTS: \$57 MILLION

Mandatory costs are expenditures the university must pay regardless of the level of funding allocated by the state, and they often increase independent of growing, flat or declining state support. The 2021-22 operating budget request includes \$57 million for increases due to the new ethnic studies requirement, health benefits, maintenance of new facilities and minimum wage rate.

Assembly Bill 1460 Ethnic Studies Requirement	\$16,500,000
Health Benefits	23,782,000
Maintenance of New Facilities	11,336,000
Minimum Wage Increase	5,359,000
TOTAL	\$56,977,000

Assembly Bill 1460 Ethnic Studies Requirement

AB 1460 requires every CSU campus to offer ethnic studies courses and every CSU student to complete a three-unit course in ethnic studies to graduate. Campuses that have no ethnic studies courses in these areas must develop them and campuses that have ethnic studies departments or courses must expand them to ensure that every student has access to an ethnic studies course. The cost to CSU to provide an ethnic studies course to all students is a \$16.5 million ongoing cost across the system and an additional \$1.5 million in one-time cost. This cost is comprised of instructional, administrative and one-time Associate Degree for Transfer (ADT) review activities.

Health Benefits

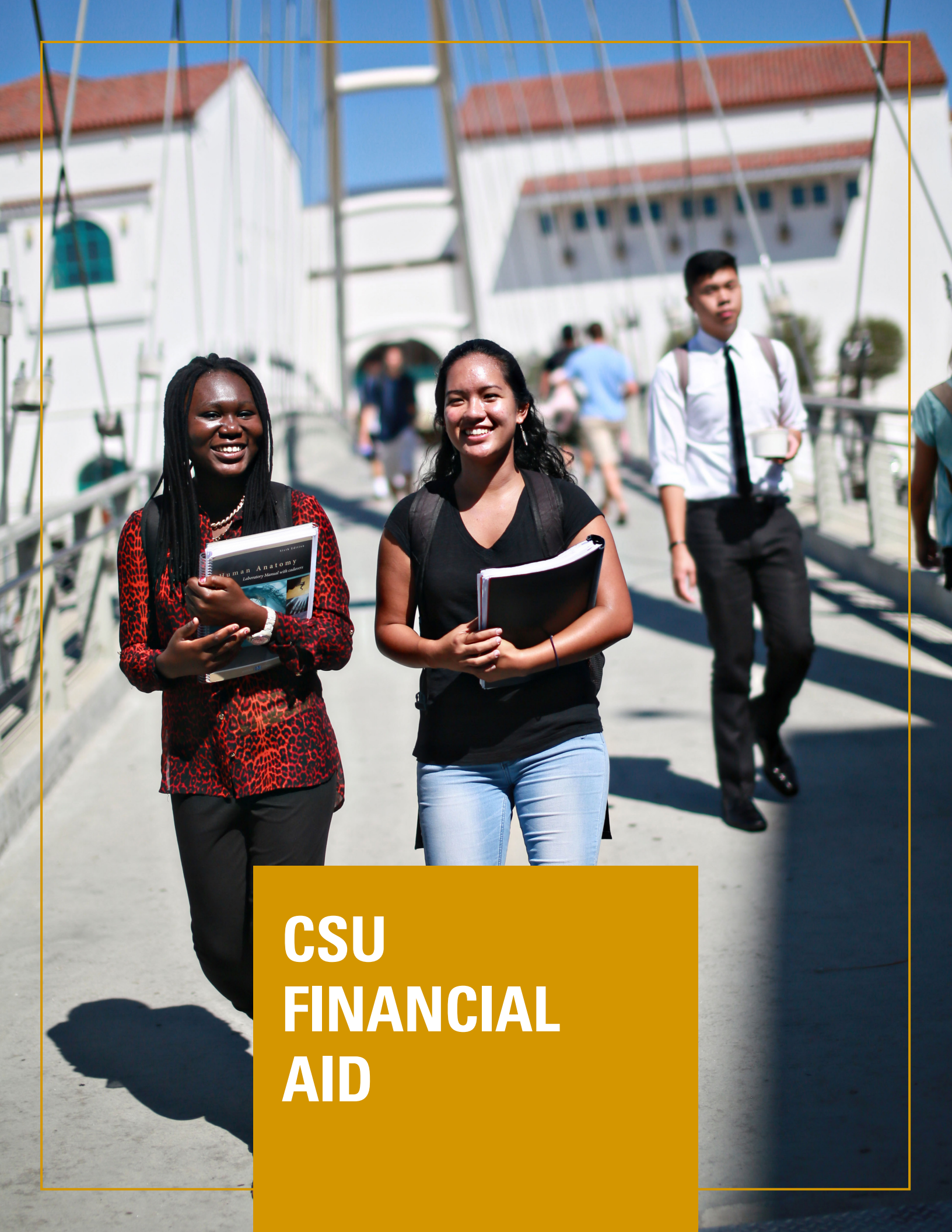
Permanent base budget costs associated with January 2021 employer-paid health care premium increases are nearly \$23.8 million. Health care premiums are shared between the CSU and its employees, with the CSU funding a significant portion of the costs. The CSU is governed by California Government Code section 22871 that defines the employer-paid contribution rates.

Maintenance of New Facilities

The CSU is scheduled to open 558,969 square feet of new facilities in 2021-22. The cost to fund regular maintenance of these facilities is \$20.28 per square foot, for a total of \$11.3 million in 2021-22. Regular maintenance of new facilities includes the cost of utilities, building maintenance, custodial, landscape and administrative support.

Minimum Wage Increase

In January 2021, the California minimum wage will increase from \$13 per hour to \$14 per hour. The estimated annualized cost of the increase on CSU campuses is over \$5.3 million. Further, the California minimum wage will increase again in January 2022, when it reaches \$15 per hour.



CSU FINANCIAL AID

The CSU strives to keep costs to a minimum by offering institutional aid programs in addition to federal and state grant and loan programs. Financial aid allows students attending the CSU to better focus on their academics and to ease the pressure of educational and personal costs.

CSU systemwide tuition is one of the lowest in the nation, at \$5,742 per year for a resident undergraduate student. Numerous CSU, state and federal financial aid programs help mitigate the cost of attendance for the lowest income students and keep student debt well below the national average. In fact, CSU baccalaureate degree recipients have lower average debt (\$17,978) than other students in California (\$22,585) and the nation (\$29,200).

With 84 percent of all CSU students receiving financial aid and 73 percent of undergraduate financial aid recipients receiving grants and scholarships to cover the full cost of tuition, the CSU understands the impact that need-based aid has on social mobility—a student's ability to attend college, earn a baccalaureate degree and enter the California workforce in a position to attain greater lifetime earnings.

The CSU currently provides nearly \$950 million of institutional aid, which includes \$701 million for the State University Grant program. An additional \$747 million from the state Cal Grant program and over \$1 billion from the federal Pell Grant program helps CSU undergraduate students cover tuition, fees and some portion of other personal expenses. The result is average loan debt levels that are well below the national average.

STATE UNIVERSITY GRANT PROGRAM

To further the CSU's mission to provide an affordable, high-quality education to all students, the CSU created the State University Grant (SUG) program in 1982-83 to assist students who have the greatest financial need. Each year, the CSU awards need-based grants to eligible California residents and DREAM Act applicants who enroll at CSU campuses in undergraduate, post-baccalaureate, teaching credential and graduate programs. Financial need is determined by the Expected Family Contribution (EFC) based on the Free Application for Federal Student Aid (FAFSA) application. Financial need is determined for Dream Act students through the California Dream Act Application.

The SUG program has grown considerably since its inception, from \$4 million in 1982-83 to \$701 million in 2020-21. Over 140,000 students received a SUG award in 2018-19.

As tuition and enrollment increased and state investment in the CSU fluctuated, the CSU expanded the SUG program to help keep student costs to a minimum. Currently, over 10 percent of the total CSU operating budget is dedicated to financial aid for students with the greatest need. The SUG program remains one of the largest commitments in the CSU operating budget.



TUITION WAIVERS

Under current state law, there are six mandatory resident tuition waiver programs:

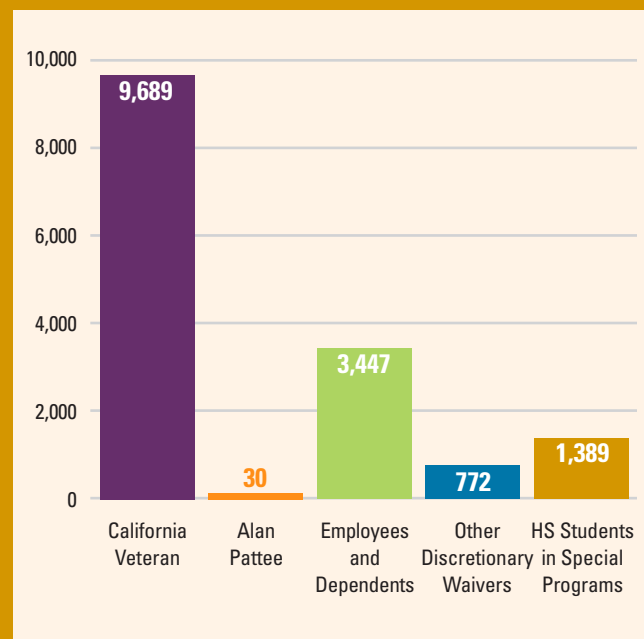
- California Veterans Waiver for children of disabled or deceased veterans (Education Code section 66025.3)
- Alan Pattee Waiver for dependents of deceased law enforcement or fire suppression personnel (Education Code section 68120)
- Current or former foster youth (Education Code section 66025.3)
- California residents who were dependents of victims killed in the September 11, 2001, terrorist attacks (Education Code section 68121)
- Exonerated persons (Education Code section 69000)
- Student trustees (Education Code section 66602)

The CSU also offers systemwide tuition waivers for employees and their dependents pursuant to collective bargaining agreements and CSU policy.

Other discretionary tuition and fee waiver and exchange programs have been established by the CSU Board of Trustees and California statute for programs such as high school students participating in special programs, California residents age 60 or older or certain study abroad students.

In 2019-20, 15,327 tuition waivers were granted to CSU students, totaling approximately \$77.1 million in waived tuition. The state has not provided any General Fund support for any CSU tuition waiver program since 1992-93.

2019-20 SYSTEMWIDE TUITION WAIVERS





BOARD OF TRUSTEES

Approval of the 2021-2022 Operating Budget Request (RFIN 11-20-XX)

RESOLVED, that the future of California rests on CSU'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 that the proposed CSU 2021-2022 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 any changes made by the chancellor be communicated promptly to the trustees; and be it further

RESOLVED, that copies of this resolution and the 2021-2022 Operating Budget Request agenda item be transmitted to the governor, to the director of the Department of Finance, and to the legislature.



CSU The California
State University

401 Golden Shore, Long Beach, CA 90802
www.calstate.edu

COMMITTEE ON FINANCE

California State University, Fresno – Update on a Public-Private Partnership for the Central Utility Plant Replacement Project

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Joseph I. Castro
President
California State University, Fresno

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

Summary

This information item provides the California State University Board of Trustees with an update on the progress toward a public-private partnership for the Central Utility Plant Replacement Project at California State University, Fresno.

Background

In May 2019, the Board of Trustees approved the concept of a public-private partnership for the Central Utility Plant Replacement Project and authorized the chancellor and the campus to enter into negotiations for agreements as necessary to develop a final plan for the public-private partnership. The campus plant, built in 1954, has had limited improvements over the past 65 years and its equipment and ancillary infrastructure have exceeded their use life. The central utility plant provides heating and cooling to over 3.1 million square feet in 80 campus buildings. The condition of the plant has resulted in significant increases in operating and deferred maintenance expenses over the past ten years, and the risk of catastrophic failure is always present.

Update on the Public-Private Partnership Competitive Selection Process

On December 6, 2019, the campus initiated the Request for Proposal (RFP) process to solicit competitive proposals from the following four pre-qualified development teams that were shortlisted from a Request for Qualifications issued October 8, 2018: (1) Plenary, Webcore, Syska Hennessy, Johnson Controls; (2) Engie Holdings, Ulico Infrastructure Management Co, HDR

(Architect), FVB, Black & Veach, Mesa Energy Systems, and Harris Construction; (3) Meridiam, Noresco, GLHN Architects & Engineers; (4) Fengate, Veolia Energy, W.M. Lyles, Kennedy Jenks Consulting, Taylor Engineering.

The campus has retained the following firms to consult in this selection process: Illuminati Infrastructure Advisors; Kutak Rock LLP (legal counsel in coordination with the CSU Office of General Counsel); P2S Engineering; and Barclays Capital.

The RFP process has been iterative to allow opportunities for innovation. It included numerous confidential one-on-one meetings; multiple rounds of clarifications and addendums; team site visits; and interim technical and financial terms submittals. Considerable consultation and guidance has been provided from CSU staff, including the Office of General Counsel; Capital Planning Design & Construction; and Financing and Treasury. This extensive and comprehensive RFP process produced a development plan that includes a non-negotiable Project Agreement ready for execution.

While the final selection and award process is still underway, the campus has entered into discussions with the consortium of Meridiam as the Equity Member; NORESCO as Lead Contractor and Lead Maintenance Provider; and GLHN Architects and Engineers as the Lead Engineer. This integrated team brings extensive experience as industry leaders successfully delivering similar public-private partnerships for various market segments, including higher education clients, central utility plants, and the energy sector. Recent projects of equal complexity that have been developed successfully by the this developer team are the Long Beach Courthouse and La Guardia Airport, which are clear indications of the team's financing capacity and understanding of non-recourse financing.

Final Development Agreement and Summary of Key Deal Terms

The developer will be responsible to design, build, finance and maintain (DBFM) designated components of the project over the life of the agreement. The developer will be responsible for the routine and life-cycle maintenance of the designated project elements, and will perform such maintenance for a service period of 30 years. The campus will retain responsibility for day-to-day operations, and the project will not reduce existing campus staffing levels.

The developer will be compensated for their capital investment and life-cycle maintenance costs through quarterly payments made by the campus over a 30-year term. All proposed financing structures provided by the developer will be without recourse to the CSU.

The agreement allows for the campus to make pre-payments which would reduce the overall term of the agreement (this could be accomplished with future project funding allocations from the CSU's multi-year major capital outlay program).

Project Scope

The project is comprised of four major elements, including: the installation of new equipment in the current plant location (chillers and boilers); replacement of hot and cold-water distribution systems; an energy management and control system with energy conservation and efficiency measures throughout the campus; and ancillary works that will include the installation of ground mounted photovoltaic systems.

The Central Utility Plant Replacement will be a hybrid plant with gas condensing boilers, electric chillers, a water side economizer and a base load heat recovery chiller. This solution balances energy consumption and operating costs. The new plant equipment and distribution systems will operate at a higher efficiency, resulting in additional heating and cooling capacity, energy savings, decreased operating costs, and improved reliability. The heating hot water (HHW) and chilled water distribution lines will be replaced.

A new energy management system (EMS) will be installed and commissioned with new controls. Various set points at a central plant level will allow the system status to be visible in real time. The HHW leak detection system will also be integrated into the new EMS.

The RFP includes a \$25 million allowance for energy conservation and efficiency measures (ECMs) in various campus buildings, including the installation of photovoltaic (PV) generation systems. The project includes a total of 4.8 megawatts of carport mounted PVs located in two campus parking lots.

Once the project is constructed, the developer will be responsible to train campus staff in the operation and troubleshooting of equipment and systems modified or installed. Training will also be provided on the use of energy management software and monitoring systems.

Project Funding

The approximately \$170 million total project cost will be funded primarily through financing provided by the developer. Additional fund sources may include up to \$25 million (the final amount is yet to be finalized) previously allocated from the CSU's 2016-17 Capital Outlay Program. These funds would be utilized to provide a lump sum prepayment amount that would decrease the capital charge component of the quarterly payments (see below) and decrease the financing cost over the term of the agreement.

Project Delivery

The developer will be responsible to design, build, finance, and maintain the project. The developer is required to provide committed financing with no recourse to the CSU. Turnkey delivery is set to be three years after execution of the agreement. California prevailing wage requirements shall apply to the development.

Payment Mechanism and Developer Compensation

Over the term of the agreement, the campus will make quarterly payments to the developer that include both a capital charge and a services charge. The payments shall be subject to deductions for performance failures. The quarterly payments will not include the cost of the commodity (e.g. electricity, natural gas). The quarterly payments are expected to be approximately \$12 million per year.

In addition, the CSU system will provide \$20 million to the campus over a four-year term to support the annual Availability Payments. The campus will be responsible for 100% of the Availability Payments after year four as part of its annual operating budget.

Educational Benefits

The project stands as the highest priority capital project for the campus. Growth of the campus is currently constrained, in part due to inadequate utility infrastructure to support existing buildings and future construction of buildings, severely limiting the ability to serve additional student enrollment. Upgrades to critical infrastructure will enable future campus growth and supports the overall campus master plan, programmatic goals, and education mission. Moreover, the project will place the campus on the right path toward achieving lower-carbon heating and cooling operations and complying with the Board of Trustees' policy on sustainability and the carbon reduction goal of 80 percent below 1990 levels by 2040.

This project will establish greater predictability, and budget certainty, around cost and schedule, as a result of involving at-risk private capital. The project also includes academic apprenticeship and paid internship opportunities to advance the campus's academic mission.

Next Steps

Following the November 2020 Board of Trustees meeting, the campus plans to conclude all CEQA environmental review and documents.

The campus will continue discussions with the Meridiam/NORESCO/GLHN consortium with the goal of finalizing its selection, completing the structure of the agreement documents, and returning to the Board of Trustees in January 2021 for final project approval of the proposed key business terms and financial plan, as well as approval of other related actions including any related master plan revisions, environmental review documents, amendments of the capital outlay program, or proposed schematic plans.

AGENDA

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Meeting: 3:30 p.m., Tuesday, November 17, 2020
Virtually via Teleconference

Jane W. Carney, Chair
Lateefah Simon, Vice Chair
Larry L. Adamson
Krystal Raynes
Romey Sabalius
Peter J. Taylor

- Consent**
1. Approval of Minutes of the Meeting of September 22, 2020, *Action*
 2. Fullerton Arboretum Joint Powers Authority Dissolution, *Information*
 3. Approval of the 2021-2022 through 2025-2026 Multi-Year Capital Plan, *Action*
- Discussion**
4. California State University, Chico Master Plan Revision, Final Environmental Impact Report, and Enrollment Ceiling Increase, *Action*
 5. San Francisco State University Science Replacement Building, *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 22, 2020

Members Present

Jane W. Carney, Chair
Lateefah Simon, Vice Chair
Larry L. Adamson
Rebecca D. Eisen
Romey Sabalius
Peter J. Taylor
Krystal Raynes

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

Trustee Jane W. Carney called the meeting to order.

Public Comment

Due to the virtual format of the September 22, 2020 meeting, all public comment took place at the beginning of the meeting's open session prior to all committees. No public comments were made pertaining to Committee on Campus Planning, Buildings and Grounds agenda items.

Consent Agenda

The minutes of the July 21, 2020 meeting of the Committee on Campus Planning, Buildings and Grounds were approved as submitted.

Item number two - California State University, San Bernardino, College of Arts and Letters/Theater Building Renovation and Addition was approved as submitted (RCPBG 09-20-05).

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

Preliminary Multi-Year Capital Program

The CSU's preliminary multi-year capital program was presented for information, and currently totals \$23 billion. Staff continues to work with campuses on the proposed project scope and budget and will return to the Board of Trustees in November 2020 with the final multi-year capital plan.

Following the presentation, trustees asked about flexibility in the plan to adjust given changing conditions related to the pandemic and the economic environment. They also asked how the plan will affect jobs and inquired if the CSU can assign campus staff to support various capital projects. Additionally, they asked about the ability to use various funding sources to pay for in-house labor.

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

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Fullerton Arboretum Joint Powers Authority Dissolution

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 provides the California State University Board of Trustees with information on the dissolution of the Fullerton Arboretum Authority. A Joint Exercise of Powers Agreement between the Redevelopment Agency of the City of Fullerton and the Trustees of the California State University in March 1976 that created the Fullerton Arboretum Authority to manage the arboretum expires on December 3, 2020. Upon expiration of the agreement, sole ownership and operation of the Arboretum will return to the Trustees of the CSU. California State University, Fullerton intends to maintain the Arboretum as a unique asset of campus community and educational program.

Background

A Joint Exercise of Powers Agreement between the Redevelopment Agency of the City of Fullerton (now the City of Fullerton) and the Trustees of the CSU on March 24, 1976 created the Fullerton Arboretum Authority. The Fullerton Arboretum Authority has the responsibility to maintain the trees, plants and facilities on the property, and is able to raise funds to offset operational and capital costs.

A Site Lease Agreement was signed in October 1977. Under the terms of the Site Lease Agreement, the Fullerton Arboretum Authority was permitted and authorized to care, maintain and control the 26-acre designated Arboretum site located on the northeast corner of the CSU Fullerton for arboretum and educational purposes.

The Fullerton Arboretum Authority was funded by contributions from the former Redevelopment Agency of the City of Fullerton and the Trustees of the CSU, from gifts, donations, charges, and profits. The City of Fullerton (as successor to the Redevelopment Agency of the City of Fullerton) and the Trustees of the CSU have shared the reasonable costs of the maintenance and operations of the Fullerton Arboretum.

The Fullerton Arboretum Authority is governed by a seven-member Commission consisting of three members appointed by the Trustees of CSU, three members appointed by the City of Fullerton and one at-large member appointed by a majority vote of the other six commissioners. The Arboretum Commission meets four times annually and acts much like a board of directors of a public corporation to oversee all aspects of the operation of the business of the Fullerton Arboretum.

Dissolution and Disposition of Assets

By its terms, the Joint Exercise of Powers Agreement expires on December 3, 2020, which will result in termination of the Fullerton Arboretum Authority. The Site Lease between the Authority and the Trustees expires on the same date. Upon the termination of these agreements, the Trustees of the CSU will resume sole operation and control of the Fullerton Arboretum. The Joint Exercise of Powers Agreement provides that upon the termination of the Agreement or dissolution of the Authority, “and after paying or making provision of the payment of all the liabilities of the Authority, the remaining assets of the Authority will escheat to the State or to a charitable organization exclusively for the purposes of the Authority in such manner, as to be used exclusively for charitable, educational, religious, or scientific purposes.” At its final meeting held on October 14, 2020, the Arboretum Commission approved that the remaining assets of the Authority will escheat to the California State University, which is the State of California acting in its higher education capacity, to continue to be used in support of the Arboretum and its educational, scientific and charitable activities.

Fiscal Impact

Beginning December 4, 2020, the Arboretum will be administered by CSU Fullerton Extension and International Programs. The Arboretum facilities, landscape, grounds, and utilities will be maintained by the university. The estimated annual maintenance and operating costs are approximately \$1.5 million, which will be funded by sources that include revenue from operations, philanthropic support from donors, and payouts from the endowment fund.

CSU Fullerton will continue fund-raising efforts to support the Arboretum. Over the years, donors have contributed to the Friends of the Fullerton Arboretum, including a \$1.4 million gift in October 2019.

Fullerton Arboretum Future Development

Fullerton Arboretum is a 26-acre botanical garden located on the northeast corner of the CSU Fullerton. It is the largest botanical garden in Orange County, with a collection of over 4,500 different species of plants.

Fullerton Arboretum was originally responsible for serving as the official preserver of the nation's citrus collection. The Fullerton Arboretum has become a significant attraction, hosting tens of thousands of visitors annually, and year-round programs and events. The Arboretum has bloomed into an ever-growing collection of Mediterranean, Woodland, and Desert plants.

The Fullerton Arboretum serves as a natural classroom and a living laboratory that support the education of students, research of faculty and engagement of community. It serves as a regional resource for research, education, and agricultural heritage. University students use the Arboretum for research, and as well as K-12 education and community programs. It is one of only 21 arboreta in the world to be awarded Level IV accreditation for its plant collection and educational value and is required to employ scientists engaged in research and actively involved in conservation initiatives.

The Fullerton Arboretum facilities currently include: the Fullerton Arboretum Visitor Center; the Orange County Agricultural and Nikkei Heritage Museum (the campus's first "green" building); the Heritage House, a Victorian residence that serves as a cultural museum; a plant nursery; and a garden sale area.

In July 2020, the CSU Board of Trustees approved the CSU Fullerton 2039 Campus Master Plan. The major features of the Arboretum remain in the updated Campus Master Plan. In addition, the plan proposes several improvements including 100,000 GSF of new and renovated facilities to support programs and educational functions that positively influence academic success. These include administrative space, a greenhouse, and a pavilion that would directly support the facility's mission and continue the integration of the Arboretum resource with student, faculty, and community needs.

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Approval of the 2021-2022 through 2025-2026 Multi-Year Capital Plan

Presentation By

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Capital Planning, Design and Construction

Summary

This item requests approval by the California State University Board of Trustees of the Multi-Year Capital Plan covering the period from 2021-2022 through 2025-2026. The Multi-Year Capital Plan totals over \$23 billion and is comprised of academic and self-support projects. The electronic version of the Multi-Year Capital Plan can be found at the following link: http://calstate.edu/cpdc/Facilities_Planning/majorcapoutlayprogram.shtml. The list of priority projects for the Multi-Year Capital Plan is provided in Attachment A. Funding for the academic and infrastructure projects is largely reliant upon approval of additional base operating funds.

The preliminary Multi-Year Capital Plan was presented as an information item at the September 2020 Board of Trustees meeting to seek input and provide an update on the use of capital and facilities renewal funding.

Background

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 conducive to learning, and to ensure that the quality and quantity of facilities at each of the 23 campuses serve all students, faculty, and staff appropriately. At the Board of Trustees direction, a study of all utility systems was performed in 2013 to identify critical points of failure that would prohibit operation of the campus or critical buildings. These projects have received priority to improve the reliability of the campus utility systems. The Board of Trustees last approved the Categories and Criteria for Priority Setting for the capital program in March 2019 with the following categories:

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

2021-2022 through 2025-2026 Multi-Year Capital Plan

The Multi-Year Capital Plan identifies campus capital priorities to address facility deficiencies and accommodate student enrollment growth. Campuses have identified a total need of more than \$23.4 billion for the five-year period with over \$16.8 billion from systemwide revenue bonds, general obligation bonds, and other state capital funding and approximately \$6.6 billion from self-support activities and other funding.

For each campus the plan includes:

- Campus master plan map and building legend (including off-campus centers)
- Current multi-year capital plan
- Previous five-year program funding

Systemwide information is also provided, including:

- Campus summaries of state/CSU and self-support funding
- Charts and graphs of campus housing and parking capacity
- Seismic Safety Action Plan
- Summary of greenhouse gas emissions
- Summary of renewal backlog and annual renewal need for academic facilities and infrastructure

Since the September 2020 Board of Trustees meeting, changes have been made to the Multi-Year Capital Plan. Those revisions primarily impact the proposed scope, budget, and schedule of individual projects.

Attachment A includes the list of projects proposed for 2021-2022, the first year of the Multi-Year Capital Plan. On page one of Attachment A are the academic (\$2.87 billion) and self-support projects (\$2.9 million) for 2021-2022 that total \$2.87 billion to be financed from systemwide revenue bonds, reserves and other funds. Starting on page two of Attachment A, is the list of Infrastructure Improvement projects that totals \$1.2 billion and is included in the \$2.9 billion total for academic projects noted above.

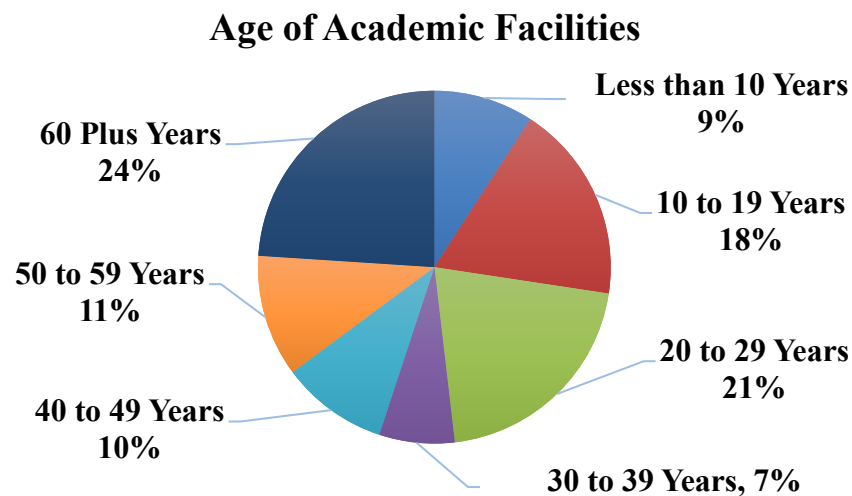
The prioritization of projects uses the criteria established by the Board of Trustees by proposing continued replacement of critical infrastructure, improvements to life/fire safety, and correction of seismic deficiencies as top priorities. As the physical plant continues to age, significant funds are needed to address the building systems that are at the end of their useful life and reduce the growing backlog of deferred maintenance. Available capital funds are used to address the needs across the system in a balanced manner given the renovation/renewal needs and areas of enrollment growth.

To inform the recommended prioritization of capital projects, several reports are used including:

- Seismic Priority List
- Facility Condition Assessments – estimates campus renewal backlog and annual need
- Summary of Campus Capacity – compares projected full-time equivalent (FTE) enrollment to FTE seat capacity to quantify lecture, lab, and faculty office needs
- Laboratory Enrollment versus Laboratory Capacity – to evaluate access to lab teaching space by discipline
- Utilization Report – provides classroom and lab use by room size
- The California State University Enrollment Demand, Capacity Assessment, and Cost Analysis for Campus Sites

Data from these reports informs the priority ranking, enabling the focus of scarce resources on projects that support the academic mission and programmatic needs of campus facilities. The data also allows us to compare projected enrollment to available space using legislative and CSU standards and in consideration of the proposed educational delivery. Campuses submit detailed project justifications, feasibility studies, and other back-up materials that are used to help assess relative need in order to recommend priorities to the Board.

As reported in September, the need for campus academic and infrastructure projects continues to grow as our facilities age. The following chart shows that 45 percent of the academic facilities are 40 years old or more – and of that amount 24 percent are more than 60 years old.



To address the aging facilities, the Board of Trustees criteria prioritizes money to address critical infrastructure needs and renovate or replace existing facilities. The CSU continues to work on improved tracking of funded projects implemented to reduce the backlog and extend the life of the building, and structure the capital program to leverage systemwide funds/financing for infrastructure with the operating funds reserved by campuses to address major repairs and facility renewal and modernization.

Use of Funds for In-House Project Staff

As noted at the September board meeting, campuses have flexibility to use project funds to pay for in-house staff to perform projects. The greatest flexibility is with campus reserves budgeted to fund or co-fund projects, followed by state deferred maintenance funds, and then CSU Systemwide Revenue Bonds. Such funds are most typically used to fund project managers and inspectors, campus deputy building officials for project permitting, and to a lesser extent campus skilled trades staff needed to shut-off/restart building or campus utilities to enable project construction. Other factors for campuses to consider is the scope of the project and the skills needed to complete the project.

The Collective Bargaining Agreement with the Teamsters, Unit 6, states the following:

- 4.1 Normal bargaining unit work may include the maintenance, repair, remodel, minor renovations and minor construction of University facilities, where the Union represents employees who do the work, and does not include Major Capital Outlay Projects or work performed by or for separate, independent corporations or auxiliaries.

- 4.2 In addition to normal bargaining unit work, the following types of work may be assigned to bargaining unit employees:
 - a. Charge-back work;
 - b. Work funded from the following sources:
 - Minor capital projects
 - Minor capital—deferred maintenance projects
 - Minor capital—renewal projects
 - Minor capital – energy savings projects; and
 - c. Any other projects approved by campus facilities manager.

This has permitted in-house staff to work on smaller projects with the value of a minor capital outlay project (or less), currently set by the Department of Finance at \$752,000. Typically, major capital outlay projects, those over, \$752,000, are contracted out.

The Chancellor's Office has supported the use of in-house labor in concert with the Teamsters in the Joint Apprenticeship Training Program. A limited number of campuses have helped to pilot projects to replace campus temperature controls. The goal was to assess different construction delivery methods, including the use of an apprentice to augment in-house staff and at the same time support succession planning in campus operations.

In this example, the work being performed by in-house staff was a single trade, the work could be performed during normal work hours, and the campus could commit a journeyman level skilled tradesperson to train the apprentice in addition to other training and testing requirements. Due to the workload of campus skilled trades, there can be challenges in using in-house staff for projects that involve multiple trades or coordination with a general contractor, hence the preference to focus on projects involving a single trade or limited number of skilled trades.

Another example may include the use of in-house CSUEU laborers, custodians or grounds workers to perform project related landscaping work. This work may more easily be "carved out" of contracted work allowing campus staff to participate in capital projects.

The success of replacing contract labor with in-house staff to complete campus projects will depend upon the scope of the project, the campus tradesperson's skills needed for the project, the time allowed to complete the project, and if other contract work is reliant upon the in-house labor. The ability to use project funds for in-house staff has been discussed with campus facility officers so that they may consider project staffing and identify opportunities to mitigate non-retention of staff.

Recommendation

The following resolution is presented for approval:

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

1. The 2021-2022 through 2025-2026 Multi-Year Capital Plan totaling \$23.4 billion is approved.
2. The chancellor is authorized to proceed in 2020-2021 with design and construction to fast-track projects in the 2021-2022 through 2025-2026 Multi-Year Capital Plan subject to available funds.
3. 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.
4. 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 Multi-Year Capital Plan.
5. The chancellor is authorized to adjust the 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.

2021-2022 Capital Outlay Plan

Cost Estimates are at Engineering News Record California Construction Cost Index 7528 and Equipment Price Index 4281

ACADEMIC PROJECTS LIST

(Dollars in 000s)

Priority Order	Cate-gory	Campus	Project Title	FTE	Phase	Campus Reserves/ Other	SRB-AP ¹	Total Budget	Cumulative Total Budget	Cumulative SRB-AP Budget
1	IA/IB	Statewide	Infrastructure Improvements ³	N/A	PWC	73,310	1,122,670	1,195,980	1,195,980	1,122,670
2	IA	<i>Fresno</i>	<i>Central Plant Replacement⁴</i>	<i>N/A</i>	<i>PWCE</i>	<i>0</i>	<i>25,014</i>	<i>25,014</i>	1,220,994	1,147,684
3	IB	Chico	Butte Hall Replacement ⁵	224	PWCE	9,651	89,012	98,663	1,319,657	1,236,696
4	IA	<i>Chico</i>	<i>Utilities Infrastructure</i>	<i>N/A</i>	<i>PWC</i>	<i>6,742</i>	<i>82,896</i>	<i>89,638</i>	1,409,295	1,319,592
5	IB	<i>San Luis Obispo</i>	<i>Kennedy Library Renovation</i>	<i>0</i>	<i>PWCE</i>	<i>4,120</i>	<i>37,082</i>	<i>41,202</i>	1,450,497	1,356,674
6	IA	<i>East Bay</i>	<i>Library Seismic (West Wing Relocations)</i>	<i>N/A</i>	<i>PWCE</i>	<i>2,297</i>	<i>20,671</i>	<i>22,968</i>	1,473,465	1,377,345
7	IB	<i>Long Beach</i>	<i>Peterson Hall 1 Replacement Bldg. (Seismic)⁶</i>	<i>-2,131</i>	<i>WcCE</i>	<i>10,000</i>	<i>129,602</i>	<i>139,602</i>	1,613,067	1,506,947
8	IA	<i>Los Angeles</i>	<i>Classroom Replacement</i>	<i>5,907</i>	<i>PWCE</i>	<i>0</i>	<i>97,112</i>	<i>97,112</i>	1,710,179	1,604,059
9	IB	<i>Dominguez Hills</i>	<i>Natural Sciences & Math Bldg. (Seismic) & Classroom Reno.</i>	<i>198</i>	<i>WCE</i>	<i>0</i>	<i>74,619</i>	<i>74,619</i>	1,784,798	1,678,678
10	IB	<i>Fullerton</i>	<i>Science Laboratory Replacement (Seismic)</i>	<i>1,719</i>	<i>PWCE</i>	<i>7,864</i>	<i>84,913</i>	<i>92,777</i>	1,877,575	1,763,591
11	IB	<i>Sacramento</i>	<i>Engineering Replacement Building</i>	<i>80</i>	<i>PWCE</i>	<i>14,589</i>	<i>85,138</i>	<i>99,727</i>	1,977,302	1,848,729
12	II	<i>San Marcos</i>	<i>Classroom/Lab/Office Building</i>	<i>1,024</i>	<i>PWCE</i>	<i>2,258</i>	<i>55,916</i>	<i>58,174</i>	2,035,476	1,904,645
13	IB	<i>Sonoma</i>	<i>Ives Hall Renovation</i>	<i>0</i>	<i>PWC</i>	<i>0</i>	<i>42,900</i>	<i>42,900</i>	2,078,376	1,947,545
14	II	<i>Stanislaus</i>	<i>Classroom II</i>	<i>1,917</i>	<i>PWCE</i>	<i>3,688</i>	<i>84,912</i>	<i>88,600</i>	2,166,976	2,032,457
15	IB	<i>Humboldt</i>	<i>Science Replacement Building</i>	<i>333</i>	<i>PWCE</i>	<i>5,243</i>	<i>62,344</i>	<i>67,587</i>	2,234,563	2,094,801
16	IB	<i>San Diego</i>	<i>Life Science North Replacement</i>	<i>N/A</i>	<i>PWcCE</i>	<i>50,097</i>	<i>101,711</i>	<i>151,808</i>	2,386,371	2,196,512
17	II	<i>Bakersfield</i>	<i>Energy and Engineering Innovation Building</i>	<i>336</i>	<i>PWCE</i>	<i>4,660</i>	<i>71,324</i>	<i>75,984</i>	2,462,355	2,267,836
18	IB	<i>San Francisco</i>	<i>Thornton Hall Renovation</i>	<i>233</i>	<i>PWCE</i>	<i>17,904</i>	<i>161,139</i>	<i>179,043</i>	2,641,398	2,428,975
19	II	<i>Monterey Bay</i>	<i>Academic Building IV</i>	<i>657</i>	<i>PWCE</i>	<i>10,066</i>	<i>100,161</i>	<i>110,227</i>	2,751,625	2,529,136
20	II	<i>Maritime Academy</i>	<i>Academic Building A/Learning Commons, Part 1</i>	<i>36</i>	<i>PWCE</i>	<i>1,823</i>	<i>83,477</i>	<i>85,300</i>	2,836,925	2,612,613
21	II	<i>Dominguez Hills</i>	<i>Child Care & Child Development Center</i>	<i>N/A</i>	<i>PWCE</i>	<i>0</i>	<i>33,826</i>	<i>33,826</i>	2,870,751	2,646,439
Total Academic Projects				10,533		\$ 224,312	\$ 2,646,439	\$ 2,870,751	\$ 2,870,751	\$ 2,646,439

SELF-SUPPORT / OTHER PROJECTS LIST

(Dollars in 000s)

Alpha Order	Cate-gory	Campus	Project Title	Spaces	Phase	Campus Reserves/ Other Budget	SRB-SS ²	Total Budget	Cumulative Total Budget	Cumulative SRB-SS Budget
1	IB	San Luis Obispo	Baggett Stadium/Janssen Field Improvements	N/A	PWCE	1,000	0	1,000	1,000	0
2	IB	San Luis Obispo	Innovation Sandbox Relocation	N/A	PWCE	1,000	0	1,000	2,000	0
3	II	Sonoma	FIGR Learning Center at Fairfield Osborn Preserve	N/A	PWC	2,850	0	2,850	4,850	0
Total Self-Support / Other Projects				0		\$ 4,850	\$ -	\$ 4,850	\$ 4,850	\$ -
Grand Total Academic and Self-Support Projects				10,533		\$ 229,162	\$ 2,646,439	\$ 2,875,601	\$ 2,875,601	\$ 2,646,439

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 SRB-SS: Systemwide Revenue Bonds - Self-Support Program

³ 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.]

⁴ 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.

⁵ Chico State has two projects in the priority list. The Butte Hall Replacement project replaces the previously approved and budgeted (2019/20) project titled Butte Hall Renovation.

⁶ Projects in *italics* have been approved by the Board of Trustees and are included only relative to the project funding total.

2021-2022 Infrastructure Improvements Program Project List

Cost Estimates are at Engineering News Record California Construction Cost Index 7528 and Equipment Price Index 4281

ACADEMIC PROJECTS¹

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP Budget	Total Project Budget	Cumulative Total Project Budget
Bakersfield	PE Building Women's Team Locker Room Remodel	C	0	792,000	792,000	792,000
Bakersfield	Fire Alarm Upgrades, Ph. 2	PWC	0	1,345,000	1,345,000	2,137,000
Bakersfield	Classroom Building (#1) Remodel for Faculty Offices	PWCE	0	2,545,000	2,545,000	4,682,000
Bakersfield	Lecture Building (#3) Remodel for Offices	PWCE	0	1,306,000	1,306,000	5,988,000
Bakersfield	Roof Replace.-Library,Ed.,Student Serv.,Admin. East,Runner Café	PWCE	0	2,718,000	2,718,000	8,706,000
Bakersfield	Housing West (6 Buildings) Acquisition	A	0	3,000,000	3,000,000	11,706,000
Bakersfield	Housing West Remodel, Ph. 1	PWCE	0	6,132,000	6,132,000	17,838,000
Bakersfield	Dining Commons Remodel	PWCE	0	2,777,000	2,777,000	20,615,000
Bakersfield	Housing West Remodel, Ph. 2	PWCE	0	6,343,000	6,343,000	26,958,000
Bakersfield	Roof Replacement-Science 1,Nursing,PE Bldg.,Science 2	PWC	0	2,512,000	2,512,000	29,470,000
Bakersfield	Student Access Enhancement & Cable Modernization	PWC	0	3,720,000	3,720,000	33,190,000
Bakersfield	ADA Survey - Campuswide	PW	0	500,000	500,000	33,690,000
Channel Islands	North Campus Hydronic Loop Extension-NE Corner	PWC	399,000	2,937,000	3,336,000	37,026,000
Channel Islands	Roof Repair & Replacement Projects	PWC	0	3,000,000	3,000,000	40,026,000
Channel Islands	Campus Road Repair & Maintenance	PWC	0	453,000	453,000	40,479,000
Channel Islands	ADA Access Improvements	PWC	0	200,000	200,000	40,679,000
Channel Islands	Telecom Modernization	PWC	0	718,000	718,000	41,397,000
Channel Islands	Ironwood Hall Shops Emergency Exit Door Installations	PWC	0	110,000	110,000	41,507,000
Channel Islands	CI Boating Center Maintenance Repairs	PWC	0	1,009,000	1,009,000	42,516,000
Channel Islands	Campuswide Electrical Upgrades	PWC	0	2,800,000	2,800,000	45,316,000
Channel Islands	Campuswide HVAC Replacement	PWC	0	2,600,000	2,600,000	47,916,000
Channel Islands	Campuswide Fire/Life Safety	PWC	0	1,500,000	1,500,000	49,416,000
Chico	Physical Sciences Building Demolition (Seismic)	PWC	0	7,747,000	7,747,000	57,163,000
Chico	Main Switchgear, Battery & Electrical System	PWC	0	13,810,000	13,810,000	70,973,000
Chico	University Services Building	PWC	2,302,000	6,447,000	8,749,000	79,722,000
Chico	Meriam Library Building Renewal	PWC	500,000	5,000,000	5,500,000	85,222,000
Chico	Langdon Building Renewal	PWC	500,000	5,000,000	5,500,000	90,722,000
Chico	Meriam Library HVAC Upgrades, Ph. 1	PWCE	0	625,000	625,000	91,347,000
Chico	Meriam Library HVAC Upgrades, Ph. 2	PWCE	0	350,000	350,000	91,697,000
Chico	Meriam Library HVAC Upgrades, Ph. 3	PWCE	0	650,000	650,000	92,347,000
Chico	Meriam Library IT Infrastructure Upgrades	PWC	0	8,157,000	8,157,000	100,504,000
Chico	IT Upgrades, Various Buildings	PWC	0	7,419,000	7,419,000	107,923,000
Chico	Wireless, Smart Classroom & Security Upgrades	PWC	0	15,292,000	15,292,000	123,215,000
Dominguez Hills	Electrical Power Substation Upgrade	PWC	0	43,666,000	43,666,000	166,881,000
Dominguez Hills	Theater OSHA Costume-Scene Shop Fire/Life Safety	PWC	0	13,143,000	13,143,000	180,024,000
Dominguez Hills	West Walkway Life Safety	PWC	0	2,950,000	2,950,000	182,974,000
Dominguez Hills	La Corte Hall & Health Center Fire/Life Safety	PWC	0	3,612,000	3,612,000	186,586,000
Dominguez Hills	Virtual Classrooms Systems	PWC	0	5,500,000	5,500,000	192,086,000
Dominguez Hills	University Theater Performance Technology	PWC	0	6,323,000	6,323,000	198,409,000
Dominguez Hills	Security & Surveillance Systems	PWC	0	4,162,000	4,162,000	202,571,000
Dominguez Hills	Path of Travel Upgrade	PWC	0	2,750,000	2,750,000	205,321,000
Dominguez Hills	Switchgears & Feeder Replacement	PWC	0	9,822,000	9,822,000	215,143,000
Dominguez Hills	Kinesiology/Gym Pool & Basement Safety	PWC	0	2,500,000	2,500,000	217,643,000
East Bay	Elevator Repairs	PWC	0	1,097,000	1,097,000	218,740,000
East Bay	Resilient Microgrid (Main & Contra Costa)	PWC	0	3,158,000	3,158,000	221,898,000
East Bay	Meiklejohn Hall Deck Correction	PWC	362,000	3,258,000	3,620,000	225,518,000
East Bay	Fire/Life Safety System Upgrades	PWC	170,000	1,529,000	1,699,000	227,217,000
East Bay	Boiler Replacement	PWC	316,000	2,847,000	3,163,000	230,380,000
East Bay	Accessibility Upgrades	PWC	335,000	3,017,000	3,352,000	233,732,000
East Bay	Chiller Replacement	PWC	313,000	2,816,000	3,129,000	236,861,000
East Bay	Contra Costa Campus HVAC Upgrade	PWC	225,000	2,025,000	2,250,000	239,111,000

2021-2022 Infrastructure Improvements Program Project List

Cost Estimates are at Engineering News Record California Construction Cost Index 7528 and Equipment Price Index 4281

ACADEMIC PROJECTS¹ continued

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP Budget	Total Project Budget	Cumulative Total Project Budget
East Bay cont'd	Natural Gas Distribution System Replacement	PWC	123,000	1,111,000	1,234,000	240,345,000
East Bay	Electrical Infrastructure Improvement, Ph. 2D	PWC	0	9,469,000	9,469,000	249,814,000
East Bay	Copper Fiber Outside Plant Rehabilitation	PWC	0	1,416,000	1,416,000	251,230,000
East Bay	Wireless Access Point Expansion	PWC	0	6,851,000	6,851,000	258,081,000
East Bay	MPOE UPS & Cooling	PWC	0	1,522,000	1,522,000	259,603,000
East Bay	MPOE Fire Suppression	PWC	0	451,000	451,000	260,054,000
Fresno	Life/Fire Safety Upgrades	PWC	0	30,262,000	30,262,000	290,316,000
Fresno	Health & Safety Upgrades	PWC	0	8,866,000	8,866,000	299,182,000
Fresno	ADA Upgrades	PWC	0	7,907,000	7,907,000	307,089,000
Fresno	Telecommunications Interbuilding Improvements	PWC	0	1,669,000	1,669,000	308,758,000
Fresno	Telecommunications Safety	PWC	0	7,700,000	7,700,000	316,458,000
Fresno	Parking Lots - Wi-Fi	PWC	0	18,400,000	18,400,000	334,858,000
Fullerton	McCarthy Hall Life Safety Upgrades	PWC	2,652,000	23,702,000	26,354,000	361,212,000
Fullerton	Kinesiology & Health Science Pool Safety Imp., Ph. 2	PWC	547,000	3,889,000	4,436,000	365,648,000
Fullerton	Elevator Repair/Replacement	PWC	0	1,583,000	1,583,000	367,231,000
Fullerton	Life Safety & ADA Code Upgrades	PWC	130,000	1,070,000	1,200,000	368,431,000
Fullerton	ADA Code Upgrades (Restrooms, Path of Travel, etc.)	PWC	136,000	1,118,000	1,254,000	369,685,000
Fullerton	Physical Plant Improvements	PWC	213,000	1,875,000	2,088,000	371,773,000
Fullerton	Electrical Transformer Replacement	PWC	80,000	647,000	727,000	372,500,000
Fullerton	Gas Line Repair	PWC	140,000	1,170,000	1,310,000	373,810,000
Fullerton	Landscape, Hardscape, Irrigation Improvements	PWC	130,000	1,067,000	1,197,000	375,007,000
Fullerton	Domestic Water Line Upgrades	PWC	417,000	3,675,000	4,092,000	379,099,000
Fullerton	Infrastructure Improvements	PWC	131,000	942,000	1,073,000	380,172,000
Fullerton	Life Safety (including doors and hardware)	PWC	130,000	0	130,000	380,302,000
Fullerton	Interior Hallway Improvements	PWC	0	2,410,000	2,410,000	382,712,000
Fullerton	Energy & Sustainability Efficiency Controls	PWC	0	996,000	996,000	383,708,000
Fullerton	Backbone Cabling	PWC	237,000	2,056,000	2,293,000	386,001,000
Fullerton	Telecom Infrastructure Upgrades	PWC	133,000	1,109,000	1,242,000	387,243,000
Fullerton	Secondary MDF (Backbone Cabling Dist. Point)	PWC	117,000	963,000	1,080,000	388,323,000
Fullerton	IDF Backbone Cabling Upgrade	PWC	96,000	826,000	922,000	389,245,000
Humboldt	Fume Hood & Fan Replacements	PWC	0	4,897,000	4,897,000	394,142,000
Humboldt	Roof Replacements	PWC	0	3,209,000	3,209,000	397,351,000
Humboldt	Gist Hall Renewal	PWCE	646,000	5,879,000	6,525,000	403,876,000
Humboldt	Accessibility Improvements	PWC	142,000	1,280,000	1,422,000	405,298,000
Humboldt	Resilient Microgrid	PWC	500,000	5,000,000	5,500,000	410,798,000
Long Beach	Domestic Water Lines Replacement with Reclaimed	PWC	0	1,064,000	1,064,000	411,862,000
Long Beach	LA1 Renovations for Geography (Surge Space), Ph. 3	PWCE	498,000	5,359,000	5,857,000	417,719,000
Long Beach	Shelter in Place Locks at Classrooms	PWC	218,000	3,016,000	3,234,000	420,953,000
Long Beach	UMC Renovation & Infrastructure Replacement, Ph. 1	PWCE	23,900,000	0	23,900,000	444,853,000
Long Beach	Window Replace for Energy Efficiency (LA1, FO2), Ph. 1	PWC	179,000	1,991,000	2,170,000	447,023,000
Long Beach	Pneumatic Control Conversion to DDC	PWC	37,000	349,000	386,000	447,409,000
Long Beach	Domestic & Fire Water Infrastructure Repairs	PWC	883,000	11,183,000	12,066,000	459,475,000
Long Beach	SSPA Replace AHUs, Ductwork & VAVs	PWC	182,000	2,138,000	2,320,000	461,795,000
Long Beach	LA5 Replace AHUs, Convert Pneumatic VAV to DDC	PWC	219,000	2,433,000	2,652,000	464,447,000
Long Beach	FO3 Replace AHU, Retrofit DDC for VAVs	PWC	74,000	700,000	774,000	465,221,000
Long Beach	Convert Baseball Field to Multi-Use Field	PWC	367,000	4,108,000	4,475,000	469,696,000

2021-2022 Infrastructure Improvements Program Project List

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ACADEMIC PROJECTS¹ continued

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP Budget	Total Project Budget	Cumulative Total Project Budget
Los Angeles	Administration Building Demolition (Seismic)	PWC	0	12,181,000	12,181,000	481,877,000
Los Angeles	Greenlee Plaza Repairs	PWC	2,123,000	8,100,000	10,223,000	492,100,000
Los Angeles	Anna Bing Arnold Childcare Center Electrical	PWC	0	163,000	163,000	492,263,000
Los Angeles	Anna Bing Arnold Childcare Center Fire/Life Safety	PWC	0	314,000	314,000	492,577,000
Los Angeles	Telecom-Data Center Relocation from Admin. Bldg.	PWC	0	3,011,000	3,011,000	495,588,000
Los Angeles	Roof Replacements	PWC	0	5,947,000	5,947,000	501,535,000
Los Angeles	Electrical System Replacements	PWC	0	6,936,000	6,936,000	508,471,000
Los Angeles	Fire/Life Safety Upgrades	PWC	0	6,564,000	6,564,000	515,035,000
Los Angeles	Emergency Phones Replacements	PWC	0	262,000	262,000	515,297,000
Los Angeles	ADA Accessibility Improvements	PWC	0	300,000	300,000	515,597,000
Los Angeles	Ceiling & Lighting Upgrades	PWC	0	4,872,000	4,872,000	520,469,000
Los Angeles	Telecom Voice Over IP Data Core Equipment Replace	PWC	0	3,444,000	3,444,000	523,913,000
Maritime	Eastern Hillside Emergency Stabilization	PWC	1,053,000	6,126,000	7,179,000	531,092,000
Maritime	Maritime Academy Drive Walkway Replacement	PWC	363,000	2,431,000	2,794,000	533,886,000
Maritime	Resilient Microgrid	PWC	470,000	8,048,000	8,518,000	542,404,000
Maritime	Boat Basin & Pier Extension for NSMV	PWC	1,014,000	18,705,000	19,719,000	562,123,000
Maritime	Library & Rizza Auditorium Roof Repairs	PWC	0	754,000	754,000	562,877,000
Maritime	Maritime Academy Drive & Morrow Cove Drive Repaving	PWC	0	1,350,000	1,350,000	564,227,000
Maritime	Upper Residence Hall Drive Repairs	PWC	188,000	3,800,000	3,988,000	568,215,000
Maritime	Lower Campus ADA Improvements	PWC	18,000	348,000	366,000	568,581,000
Maritime	Upper Campus ADA Improvements	PWC	18,000	348,000	366,000	568,947,000
Monterey Bay	Seismic Projects	PWC	327,000	4,219,000	4,546,000	573,493,000
Monterey Bay	Infrastructure Improvements	PWC	262,000	4,884,000	5,146,000	578,639,000
Monterey Bay	ADA Projects	PWC	310,000	3,704,000	4,014,000	582,653,000
Monterey Bay	Energy Efficiency Projects	PWC	1,309,000	0	1,309,000	583,962,000
Northridge	EOC Resiliency Emergency Preparedness	PWC	0	9,869,000	9,869,000	593,831,000
Northridge	Plummer Darby Intersection	PWC	1,436,000	1,436,000	2,872,000	596,703,000
Northridge	Sewer Replacement	PWC	121,000	1,954,000	2,075,000	598,778,000
Northridge	Solar Power, Ph. 1, 2, 3	PWC	0	6,418,000	6,418,000	605,196,000
Pomona	Smart Classroom Renewal	PWC	595,000	9,011,000	9,606,000	614,802,000
Pomona	Campus Roads Renewal, Ph. 2	PWC	403,000	5,890,000	6,293,000	621,095,000
Sacramento	Art Sculpture Lab Replacement (Code/ADA)	CE	0	10,080,000	10,080,000	631,175,000
Sacramento	ADA Upgrades	PWC	134,000	1,376,000	1,510,000	632,685,000
Sacramento	Sequoia Hall Improvements	PWCE	682,000	4,819,000	5,501,000	638,186,000
Sacramento	Fire/Life Safety Upgrades	PWC	245,000	2,074,000	2,319,000	640,505,000
Sacramento	Chilled Water Line, Ph. 1	PWC	523,000	2,771,000	3,294,000	643,799,000
Sacramento	Domestic Water Upgrades, Ph. 1	PWC	339,000	2,143,000	2,482,000	646,281,000
Sacramento	Infrastructure Perimeter Loop, Ph. 1	PWC	630,000	4,178,000	4,808,000	651,089,000
Sacramento	Telecom Upgrades, Ph. 1	PWC	238,000	2,527,000	2,765,000	653,854,000
Sacramento	Human Anatomy Lab Relocation	PWCE	531,000	4,190,000	4,721,000	658,575,000
Sacramento	Sequoia Hall Vertebrate Collection Relocation	PWCE	223,000	892,000	1,115,000	659,690,000
Sacramento	Sequoia Hall 4th Floor Stock Room Renovation	PWCE	230,000	1,289,000	1,519,000	661,209,000
Sacramento	Sequoia Hall 5th Floor Stock Room Renovation	PWCE	270,000	1,789,000	2,059,000	663,268,000
Sacramento	Sequoia Hall Restroom ADA Upgrades	PWC	99,000	965,000	1,064,000	664,332,000
Sacramento	Hornet Stadium West Side Structural Replacement	PWC	541,000	5,563,000	6,104,000	670,436,000

2021-2022 Infrastructure Improvements Program Project List

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ACADEMIC PROJECTS¹ continued

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP Budget	Total Project Budget	Cumulative Total Project Budget
San Bernardino	Critical Data Communication (Second MPOE)	PWC	0	1,705,000	1,705,000	672,141,000
San Bernardino	Resilient Microgrid	PWC	0	12,546,000	12,546,000	684,687,000
San Bernardino	HVAC Controls Replacement	PWC	200,000	6,426,000	6,626,000	691,313,000
San Bernardino	Pfau Library Access Improvement	PWC	100,000	1,970,000	2,070,000	693,383,000
San Bernardino	University Police ER Response Communication Modernization	PWC	100,000	4,400,000	4,500,000	697,883,000
San Bernardino	Palm Desert-Indian Wells Center Energy Retrofits	PWC	70,000	1,130,000	1,200,000	699,083,000
San Bernardino	Pathways & Wireless Infrastructure	PWC	0	7,100,000	7,100,000	706,183,000
San Bernardino	Data Communication Redundancy	PWC	0	3,000,000	3,000,000	709,183,000
San Bernardino	BDF & IDF Modernization	PWC	0	3,100,000	3,100,000	712,283,000
San Bernardino	Access Barrier Removal	PWC	100,000	900,000	1,000,000	713,283,000
San Diego	Critical Infrastructure 3	PWC	2,311,000	20,795,000	23,106,000	736,389,000
San Francisco	Hensill Hall Sprinkler & Fire Alarm	PWC	385,000	4,508,000	4,893,000	741,282,000
San Francisco	Fire Alarm Renewal Campuswide ADA & Code Upgrades	PWC	124,000	7,652,000	7,776,000	749,058,000
San Francisco	Data Center Fire Suppression	PWC	39,000	1,116,000	1,155,000	750,213,000
San Francisco	Student Advising Center	PWC	69,000	3,354,000	3,423,000	753,636,000
San Francisco	Campus Perimeter Electronic Access Control	PWC	48,000	1,834,000	1,882,000	755,518,000
San Francisco	Restroom Conversion & ADA Upgrades	PWC	100,000	998,000	1,098,000	756,616,000
San Francisco	Humanities & Creative Arts Mechanical System Renewal	PWC	55,000	2,296,000	2,351,000	758,967,000
San Francisco	Tiburon Site & Infrastructure Renewal	PWC	94,000	5,388,000	5,482,000	764,449,000
San Francisco	Fine Arts & Creative Arts Improvements	PWC	74,000	3,815,000	3,889,000	768,338,000
San Francisco	NAGPRA Storage & Workspace	PWC	38,000	1,088,000	1,126,000	769,464,000
San Francisco	Student Services Fiber Redundancy	PWC	0	362,000	362,000	769,826,000
San Francisco	Emergency Public Address System	PWC	0	1,230,000	1,230,000	771,056,000
San Francisco	Corporation Yard Fiber Redundancy	PWC	0	1,319,000	1,319,000	772,375,000
San Francisco	Outdoor Emergency Phone System	PWC	0	1,425,000	1,425,000	773,800,000
San Francisco	Public Branch Exchange to Voice Over Internet Protocol Telecom	PWC	0	5,274,000	5,274,000	779,074,000
San José	Engineering Building Renewal	PWC	201,000	1,812,000	2,013,000	781,087,000
San José	LED Lighting Upgrade	C	0	1,510,000	1,510,000	782,597,000
San José	Sweeney Hall HVAC Upgrade	PWC	631,000	6,300,000	6,931,000	789,528,000
San José	Music Hall HVAC Upgrade	PWC	406,000	4,071,000	4,477,000	794,005,000
San José	MLK Library Lighting Upgrade	PWC	2,547,000	3,700,000	6,247,000	800,252,000
San José	Roof Replacement	PWC	200,000	1,812,000	2,012,000	802,264,000
San José	Duncan Hall Steam Station & Pumps Replacement	PWC	200,000	1,812,000	2,012,000	804,276,000
San Luis Obispo	Fremont Hall Emergency Landslide Remediation	PWC	0	15,800,000	15,800,000	820,076,000
San Luis Obispo	Water Purchase and Conveyance	APWC	700,000	6,343,000	7,043,000	827,119,000
San Luis Obispo	Higher Capacity Boiler Expansion Tanks-Eng. South	PWC	79,000	714,000	793,000	827,912,000
San Luis Obispo	Resilient Microgrid	PWC	0	1,510,000	1,510,000	829,422,000
San Luis Obispo	Chase Hall ADA Upgrades	PWC	181,000	1,643,000	1,824,000	831,246,000
San Luis Obispo	Campus Cloud Gateway	PWC	402,000	3,643,000	4,045,000	835,291,000
San Luis Obispo	Preschool Learning Lab Upgrade	PWC	231,000	2,097,000	2,328,000	837,619,000
San Luis Obispo	Old Power House Abatement	PWC	200,000	1,810,000	2,010,000	839,629,000
San Luis Obispo	Classroom Modernization & Technology Upgrades	PWCE	200,000	1,828,000	2,028,000	841,657,000
San Luis Obispo	ADA Upgrades	PWC	91,000	915,000	1,006,000	842,663,000
San Luis Obispo	Substation Redundancy	WC	1,438,000	14,413,000	15,851,000	858,514,000
San Luis Obispo	Kennedy Library Lighting Retrofit	PWC	0	1,898,000	1,898,000	860,412,000
San Luis Obispo	Sports Field LED Lighting Retrofit	PWC	0	2,659,000	2,659,000	863,071,000

2021-2022 Infrastructure Improvements Program Project List

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ACADEMIC PROJECTS¹ continued

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP Budget	Total Project Budget	Cumulative Total Project Budget
San Marcos	Science Hall 1 Elevator Addition (ADA)	PWC	239,000	3,284,000	3,523,000	866,594,000
San Marcos	Arts Elevator Addition	PWC	357,000	5,180,000	5,537,000	872,131,000
San Marcos	Pedestrian Safety Improvements	PWC	0	299,000	299,000	872,430,000
San Marcos	Generator Upgrades	PWC	0	755,000	755,000	873,185,000
Sonoma	Salazar Renewal (Second Floor)	PWCE	0	3,316,000	3,316,000	876,501,000
Sonoma	Fairfield Osborn Preserve Fire/Life Safety Upgrades	PWC	0	846,000	846,000	877,347,000
Sonoma	Schulz Data Center UPS Replacement	PWC	0	227,000	227,000	877,574,000
Sonoma	Schulz Waterproofing	PWC	0	10,112,000	10,112,000	887,686,000
Sonoma	Domestic Water Distribution Pipes & Valves	PW	0	400,000	400,000	888,086,000
Sonoma	City Water Connection Redundancy	P	0	181,000	181,000	888,267,000
Sonoma	IT Wireless Access Point Expansion Outdoors	PW	0	79,000	79,000	888,346,000
Sonoma	Fire Suppression Connect	PW	0	267,000	267,000	888,613,000
Sonoma	Darwin IDEC Unit Replacement & BMS Controls	PW	0	682,000	682,000	889,295,000
Sonoma	Salazar IDEC Unit Replacement & BMS Controls	PW	0	582,000	582,000	889,877,000
Sonoma	Ives BMS Controls & Fire Alarm System	PWC	0	6,128,000	6,128,000	896,005,000
Sonoma	Salazar Lighting Controls	PWC	0	2,291,000	2,291,000	898,296,000
Sonoma	Metering & Energy Conservation	PWC	0	772,000	772,000	899,068,000
Sonoma	Darwin Hall Lobby Expansion North	PWC	762,000	0	762,000	899,830,000
Sonoma	Underground Utilities CHW Pipes/Valves Replacement	PW	0	302,000	302,000	900,132,000
Sonoma	Underground Utilities HW Pipes/Valves Replacement	PW	0	407,000	407,000	900,539,000
Sonoma	Underground Utilities Sanitary Sewer Main	PW	0	375,000	375,000	900,914,000
Sonoma	Sanitary Sewer Bi-annual Jetting/Sewer Management	PWC	0	823,000	823,000	901,737,000
Sonoma	Hazardous Material Abatement (Ives, Nichols, PE)	PWC	0	2,391,000	2,391,000	904,128,000
Sonoma	Physical Education Building Pool Doors	PWC	0	402,000	402,000	904,530,000
Sonoma	Pedestrian Safety Crossings ADA	PWC	0	1,896,000	1,896,000	906,426,000
Sonoma	Fairfield Osborn Preserve Septic Upgrades	PWC	0	188,000	188,000	906,614,000
Sonoma	Storm Drain Upsizing/Catch Basin Drain Additions	P	0	296,000	296,000	906,910,000
Sonoma	Corp Yard & Facilities Management Improvements	PWCE	2,001,000	0	2,001,000	908,911,000
Sonoma	SSU Emergency Center	PWC	0	1,104,000	1,104,000	910,015,000
Sonoma	Fire Alarm Tie-in Campuswide (11 Buildings)	PW	0	323,000	323,000	910,338,000
Sonoma	12kV Electrical for North, East, West for Redundancy & Loop	P	0	405,000	405,000	910,743,000
Sonoma	Annual Electrical Winter Deferred Maintenance	C	0	90,000	90,000	910,833,000
Sonoma	Elevator Upgrades	PW	0	616,000	616,000	911,449,000
Sonoma	Deferred Maintenance	C	0	9,318,000	9,318,000	920,767,000
Sonoma	Roof Repairs	PW	0	792,000	792,000	921,559,000
Sonoma	Accessibility Upgrades	PWC	0	190,000	190,000	921,749,000
Stanislaus	Stockton Lecture Expansion (Acacia Surge)	PWC	4,250,000	11,845,000	16,095,000	937,844,000
Stanislaus	Naraghi Hall Lighting System Replacement	PWC	184,000	2,397,000	2,581,000	940,425,000
Stanislaus	Air Handler Replacement-Gym & FH Locker Rooms	PWC	97,000	870,000	967,000	941,392,000
Stanislaus	Naraghi Hall Ventilation Reduction	PWC	109,000	981,000	1,090,000	942,482,000
Stanislaus	Groundwater Recharge Station	PWC	164,000	1,473,000	1,637,000	944,119,000
Stanislaus	ADA Barrier Removal	PWC	89,000	802,000	891,000	945,010,000
Stanislaus	Naraghi Hall Chiller Plant Pumps	PWC	70,000	632,000	702,000	945,712,000
Stanislaus	Telecom-Stockton IDF, MPOE, Redundancy, Wireless	PWC	0	3,849,000	3,849,000	949,561,000
Stanislaus	Telecom-Fiber and Tertiary Pathway Infrastructure	PWC	0	6,185,000	6,185,000	955,746,000
Stanislaus	Magnolia Mansion Repairs	PWC	0	234,000	234,000	955,980,000

2021-2022 Infrastructure Improvements Program Project List

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ACADEMIC PROJECTS¹ continued

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP Budget	Total Project Budget	Cumulative Total Project Budget
Systemwide	HVAC & Electrical Upgrades	PWC	0	60,000,000	60,000,000	1,015,980,000
Systemwide	Life Safety/Security Solutions	PWC	0	100,000,000	100,000,000	1,115,980,000
Systemwide	Critical Infrastructure	PWC	0	60,000,000	60,000,000	1,175,980,000
Systemwide	Seismic Evaluations	P	0	20,000,000	20,000,000	1,195,980,000
Total ACADEMIC Infrastructure Improvements Program			\$ 73,310,000	\$ 1,122,670,000	\$ 1,195,980,000	\$ 1,195,980,000

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

Notes:

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

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

California State University, Chico Master Plan Revision, Final Environmental Impact Report, and Enrollment Ceiling Increase

Presentation By

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Capital Planning, Design and Construction

Summary

The California State University Board of Trustees requires a long-range physical master plan for every campus that shows existing and anticipated facilities necessary to accommodate a specified academic year full-time equivalent student (FTE) level. Under the California Environmental Quality Act (CEQA), the Board of Trustees serves as the Lead Agency, which acts to certify the CEQA document and approve significant changes to the campus master plan.

This agenda item requests that the Board of Trustees approve the following actions for California State University, Chico:

- Certification of the 2030 Physical Master Plan Update Final Environmental Impact Report (FEIR) dated November 2020;
- Approval of the proposed 2030 Physical Master Plan Update (Master Plan Revision), including an increase in the enrollment ceiling from 15,800 FTE to 18,600 FTE¹

¹ Campus master plan ceilings are based on academic year full-time equivalent student (FTE) enrollment, excluding students enrolled in off-site classes and on-line instruction.

Under CEQA, the Board of Trustees must certify that the FEIR is adequate and complete as a prerequisite to approving the Master Plan Revision. Because the FEIR has concluded that the Master Plan Revision would result in a significant and unavoidable impact, a Statement of Overriding Considerations is required to address this impact, which pertains to transportation. The FEIR, Mitigation Monitoring and Reporting Program, Findings of Fact, and Statement of Overriding Considerations are available for review by the Board of Trustees and the public at: <https://www.csuchico.edu/fms/planning.shtml>.

Attachment A is the proposed campus master plan. Attachment B is the existing campus master plan, which was last revised and approved by the Board of Trustees in July 2005.

CSU Chico Master Plan Revision

Since approval of the 2005 Campus Master Plan (2005 Master Plan), CSU Chico has grown with needs of the students changing. The 2005 Master Plan is now outdated and inadequate to accommodate this growth and change in student population. The campus has shifted from being a locally-serving institution to a regional destination, with an increase in students from the Bay Area and Southern California. In 2016/2017 CSU Chico enrolled its highest number of students up to that point, and the campus began to assess its master plan and the need to accommodate more students, particularly students from outside the Chico area. The campus again had record enrollment in 2017/2018. The campus internal projections based on local population and enrollment demand indicated a potential to serve additional students and this projected growth was reinforced with the 2020 CSU Enrollment Demand, Capacity Assessment, and Cost Analysis for Campus Sites Study that estimated additional need of 4,300 FTE in the Chico cluster by 2035.

To accommodate this enrollment growth, the proposed Master Plan Revision provides for an anticipated increase in demand for academic facilities, student residential housing, recreation and athletics facilities, and other support facilities and services on campus through 2030. In addition, it provides a framework for managing future campus growth and change in a strategic and orderly way. The revised plan would accommodate future growth of up to 18,600 FTE by the year 2030, a 2,800 FTE increase above the current master plan level of 15,800 FTE.

The Master Plan Revision focuses on CSU Chico's commitment to student success while guiding the physical growth on campus needed to accommodate an expanding and thriving on-campus and virtual population. CSU Chico's commitment to its students is embodied in the following goals:

- Unifying vision which aligns Strategic Plan and Physical Master Plan to guide future growth.
- Maximize and update academic space to improve the academic and research environment.
- Promote diversity and inclusion.
- Drive and support student success with a student-centered campus core.
- Invest in sustainable strategies.
- Explore community connections and partnerships.

The Master Plan Revision represents a unifying vision for the university which aligns the new Strategic Plan - Mission, Vision, Enduring Commitments, and Strategic Priorities - with the physical development goals into a single document to help guide the future direction of this dynamic university. The plan embraces both campus and community, and is reflective of the goals and objectives of a multitude of university stakeholders.

Implementation of the Master Plan Revision would include new academic facilities and student support space to result in approximately 922,000 net new gross square feet (GSF), for a campus wide square footage total of approximately 3.6 million GSF at buildout (not including the University Farm). Net student beds on the main campus would increase by 1,461 to total 3,021 beds and net parking would increase by 310 spaces to total 2,829 parking spaces.

The Master Plan Revision proposes to transform the CSU Chico campus core into a more socially vibrant, student-centered space; provide more opportunities for student dining and activities after hours and on weekends; integrate student housing and residential life into the central academic and social fabric of the campus rather than on the campus perimeter; distribute student support space in a more balanced fashion throughout the campus; develop a distinct arts and culture district that consolidates the currently scattered visual and performing arts facilities; expand and enhance outdoor gathering spaces, particularly within the north campus and the plaza in front of the Wildcat Recreation Center; and better integrate the campus perimeter with downtown Chico. The Master Plan Revision also incorporates considerations for delivering instruction virtually and providing student services and academic support.

To accomplish this, the Master Plan Revision would redevelop portions of the campus core as well as increase density in underdeveloped areas of campus through the replacement of outdated and inefficient facilities and redevelopment of existing surface parking lots.

The major elements of the Master Plan Revision are described below:

Academic Facilities: Propose to build approximately 532,000 GSF of new academic space and demolish approximately 303,000 GSF for a net increase of 229,000 GSF, which includes nine academic buildings proposed for renovation or replacement to better utilize academic spaces throughout the campus. The revised Plan would replace both the Aymer J. Hamilton Building and Modoc Hall with multiple new buildings housing a combination of academics and administrative support space. Other proposed projects include replacement of the Plumas Hall lab space, Butte Hall, and Glenn Hall, expansion of Holt Hall, and new academic buildings. Planned renovations include Ayres Hall, Laxson Auditorium, and Langdon Engineering Center.

Support Space: Propose a mixed-use building to expand the functions of Bell Memorial Union (BMU). Renovations would be made to the BMU and Student Services Center. A proposed Recreation Center expansion would incorporate student health. Renovations are planned for

several buildings: Kendall Hall, Trinity Hall, and the Center for Continuing Education. A new museum would be constructed in the northeast campus, in the vicinity of the Gateway Science Museum and Bidwell Mansion.

Housing: Envision more students living on the main campus with additional phases of housing. This would be accomplished by demolishing the current north campus residence halls (Esken/Mechoopda/Konkow) and adding a new six-story residence hall south of Lassen Hall (site of the existing Butte Hall), two five-story buildings in the west campus (Creekside Housing) and in the Rio Chico neighborhood. Lassen, Shasta, and Whitney Halls would be renovated. The single-family homes along Rio Chico Way would be preserved and restored and may serve as faculty housing. Student support functions (e.g., dining halls, cafes) and gathering spaces would be located on the first floor of student housing buildings. Overall, the plan would result in a net increase of approximately 1,400 new student beds.

Athletic and Recreational Facilities: Propose expanded athletic fields in the northern-most part of campus for academic, recreation and athletic sport uses. This area is also proposed as the site of a new 4,000-seat arena/event center for basketball and other events (e.g., convocations, academic conferences, public lectures, and concerts). The event center would incorporate some of the athletics and academic functions currently housed in the existing gymnasiums along Warner Street. The plan includes a new outdoor pool, softball stadium, and a parking structure. These Master Plan Revision changes would provide approximately 4.5 acres of new field space.

Open Space and Landscaping: Emphasizes Big Chico Creek, and would improve and extend the creek landscape corridor. Drought tolerant and native plantings would be emphasized to reduce water usage. Landscaping would be integrated into the stormwater system to improve water quality and reduce runoff.

Access, Circulation, Parking, and Transit: On-campus surface parking would be replaced in some cases to allow for new buildings. Two new parking structures would be constructed on the northwest and south edges of the campus, and two small surface lots would be constructed on the northwest and northeast sides. Overall, the parking additions and losses would result in a net increase of approximately 310 parking spaces campus wide.

The plan includes the addition of an east-west bike and pedestrian path through campus on the north side of Big Chico Creek to improve safety and visibility. This will align with the City of Chico bike path and will allow bicyclists to ride and park their bikes closer to their destination. The Ivy/Warner Street corridor would be redesigned as a “complete street” to better provide for pedestrian and bicycle circulation in addition to maintaining automobile access.

Utility Infrastructure: The plan includes a number of water-saving project components, including athletic field improvements that would convert natural fields to a synthetic turf surface reducing water required for irrigation, and infrastructure upgrades to improve building efficiency, including water usage efficiency. Additionally, more photovoltaic arrays are planned for installation on the University Farm, Bell Memorial Union, Science Building, and the Wildcat Recreation Center. These new photovoltaic arrays would add approximately 1,450 kW to the campus power supply. An analysis of the existing campus natural gas distribution system revealed that improvements to PG&E's infrastructure would be needed to support buildout of the Master Plan Revision. However, the university ultimately plans to phase-out natural gas in support of climate neutrality goals.

University Farm: Several phased improvements are planned at the University Farm. These include replacement of out-of-date buildings, construction of a new food science building, a University Farm Store, on-site residential space (20 beds), remodeling several buildings, development of a solar array on the Farm, and the construction of new roadways, parking, and perimeter fencing. The plan would result in a net increase of 32,230 GSF to the existing 153,000 GSF of existing farm space.

25/35 Main Street: These two Chico State Enterprises-owned (formerly University Foundation) buildings, adjacent to the main campus, and the private property to the east are considered an opportunity area. Although the future redevelopment of this site is outside the scope of this EIR, the City of Chico and CSU Chico are exploring future development opportunities there, which could serve the community and the University. These could include conference/hotel facilities and other public amenities.

Proposed Master Plan Revision

Specific components shown on Attachment A and listed below.

<i>Hexagon 1 Bldg. No. 76</i>	Creekside Residence Hall
<i>Hexagon 2 Bldg. No. 77</i>	Residence Hall (Butte Site)
<i>Hexagon 3 Bldg. No. 79</i>	Rio Chico Development
<i>Hexagon 4 Bldg. No. 88</i>	University Services Building
<i>Hexagon 5 Bldg. No. 94</i>	Parking Structure 3 (and Mixed-Use Building)
<i>Hexagon 6 Bldg. No. 96</i>	Arena Parking Structure
<i>Hexagon 7 Bldg. No. 97</i>	Arena (and Pool)
<i>Hexagon 8 Bldg. No. 102</i>	Butte Hall Replacement Building
<i>Hexagon 9 Bldg. No. 105</i>	Forensic Anthropology/Admin/Office Building
<i>Hexagon 10 Bldg. No. 107</i>	Wildcat Recreation Center Expansion and Health Center
<i>Hexagon 11 Bldg. No. 108</i>	Modoc II Academic Building
<i>Hexagon 12 Bldg. No. 109</i>	Academic/Admin/Office Building

<i>Hexagon 13 Bldg. No. 110</i>	Museum
<i>Hexagon 14 Bldg. No. 111</i>	Glenn Hall Replacement
<i>Hexagon 15 Bldg. No. 112</i>	Data Center Building
<i>Hexagon 16 Bldg. No. 113</i>	Warner Street West Academic Building
<i>Hexagon 17 Bldg. No. 114</i>	Warner Street Laboratory Research Building
<i>Hexagon 18 Bldg. No. 115</i>	Golf Practice Area and Storage
<i>Hexagon 19 Bldg. No. 116</i>	Softball Facility
<i>Hexagon 20 Bldg. No. 117</i>	University Stadium Seating and Restrooms
<i>Hexagon 21 Bldg. No. 202</i>	25/35 Main Development (land lease)
<i>Hexagon 22 Bldg. Nos. 301-390</i>	University Farm (consists of 62 existing and 13 future structures)

Near-Term Projects

The facilities envisioned to be developed in the near-term include:

<i>Hexagon 1 Bldg. No. 76</i>	Creekside Residence Hall
<i>Hexagon 4 Bldg. No. 88</i>	University Services Building
<i>Hexagon 8 Bldg. No. 102</i>	Butte Hall Replacement Building
<i>Hexagon 9 Bldg. No. 105</i>	Forensic Anthropology/Admin/Office Building
<i>Hexagon 10 Bldg. No. 107</i>	Wildcat Recreation Center Expansion and Health Center
<i>Hexagon 14 Bldg. No. 111</i>	Glenn Hall Replacement
<i>Hexagon 15 Bldg. No. 112</i>	Data Center Building
<i>Hexagon 20 Bldg. No. 117</i>	University Stadium Seating and Restrooms
<i>Hexagon 22 Bldg. Nos. 301-390</i>	University Farm (consists of 62 existing and 13 future structures)

Fiscal Impact

Approximately \$2.8 billion will be needed to address existing building deficiencies and provide needed site and facility improvements as proposed in the Master Plan Revision.

California Environmental Quality Act (CEQA) Action

The Final Environmental Impact Report (FEIR) has been prepared pursuant to the CEQA (Public Resources Code [PRC] Section 21000 *et seq.*) and the State CEQA Guidelines (California Code of Regulations, Title 14, Chapter 3, Section 15000 *et seq.*) to evaluate the physical environmental effects of the Master Plan Revision. The FEIR is presented to the Board of Trustees for review and certification. The Board of Trustees is the lead agency under CEQA and has the responsibility for approving and carrying out the Master Plan Revision, and for ensuring that the requirements of CEQA have been met. After the FEIR is prepared and the public-review process is complete, the Board of Trustees is responsible for reviewing and certifying that the FEIR adequately evaluates the impacts of the project.

The Draft EIR (DEIR) was distributed for public comment for a 45-day period concluding on September 25, 2020. The FEIR, including the DEIR, all public comments received on the DEIR, responses to those comments, and revisions and clarifications to the DEIR, is available online at: <https://www.csuchico.edu/fms/planning.shtml>.

In addition to comments submitted during the DEIR comment period and addressed in the FEIR, a number of comment letters about the Master Plan Revision and EIR have been submitted to the Office of the Chancellor by members of the CSU Chico campus community as well as the broader local Butte County community. These letters are being collected for transmittal to the Board of Trustees ahead of the November 2020 meeting.

The EIR is a “Program EIR” as defined by Section 15168 of the State CEQA Guidelines. As described in CEQA Guidelines Section 15168(a), a Program EIR may be prepared for a series of actions that can be characterized as one large project and are, for example, related geographically or as parts of a chain of contemplated actions.

A Program EIR can be used as the basic, general environmental assessment for an overall program of projects developed over a multi-year planning horizon, and therefore is an appropriate review document for the 2030 Master Plan Revision. A Program EIR provides a basic reference document to avoid unnecessary repetition of facts or analysis in subsequent project-specific assessments. At the time each facility improvement is considered (typically at schematic design approval), each individual improvement will be reviewed for compliance with CEQA to determine whether the Program EIR fully addressed the associated impacts and identified appropriate mitigation measures.

Issues identified during the public review period are fully discussed in the FEIR and impacts have been analyzed in accordance with CEQA requirements. Where a potentially significant impact is identified, mitigation measures are required to reduce the impact to the maximum extent feasible. The FEIR concluded that the project would result in a single significant and unavoidable impact relating to transportation.

CEQA requires the decision-making agency to balance, as applicable, the economic, legal, social, technological, or other benefits of the project against its unavoidable environmental risks when determining whether to approve a project. If the specific benefits of the project outweigh the unavoidable adverse environmental effects, those effects may be considered “acceptable” and the agency is then required to adopt a Statement of Overriding Considerations in order to approve the project. Because the EIR for the Master Plan Revision has determined that the project would result in a significant and unavoidable effect, a Statement of Overriding Considerations has been prepared for Board of Trustees’ consideration.

Summary of Issues Identified Through Public Review of the DEIR

On August 12, 2020, CSU Chico released for public review and comment the DEIR for the proposed Master Plan Revision. The DEIR was circulated for a period of 45 days in accordance with the requirements of the California Environmental Quality Act, Public Resources Code section 21000 et seq. (CEQA), during which time interested agencies and members of the public were encouraged to provide comments on the analysis set forth in the DEIR. When the public comment period closed on September 25, 2020, nine comment letters had been received by CSU Chico, including two letters from state agencies (Caltrans, Department of Toxic Substances Control), one letter from a local jurisdiction (City of Chico), two letters from a local advocacy organization (Chico Heritage), one letter from a neighborhood association (Chico Avenues Neighborhood Association), one letter from the Associated Students Inc., of CSU, Chico, and two letters from individuals.

The issues raised in comments are summarized below. CSU Chico prepared formal responses to all comments, which are included as part of the FEIR. Amendments/revisions to the DEIR as a result of public comments received are also included as part of the FEIR, and a Mitigation Monitoring and Reporting Program has been prepared in conjunction with the Final EIR.

Hazardous Materials

The State Department of Toxic Substances Control (DTSC) recommended that additional surveys and investigation be conducted if the potential exists for Master Plan project implementation to result in the release of hazardous wastes/substances; if any Master Plan Revision project sites have been used or are suspected of having been used for mining activities; if buildings or other structures with potential lead-based products, mercury, asbestos-containing materials, or polychlorinated biphenyl caulk are to be demolished; if any projects require soil importation to backfill excavations; and if any project sites have been used for agricultural cultivation, weed abatement or related activities. Due to the potential for contamination of soil through the aerial deposition of lead, DTSC recommended collecting soil samples for lead analysis prior to performing any intrusive activities. DTSC also recommended the EIR identify the triggers for future investigation and remediation, and the government agency responsible for regulatory oversight.

The DEIR defines required regulatory compliance and includes mitigation measures that fully address the potential for the impacts identified in DTSC's comments, including evaluations of previously identified recognized environmental conditions, buildings identified for renovation or demolition, and areas which may have been exposed to agricultural chemicals (University Farm). No revisions to the DEIR were necessary to respond to comments from DTSC.

Campus VMT Monitoring and Implementation of Transportation Demand Management Measures

Caltrans asked when Vehicle Miles Traveled (VMT) monitoring would commence (i.e., tracking the annual number and distance of all campus-related trips generated by students, faculty and staff)

and requested the associated monitoring reports when available; Caltrans also asked whether implementation of Transportation Demand Management-related (TDM) mitigation measures required to reduce vehicle trips would be implemented immediately or only upon full Master Plan buildout. Finally, Caltrans requested notification of any subsequent environmental documentation related to implementing the Master Plan, for the purpose of future review and comment.

As stated in the EIR in Mitigation Measure MM-TRA-1, biennial VMT monitoring is required in response to the Master Plan's significant and unavoidable VMT impact, together with the preparation of a schedule for the adoption of specific TDM measures to reduce trip generation. As also required by this mitigation measure and in compliance with CSU policy, CSU, Chico will prepare biennial reports summarizing the results of VMT monitoring and the effectiveness of TDM measures that are implemented. CSU, Chico will consult with Caltrans regarding individual Master Plan projects that require formal subsequent environmental review. No revisions to the DEIR are necessary to respond to comments from Caltrans.

Public Services (Police, Fire & Emergency Response), Utilities (Wastewater), Transportation

The City suggested that the police services analysis is flawed because of its evaluation of where students reside, rather than where students are most likely to require police resources, and requested that the Final EIR include a analysis and mitigation measure similar to those provided in the June 2005 Master Plan Update EIR, committing the University to the provision of University Police Department (UPD) officers as necessary to handle additional law enforcement demands. The City also disagreed with the EIR's determination of a less than significant impact on fire services, noting that the University's sustained growth and development contributes to the need for new facilities elsewhere in the City to maintain adequate response times citywide, and further noted that the EIR does not analyze effects of Master Plan Revision buildout on response times. The City requested that the EIR more fully analyze these potential impacts, including any feasible mitigation measures.

The City did not clearly identify specific public service-related facility construction and expansion projects that could result in a significant physical change in the environment as a direct result of Master Plan implementation. Moreover, a project's effects on fire (and police) response times alone are not considered CEQA impacts.

The City commented that the wastewater analysis in the EIR is inadequate as it does not analyze existing peak wet weather flow scenarios or the City's future wastewater conveyance capacity in light of future anticipated development in the City. The City also reminded CSU, Chico of its responsibilities, including the payment of wastewater service fees, as set forth in the 1995 Sewer Service Agreement executed between the University and the City as required by California Government Code section 54999. The City requested that the EIR address the cumulative impacts of continued campus growth and development, including how external factors contribute to growth-related impacts under the Master Plan Revision.

The Sewer Service Agreement, which is still in effect, requires that the University submit to the City an annual inventory of new fixtures installed on the campus during the preceding two years, together with a calculation of the per-fixture wastewater volume discharge based on campus wide wastewater discharge to the City sewer system. On the basis of this, the City determines any necessary adjustment to the previously established fee required of the University to offset the cost of planned upgrades to City sewer infrastructure. This Agreement, and not the calculation of peak sewer flows conveyed by the City's sewer infrastructure, serves as the basis for determining the University's contribution to increased wastewater flows and responsibility for offsetting the associated costs.

The EIR does analyze the potential for Master Plan implementation to contribute to cumulatively significant impacts and growth inducement, and relied upon the City of Chico General Plan EIR for the cumulative analysis of wastewater and other impacts, supplemented by a review of current projects provided by the City Planning Division.

Regarding transportation impacts, the City asked that MM-TRA-1, which states CSU, Chico will use the CSU TDM Manual as a guide to developing and implementing a plan to reduce daily trips and VMT generated by the campus, be further analyzed and refined to avoid a significant and unavoidable impact determination, noting that the DEIR does not provide details about specific TDM policies and expected City involvement. The University is committed to reducing VMT and reliance on single-occupancy vehicles; however, there are regional transportation modelling limitations that prevent the University from more precisely quantifying the effect of the proposed mitigation measures. In these circumstances, CEQA does allow for a qualitative discussion of mitigation measures. As discussed under "Campus VMT Monitoring and Implementation of Transportation Demand Management Measure", above, Mitigation Measure MM-TRA-1 requires the University to conduct biennial VMT monitoring in response to the Master Plan's significant and unavoidable VMT impact and prepare a schedule for the adoption of specific TDM measures to reduce trip generation. As also required by this mitigation measure and in compliance with CSU policy, CSU, Chico will also prepare biennial reports summarizing the results of VMT monitoring and the effectiveness of TDM measures that are implemented. CSU, Chico will consult with the City regarding individual Master Plan projects that require formal subsequent environmental review.

Historic Resources

A representative of the Chico Heritage Association suggested that the Regulatory Setting of the Cultural Resources chapter be expanded to include the text of the CSU Chancellor's Executive Order 374, which spells out the procedures by which the CSU is required to execute its cultural resource stewardship responsibilities under California Public Resources Code Sections (PRC) 5024 and 5024.5. The DEIR has been revised to provide a citation to this policy.

Another representative of the Chico Heritage Association inquired about the rationale for the EIR's finding of non-significance for the Continuing Education Center building and requested clarification about whether the Lost Park property is within the scope of the EIR. Appendix D, Cultural Resources Inventory and Evaluation Report, of the DEIR provides a detailed evaluation of the Continuing Education Center's eligibility for designation as a historical resource and notes the building is not eligible for historic designation under any of the applicable criteria. The criteria includes, for example, whether the work is an exceptional example of an architectural style or method of construction, or associated with important persons in history. The "Lost Park" project is identified in the DEIR as a future area for potential joint development with the City of Chico. This potential future development is outside the scope of the DEIR.

Proposed Arena Trip Generation and Congestion

The Chico Avenues Neighborhood Association commented that the arena and associated parking structure proposed for the northwestern part of the campus would generate increased traffic on West Sacramento Avenue and West 2nd Street during events. The commenter stated that this seemed to conflict with the CSU, Chico goals and recommendations in previous master plan updates and project EIRs for the reduction of vehicle trips to the campus, the City's downtown area, and the surrounding neighborhoods, and would adversely impact CSU, Chico's sustainability goals.

Peak traffic congestion is not considered a potentially significant impact under CEQA as of July 1, 2020, as Vehicle Miles Traveled (VMT) is now the required metric for the evaluation of a project's potential trip generation and transportation impacts. However, the University recognizes that the potential for congestion on the streets adjacent to the proposed arena is nonetheless a concern for local residents and will conduct outreach and consultation with the City of Chico, Chico High School, and area residents to address neighborhood concerns about arena events, at such time as this project is brought forth for implementation.

Arena Parking

An individual commenter inquired about the number of additional parking spaces to be provided for the proposed arena. As stated in Chapter 2, Project Description, of the EIR, there are currently approximately 2,519 surface and structured parking spaces on the campus. New development would result in the removal of 1,190 spaces in some locations and the construction of 1,400 spaces in other locations, including 900 spaces for the proposed arena to result in a campus wide total of approximately 2,829 spaces.

General Opposition

An individual commenter requested that the University, CSU Trustees, and City of Chico consider the impact of CSU, Chico's desires on the community of Chico. The commenter referenced past projects he believed to be detrimental to the community and contradictory to previous plans of the University and requested that the University not "destroy" neighborhoods in the pursuit of

University expansion. This comment did not cite a specific environmental issue addressed in the EIR, and therefore the commenter's general concerns about future University growth were noted.

Summary of Project Alternatives

The alternatives analyzed in detail in the DEIR include the following:

No Project Alternative: The "No Project" analysis discusses the existing conditions as well as what would reasonably be expected to occur in the foreseeable future if the Project was not approved (Cal. Code Regs. tit. 14, § 15126.6 (e)(2) and (3)(A)). Under the No Project Alternative, the Master Plan Revision and an enrollment ceiling increase to 18,600 FTE students would not be adopted and the campus would continue to operate under the previously adopted master plan and lower enrollment ceiling.

Expanded Housing Growth Alternative: The Master Plan Revision provides for construction of 1,800 new student beds. The total on-campus housing would (net) increase from 2,260 to 3,721 spaces. Increasing on-campus housing (or off-campus housing within a walkable distance) generally has a favorable effect on transportation, energy, air quality, and greenhouse gas emissions by reducing the vehicle miles travelled (VMT) per student. This alternative is designed to reduce the significant VMT impact associated with the proposed project. While VMT is reduced under the Master Plan Revision, the reduction falls well short of the 15% goal identified in the CSU's revised transportation guidelines. Due to limitations in the regional transportation model, it is not possible to calculate the direct effect that each additional student housed on campus would have on VMT. However, it is well understood to be a positive relationship, and that increased housing growth would reduce VMT associated with the University.

This alternative would approximately double the proposed increase in student beds, to a build-out of 4,450 student beds. This would allow the University to house all first-year and over one-third of second year students. In order to accomplish this a major increase in residential density would be required, resulting in taller, denser residence halls and/or additional sites for residential space. Additional sites for buildings could be reducing the outdoor activity space, or require additional demolition of low-rise buildings.

The Expanded Housing Growth Alternative would reduce impacts associated with VMT, although it cannot be determined if these impacts would be reduced to a less than significant level. This alternative would increase impacts related to changes in visual character, as the intensity of residential development on campus would be increased. By reducing a significant and unavoidable impact, this alternative would be the environmentally superior alternative.

Modified Footprint Alternative: This alternative would provide for approximately the same amount of growth in both student housing and other academic and support uses but would revise the arrangement of land uses. The 2005 Master Plan identified the north campus College Park area east of Konkow, Mechoopda, and Esken Hall as student residential development, with an associated parking structure. This alternative would place residential uses in this area and not demolish the existing residence halls (Konkow, Mechoopda, and Esken). This alternative would therefore not construct additional housing at the Creekside site or Rio Chico. Expansion of housing to the current Butte Hall site would be included, similar to the proposed project, to meet student housing goals. The proposed Arena would be moved to Rio Chico. This would move the use further away from the residential neighborhoods north of West Sacramento Avenue. Rio Chico is selected as the only area large enough, with surface street access (via Walnut Street/Nord Avenue and Ivy/Warner Street) and a nearby University parking structure. Academic and support uses would be developed as proposed for the Master Plan project. This alternative would not entirely avoid any of the significant environmental impacts of the Master Plan Revision. Off-site noise impacts associated with athletic fields (Impact NOI-1) would be reduced, but not avoided, by buffering the fields with on-campus residential buildings and a new parking structure. However, construction of the arena at the Rio Chico site would likely result in the demolition of buildings that are potentially historic resources.

Recommendation

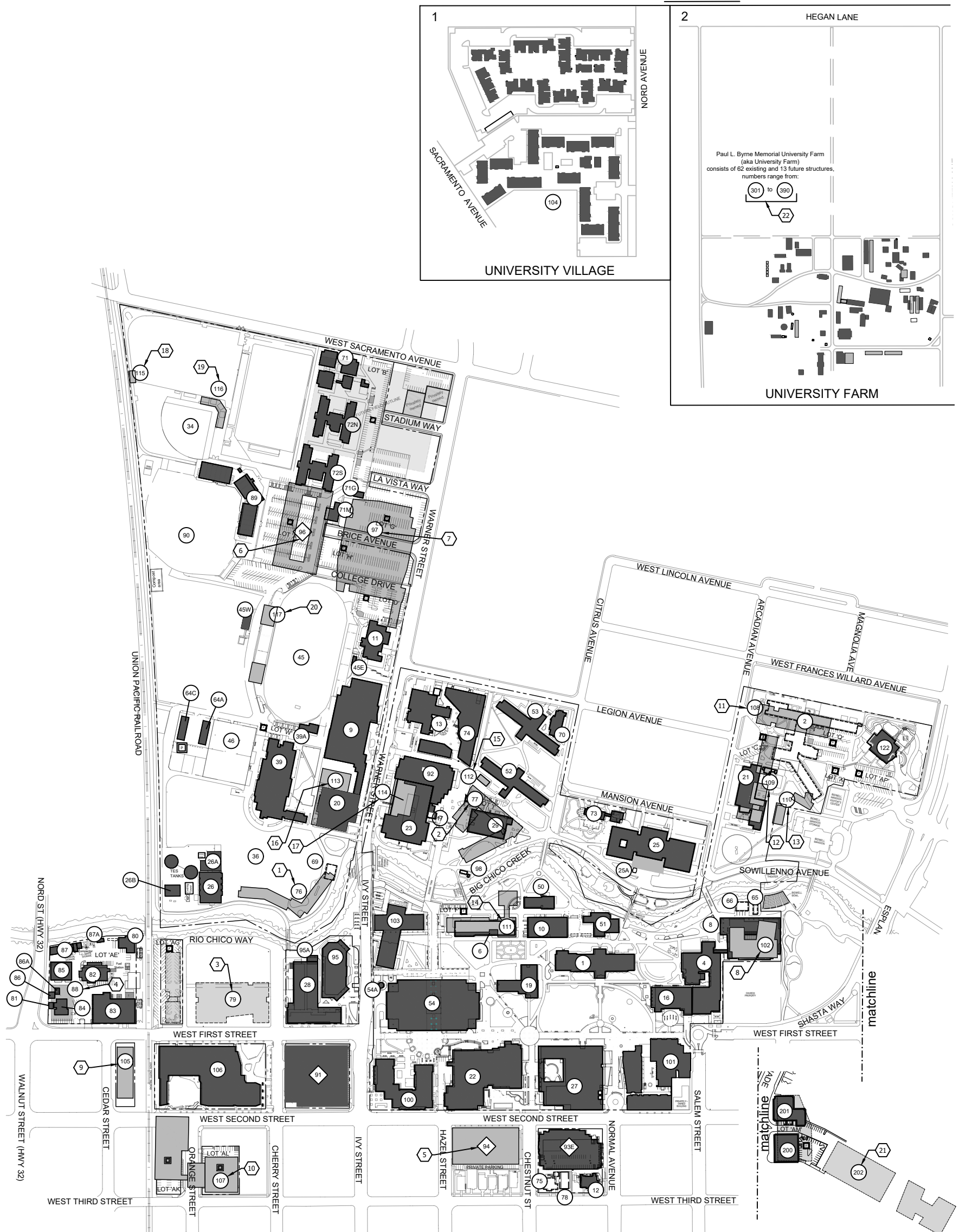
The following resolution is presented for approval:

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

1. The Board of Trustees finds that the 2020 FEIR has been prepared in accordance with the requirements of the California Environmental Quality Act.
2. The FEIR addresses the proposed Master Plan Revision and all discretionary actions related to the project as identified in the FEIR.
3. The Board of Trustees hereby certifies the FEIR for the California State University, Chico Master Plan Revision dated November 2020.
4. Prior to the certification of the FEIR, the Board of Trustees reviewed and considered the above FEIR and found it to reflect the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the FEIR as complete and adequate and finds that it addresses all potentially significant environmental impacts of the project and fully complies with the requirements of CEQA. For purposes of CEQA and the State CEQA Guidelines, the administrative record includes the following:
 - a. The DEIR for the California State University, Chico Master Plan Revision;

- b. The FEIR, including comments received on the DEIR, responses to comments, and revisions to the DEIR in response to comments received;
 - c. The proceedings before the Board of Trustees relating to the proposed Master Plan Revision, including testimony and documentary evidence introduced at such proceedings; and
 - d. All attachments, documents incorporated, and references made in the documents as specified in items (a) through (c) above.
5. This resolution is adopted pursuant to the requirements of Section 21081 of the Public Resources Code and Section 15091 of the State CEQA Guidelines which require the Board of Trustees to make findings prior to the approval of the project.
6. The Board of Trustees hereby adopts the CEQA Findings of Fact and Mitigation and Monitoring Program, including the mitigation measures identified therein for Agenda Item 4 of the November 17-18, 2020 meeting of the Committee on Campus Planning, Buildings and Grounds, which identifies the specific impacts of the proposed Master Plan Revision and related mitigation measures, hereby incorporated by reference. The required mitigation measures shall be monitored and reported in accordance with the Mitigation and Monitoring Reporting Program, which meets the requirements of CEQA.
7. The Board of Trustees hereby adopts the Statement of Overriding Considerations stating that project benefits to The California State University outweigh the remaining significant and unavoidable transportation impact.
8. The FEIR has identified potentially significant impacts that may result from implementation of the proposed Master Plan Revision. However, the Board of Trustees, by adopting the Findings of Fact, finds that the inclusion of certain mitigation measures as a part of the project approval will reduce most, but not all, of these effects to less than significant levels. The transportation impact that is not reduced to a less than significant level is identified as significant and unavoidable and is overridden due to specific project benefits to the CSU identified in the Findings of Fact and Statement of Overriding Considerations.
9. The project will benefit The California State University.
10. The California State University, Chico 2030 Campus Master Plan Revision dated November 2020 is approved.
11. The chancellor or his designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the EIR for the California State University, Chico Master Plan Revision.









INSET MAPS



California State University
Chico

Master Plan Enrollment: 18,600 FTE
Approval Date: June 1965
Proposed Revision: November 2020
Main Campus Acreage: 129



Buildings	Campus Boundary	Parking
 EXISTING BUILDING	----- EXISTING	 EXISTING LOT
 FUTURE BUILDING	----- FUTURE	 FUTURE LOT
 TEMPORARY BUILDING		 EXISTING STRUCTURE
 EXISTING BUILDING NOT IN USE		 FUTURE STRUCTURE

California State University, Chico

Master Plan Enrollment: 18,600 FTE

Master Plan approved by the Board of Trustees: June 1965

Master Plan Revision approved by the Board of Trustees: March 1967, December 1968, January 1969, February 1971, November 1971, November 1973, September 1976, September 1980, March 1981, March 1984, May 1985, November 1990, July 2005

Proposed Revision: November 2020

1. Kendall Hall	78. Deen House
2. Aymer Jay Hamilton Building	79. <i>Rio Chico Development</i>
4. Ayres Hall	80. FMS Paint Shop
6. Glenn Hall	81. FMS Hazardous Chemical Storage
8. Physical Science Building	82. FMS Administration Building
9. Acker Gymnasium	83. FMS Warehouse
10. Colusa Hall	84. FMS Trades Workshop
11. Student Health Center	85. FMS Garage
12. Sapp Hall	86. FMS Hazardous Materials Storage
13. Whitney Hall	86a. FMS Hazardous Waste Storage
16. Laxson Auditorium	87. FMS Equipment Shed
17. Butte Station	87a. FMS Storage Shed
19. Trinity Hall	88. <i>University Services Building</i>
20. Shurmer Gymnasium	89. Nettleton Stadium
21. Modoc Hall	90. Bohler Field
22. Bell Memorial Union	91. Parking Structure
23. Plumas Hall	92. Tehama Hall
25. Holt Hall	93e. Parking Structure 2 (and Office Building)
25a. Holt Station	94. <i>Parking Structure 3 (and Mixed Use Building)</i>
26. Boiler/Chiller Plant	95. John F. O'Connell Technology Center
26a. Boiler/Chiller Plant North	95a. O'Connell Mechanical Enclosure
26b. Wildcat Switchgear Building	96. <i>Arena Parking Structure</i>
27. Performing Arts Center	97. <i>Arena (and pool)</i>
28. Langdon Engineering Center	98. Grounds Pump House
29. Butte Hall	100. Student Services Center
34. Softball Field	101. Arts & Humanities Building
36. Physical Education Field	102. <i>Butte Hall Replacement Building</i>
39. Yolo Hall	103. Science Building
39a. PE Mechanical Enclosure	104. University Village
45. Stadium	105. <i>Forensic Anthropology/Admin/Office Bldg</i>
45e. Stadium Restrooms (East)	106. Wildcat Recreation Center
45w. Stadium Restrooms (West)	107. <i>WREC Expansion + Health Center</i>
46. Tennis Courts	108. <i>Modoc II Academic Building</i>
50. Continuing Education Building	109. <i>Academic/Admin/Office Buildings</i>
51. Selvester's Café	110. <i>Museum</i>
52. Lassen Hall	111. <i>Glenn Hall Replacement</i>
53. Shasta Hall	112. <i>Data Center Building</i>
54. Meriam Library	113. <i>Warner Street West Academic Building</i>
54a. Roth Planetarium	114. <i>Warner Street Laboratory Research Building</i>
64a. Greenhouse A	115. <i>Golf Practice Area and Storage</i>
64c. Greenhouse C	116. <i>Softball Facility</i>
65. Physical Science Greenhouse	117. <i>University Stadium Seating and Restrooms</i>
66. Physical Science Headhouse	122. Gateway Science Museum
69. Physical Education Storage	200. 35 Main Street
70. Housing Office	201. 25 Main Street
71. Konkow Hall	202. <i>25/35 Main Development (land lease)</i>
71g. Housing Grounds Shop	301.- University Farm (consists of 62 existing and 13
71m. Housing Maintenance Shop	390. <i>future</i> structures, numbers range from 301 to 390)
72n. Mechoopda Hall	
72s. Esken Hall	
73. Albert E. Warrens Reception Center	
74. Sutter Hall	
75. Sierra Hall and Annex	
76. <i>Creekside Residence Hall</i>	
77. <i>Residence Hall (Butte Site)</i>	

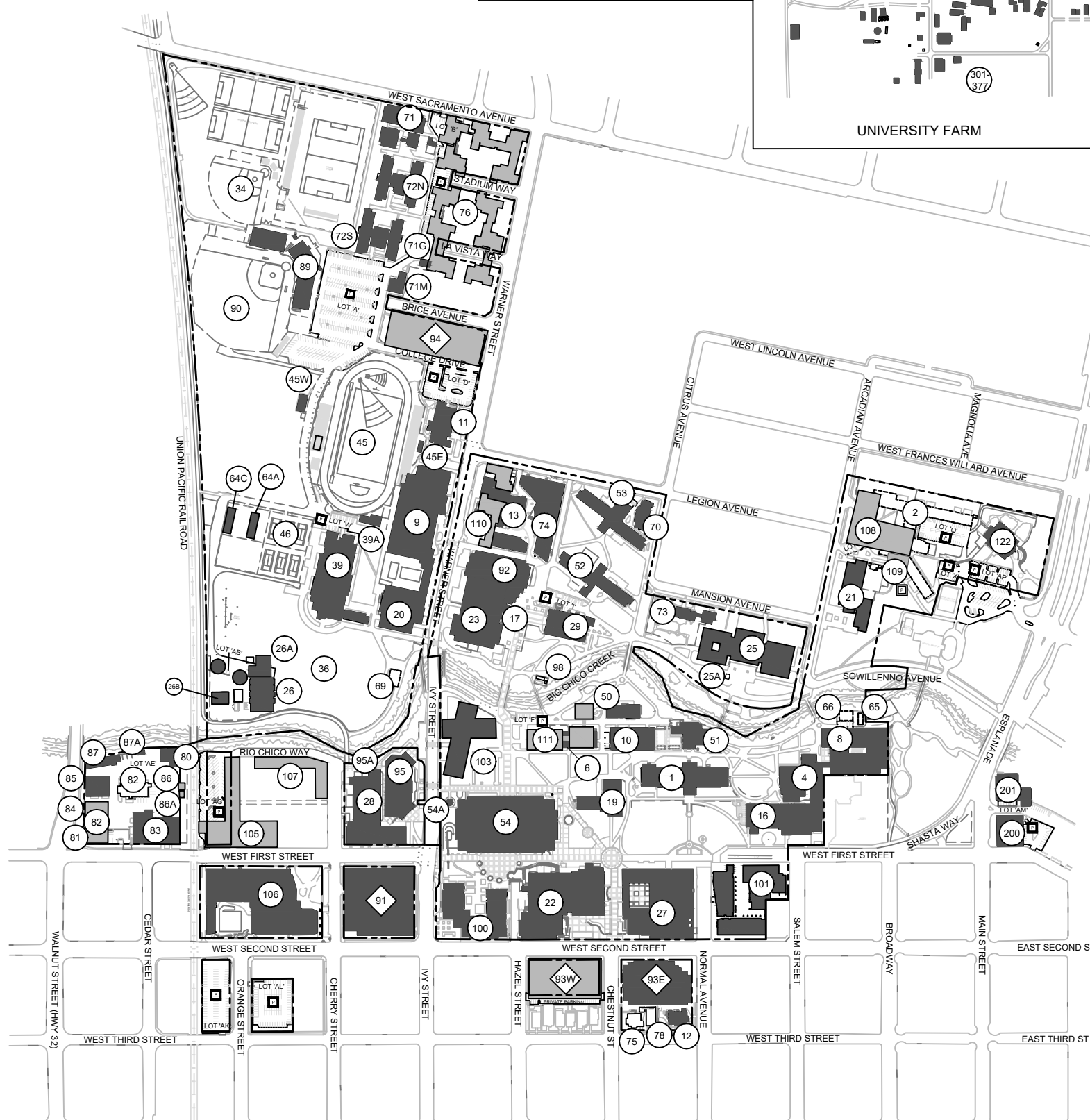
LEGEND:
Existing Facility / Proposed Facility

NOTE: Existing building numbers correspond with building numbers in the Space and Facilities Data Base (SFDB)

The image contains two maps, labeled 1 and 2, showing different areas.









Map 1 shows a residential area labeled "UNIVERSITY VILLAGE". It features a cluster of dark grey building footprints. A road labeled "SACRAMENTO AVENUE" runs diagonally from the bottom left. A road labeled "NORD AVENUE" runs vertically on the right side. A circular marker with the number "104" is located near the center of the building cluster.

Map 2 shows a residential area labeled "UNIVERSITY FARM". It features a cluster of dark grey building footprints. A road labeled "HEGAN LANE" runs horizontally at the top. A road labeled "SCHOUTEN LANE" runs vertically on the right side. A circular marker with the number "301-377" is located near the bottom right of the building cluster.



Campus Master Plan
Master Plan Enrollment: 15,800 FTE
Approval Date: June 1965
Revised Date: July 2005
Main Campus Acreage: 129



Buildings	Campus Boundary	Parking
 EXISTING BUILDING	—— — — — — EXISTING	 EXISTING LOT
 FUTURE BUILDING	- - - - - FUTURE	 FUTURE LOT
 TEMPORARY BUILDING		 EXISTING STRUCTURE
 EXISTING BUILDING NOT IN USE		 FUTURE STRUCTURE

California State University, Chico

Master Plan Enrollment: 15,800 FTE

Master Plan approved by the Board of Trustees: June 1965

Master Plan Revision approved by the Board of Trustees: March 1967, December 1968, January 1969, February 1971, November 1971, November 1973, September 1976, September 1980, March 1981, March 1984, May 1985, November 1990, July 2005

1. Kendall Hall	72s. Esken Hall
2. Aymer Jay Hamilton Building	73. Albert E. Warrens Reception Center
4. Ayres Hall	74. Sutter Hall
6. Glenn Hall	75. Sierra Hall and Annex
8. Physical Science Building	76. <i>Student Housing – Phase II</i>
9. Acker Gymnasium	78. Deen House
10. Colusa Hall	80. FMS Paint Shop
11. Student Health Center	81. FMS Hazardous Chemical Storage
12. Sapp Hall	82. FMS Administration Building
13. Whitney Hall	83. FMS Warehouse
16. Laxson Auditorium	84. FMS Trades Workshop
17. Butte Station	85. FMS Garage
19. Trinity Hall	86. FMS Hazardous Materials Storage
20. Shurmer Gymnasium	86a. FMS Hazardous Waste Storage
21. Modoc Hall	87. FMS Equipment Shed
22. Bell Memorial Union	87a. FMS Storage Shed
23. Plumas Hall	89. Nettleton Stadium
25. Holt Hall	90. Bohler Field
25a. Holt Station	91. Parking Structure
26. Boiler/Chiller Plant	92. Tehama Hall
26a. Boiler/Chiller Plant North	93e. Parking Structure 2 (and Office Building)
26b. Wildcat Switchgear Building	93w. <i>Parking Structure - Southwest</i>
27. Performing Arts Center	94. <i>Parking Structure - North</i>
28. Langdon Engineering Center	95. John F. O'Connell Technology Center
29. Butte Hall	95a. O'Connell Mechanical Enclosure
34. Softball Field	98. Grounds Pump House
36. Physical Education Field	100. Student Services Center
39. Yolo Hall	101. Arts & Humanities Building
39a. PE Mechanical Enclosure	103. Science Building
45. Stadium	104. University Village
45e. Stadium Restrooms (East)	105. <i>Rio Chico Academic Facility</i>
45w. Stadium Restrooms (West)	106. Wildcat Recreation Center
46. Tennis Courts	107. <i>Aquatic Center</i>
50. Continuing Education Building	108. <i>Modoc II</i>
51. Selvester's Café	109. <i>Childcare Facility</i>
52. Lassen Hall	110. <i>Housing Phase III - Whitney</i>
53. Shasta Hall	111. <i>Glenn Hall Replacement</i>
54. Meriam Library	122. Gateway Science Museum
54a. Roth Planetarium	200. 35 Main Street
64a. Greenhouse A	201. 25 Main Street
64c. Greenhouse C	301.- University Farm (consists of 62 structures,
65. Physical Science Greenhouse	377. numbers range from 301 to 377)
66. Physical Science Headhouse	
69. Physical Education Storage	
70. Housing Office	
71. Konkow Hall	
71g. Housing Grounds Shop	
71m. Housing Maintenance Shop	
72n. Mechoopda Hall	

LEGEND:
Existing Facility / *Proposed Facility*

NOTE: Existing building numbers correspond with building numbers in the Space and Facilities Data Base (SFDB)

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

San Francisco State University Science Replacement Building

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Lynn Mahoney
President
San Francisco State University

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

Summary

This agenda item requests approval by the California State University Board of Trustees of the schematic design for the San Francisco State University Science Replacement Building.

Science Replacement Building

Project Delivery Method: Collaborative Design / Build

General Contractor: DPR Construction

Architect: SmithGroup

This project will construct a new 125,000 GSF Science Replacement Building (#53¹) located along 19th Avenue in the northeast corner of campus near Hensill (#50) and Thornton (#51) Halls. The new building will be on the site of the existing Science Building (#4), which will be partially demolished to accommodate the new facility. The Science Replacement Building will provide 64,900 assignable square feet (ASF)/105,000 gross square feet (GSF) for the College of Science and Engineering (CoSE) and 12,300 ASF/20,000 GSF for the College of Extended Learning (CEL). The project also includes partially renovating and seismically upgrading approximately 33,000 ASF/54,000 GSF of existing space in the Science Building, which was built in multiple phases starting in 1949, and demolishing the remaining 49,600 ASF/76,700 GSF.

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

The main academic programs served by the project will be the Chemistry Department and the School of Engineering. The College of Extended Learning is currently located in leased space in downtown San Francisco. This project will allow the CEL program to relocate to the main campus into permanent space. The new Science Replacement Building is envisioned as a modern collaborative facility to support the instructional and teaching-related research needs of the College. It will provide lower division, upper division and graduate teaching labs; large, flat-floor flexible interdisciplinary lecture classrooms; makerspace for prototyping and student projects; tutoring and student advising space; and social space that allows for informal collaboration and learning. The building will also include faculty and administrative offices, workstations, and conference rooms.

The Science Replacement Building is a steel moment-framed structure with metal composite and glass fiber reinforced concrete panel exterior to mitigate the corrosive effects of the ocean environment. The base of the building will be cast-in-place concrete with graffiti resistant coating, due to the high visibility location along 19th Avenue.

The renovation of the remaining space in the existing Science Building will include a seismic upgrade, exterior skin and roof renewal, elevator and building systems replacement. As the instructional spaces in this wing of the building were renovated in 2014, it requires minimal upgrading and cost effective for continued use of the space.

The project is designed to achieve Leadership in Energy and Environmental Design (LEED) Gold certification. Sustainable characteristics include a 100 percent all electric building with an active mechanical heat recovery system, a 25 percent reduction of storm water runoff from the existing site, high-reflectivity cool roof, high-performance glazing, low-flow plumbing fixtures, and advanced lighting controls.

Timing (Estimated)

Preliminary Plans Completed	February 2021
Working Drawings Completed, Existing Building	May 2021
Working Drawings Completed, New Building	August 2021
Construction Start	June 2021
Occupancy	January 2024

Basic Statistics

<i>Science Replacement Building</i>	
Gross Building Area	125,000 square feet
New Assignable Building Area	76,000 square feet
Efficiency	60.8 percent
<i>Science Building Renovation</i>	

Gross Building Area	55,000 square feet
New Assignable Building Area	33,000 square feet
Efficiency	61 percent

Cost Estimate – California Construction Cost Index (CCCI) 6840²

New Building Cost (\$781 per GSF)	\$97,726,000
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<i>Systems Breakdown</i>	<i>(\$ per GSF)</i>
a. Substructure (Foundation)	\$ 28.07
b. Shell (Structure and Enclosure)	\$ 192.19
c. Interiors (Partitions and Finishes)	\$ 82.60
d. Services (HVAC, Plumbing, Electrical, Fire)	\$ 270.81
e. Built-in Equipment and Furnishings	\$ 38.78
f. Special Construction & Demolition	\$ 6.54
g. General Requirements	\$ 26.00
h. General Conditions and Insurance	\$ 136.36

Renovation Cost (\$270 per GSF)	\$14,514,000
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<i>Systems Breakdown</i>	<i>(\$ per GSF)</i>
a. Substructure (Foundation)	\$ 8.59
b. Shell (Structure and Enclosure)	\$ 87.44
c. Interiors (Partitions and Finishes)	\$ 33.37
d. Services (HVAC, Plumbing, Electrical, Fire)	\$ 68.41
e. Built-in Equipment and Furnishings	\$ 9.74
f. Special Construction & Demolition	\$ 5.98
g. General Requirements	\$ 9.16
h. General Conditions and Insurance	\$ 47.08

Site Development	<u>7,230,000</u>
Construction Cost	\$119,470,000
Fees, Contingency, Services	<u>44,070,000</u>
Total Project Cost (\$914 per GSF)	\$163,540,000
Fixtures, Furniture & Moveable Equipment	<u>6,488,000</u>
Grand Total	<u><u>\$170,028,000</u></u>

² The July 2019 *Engineering News-Record* California Construction Cost Index (CCCI). The CCCI is the average Building Cost Index for Los Angeles and San Francisco.

Cost Comparison

The replacement building's cost of \$782 per GSF is lower than the \$949 per GSF for the Interdisciplinary Science Building at San Jose State University (approved in September 2018), and higher than the \$705 for the Siskiyou II Science Replacement Building at CSU Chico (approved in January 2018), and the \$657 per GSF for the Science II Replacement Building at CSU Sacramento (approved in January 2017), all adjusted to CCCI 6840. The project cost is lower than the San Jose State science building due to its shorter building height and reduced quantity of fume hoods. The higher cost is higher than CSU Chico and Sacramento due to the foundation and structural system of the project which is subject to greater ground motion. In addition, the building services and general conditions costs are also higher due to the inclusion of battery power to support fire life safety and plug loads, inclusion of a major demolition component and additional logistic costs to prepare the project site for construction.

The renovation cost of \$270 per GSF is slightly lower than the CSU Cost Guide of \$281 per GSF for science building renovations. The lower cost is due to the work done as part of the Science Building Repairs project in 2014, which remedied some of the building system deficiencies in the instructional spaces.

While the cost for renovation is lower than new construction, the existing building to be demolished is not conducive to supporting modern teaching and learning in science and engineering. The replacement building will be larger to address campus space deficiencies in a taller structure given the land constrained campus.

Funding Data

The project funding for the Science Replacement Building will be financed with CSU Systemwide Revenue Bonds and campus designated capital reserves.

California Environmental Quality Act (CEQA) Action

A categorical exemption was proposed for the project and a notice of exemption was filed with the State Clearinghouse in accordance with the California Environmental Quality Act (CEQA).

The project was analyzed in the Environmental Impact Report (EIR) prepared for the San Francisco State University Campus Master Plan. The EIR was certified by the Board of Trustees in November 2007. The project site identified in the November 2007 EIR was modified in 2019, and as a result a Notice of Exemption was filed with the State Clearinghouse in accordance with CEQA.

Recommendation

The following resolution is presented for approval:

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

1. The San Francisco State University Science Replacement Building project will benefit the California State University.
2. A Notice of Exemption has been prepared pursuant to the California Environmental Quality Act and State CEQA guidelines.
3. The schematic plans for the San Francisco State University Science Replacement Building project are approved at a project cost of \$170,028,000 at CCCI 6840.

AGENDA

JOINT COMMITTEE ON FINANCE AND CAMPUS PLANNING, BUILDINGS AND GROUNDS

Meeting: **4:10 p.m., Tuesday, November 17, 2020**
Virtually via Teleconference

Committee on Finance

Jack McGrory, Chair
Peter J. Taylor, Vice Chair
Larry L. Adamson
Jane W. Carney
Wenda Fong
Maryana Khames
Krystal Raynes
Lateefah Simon

Committee on Campus Planning, Buildings and Grounds

Jane W. Carney, Chair
Lateefah Simon, Vice Chair
Larry L. Adamson
Krystal Raynes
Romey Sabalius
Peter J. Taylor

- Consent**
1. Approval of Minutes of the Meeting of July 21, 2020, *Action*
 2. San José State University Spartan Athletics Center – Approval to Amend the 2020-2021 Capital Outlay Program, Schematic Design, and Issuance of Trustees of the California State University Systemwide Revenue Bonds and Related Debt Instruments, *Action*

**MINUTES OF THE JOINT MEETING OF THE
COMMITTEE ON FINANCE AND
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
July 21, 2020**

Committee on Finance

Jack McGrory, Chair
Peter J. Taylor, Vice Chair
Larry L. Adamson
Jane W. Carney
Rebecca D. Eisen
Wenda Fong
Maryana Khames
Hugo N. Morales
Krystal Raynes
Lateefah Simon

**Committee on Campus Planning,
Buildings and Grounds**

Jane W. Carney, Chair
Lateefah Simon, Vice Chair
Larry L. Adamson
Rebecca D. Eisen
Krystal Raynes
Romey Sabalius
Peter J. Taylor

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

Trustee Jane W. Carney called the meeting to order.

Public Comment

Due to the virtual format of the July 21, 2020 meeting all public comment took place at the beginning of the meeting's open session, prior to all committees.

Consent Agenda

The minutes of the March 24, 2020 joint committee meeting were approved as submitted.

***PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the July 21-22, 2020 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

California State University, Fullerton Student Housing Phase 4 - Approval to Amend the 2020-2021 Capital Outlay Program; Approval of Schematic Design; Approval to Issue Trustees of the California State University Systemwide Revenue Bonds and Related Debt Instruments

Information about a new student housing project at CSU Fullerton was presented for approval. The project has been developed over time and will provide housing for 600 sophomores and juniors.

Following the presentation, the trustees asked about the housing costs to students, space efficiency rate, and why LEED certification is not being pursued. President Framroze Virjee responded that housing costs are comparable or slightly lower than the Orange County market. He added that LEED certification is not being pursued due to its significant costs and that the space efficiency calculations take into account other operational programming spaces that are not livable bed spaces. The trustees further asked about live-on campus requirements and were informed of the various benefits to students and the community of having students live on campus.

The committee recommended approval of the proposed resolution (RFIN/CPBG 07-20-03).

Trustee Carney adjourned the joint meeting of the Committees on Finance and Campus Planning, Buildings and Grounds.

**JOINT COMMITTEE ON FINANCE AND
CAMPUS PLANNING, BUILDINGS AND GROUNDS**

San José State University Spartan Athletics Center - Approval to Amend the 2020-2021 Capital Outlay Program, Schematic Design, and Issuance of Trustees of the California State University Systemwide Revenue Bonds and Related Debt Instruments

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Mary Papazian
President
San José State University

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

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

Summary

This agenda item requests the following actions by the California State University Board of Trustees with regard to the San José State University Spartan Athletics Center project:

- Amendment of the 2020-2021 Capital Outlay Program
- Approval of the Schematic Design
- Approval to Issue Trustees of the California State University Systemwide Revenue Bonds and related debt instruments

Amend the 2020-2021 Capital Outlay Program

San José State University wishes to amend the 2020-21 Capital Outlay Program to include \$57,633,000 for the design and construction of the 54,800 gross square foot (GSF) Spartan Athletics Center (#142¹).

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

Schematic Design

Project Architect: HOK Architects

Design/Build Contractor: Webcor Builders

Background and Scope

San José State University proposes to design and construct a 39,200 assignable square foot (ASF)/54,800 gross square foot (GSF), two-story athletic facility on the east hillside of the Citizen Equity First Credit Union (CEFCU) Stadium (#117), which is located on the 62-acre South Campus two miles south of the Main campus. The South Campus contains the athletic facilities for San José State University, including tennis complex, soccer, softball, golf, future baseball facilities and the CEFCU Stadium with capacity over 30,000.

Currently, San José State University does not have adequate facilities to support the athletics program. The deficiencies include insufficient athletic training and rehabilitation space, inadequate and outdated team locker and shower areas, and insufficient equipment storage areas and meeting space. The athletics program currently utilizes the Simpkins Stadium Center (#125), a nearly 30-year-old facility, that does not adequately serve the student athletes.

The proposed Spartan Athletics Center project will provide essential space and will be the future home of Spartan football, women's soccer, and men's soccer. The new building will provide athletic training space, team locker rooms, coaches' offices, equipment storage, a leadership development center, multi-purpose learning and dining space, administrative support space, a 150-seat auditorium, and spectator seating on the 50-yard line. The facility will also include a Spartan Hall of Champions display.

The project is designed to achieve Leadership in Energy and Environmental Design (LEED) Gold Certification. Sustainable features include use of recycled water and energy efficient lighting and windows. In addition, permeable paving, drought tolerant plants, and water retention planters will contribute to a sustainable facility.

Timing (Estimated)

Preliminary Plans Completed:	January 2021
Working Drawings Completed:	August 2021
Construction Start:	February 2022
Occupancy:	August 2023

Basic Statistics

Gross Building Area:	54,800 square feet
Assignable Building Area:	39,202 square feet
Efficiency:	72 percent

Cost Estimate – California Construction Cost Index (CCCI) 7528²

Building Cost (\$722 per GSF):	\$39,586,000
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<i>Systems Breakdown</i>	<i>(\$ per GSF)</i>
a. Substructure (Foundation)	\$ 37.43
b. Shell (Structure and Enclosure)	\$144.11
c. Interiors (Partitions and Finishes)	\$134.60
d. Services (HVAC, Plumbing, Electrical, Fire)	\$168.87
e. Built-in Equipment and Furnishings	\$ 36.73
f. Special Construction & Demolition	\$ 13.41
g. General Conditions and Insurance	\$187.23

Site Development	<u>\$6,310,000</u>
Construction Cost	<u>\$45,896,000</u>
Fees, Contingency, Services	<u>\$10,687,000</u>
Total Project Cost (\$1,032 per GSF)	<u>\$56,583,000</u>
Fixtures, Furniture & Movable Equipment	<u>\$1,050,000</u>
Grand Total	<u>\$57,633,000</u>

Cost Comparison

This project's building cost of \$722 per GSF is lower than the San José State University Student Recreation and Aquatic Center of \$760 per GSF approved in November 2016, adjusted to CCCI 7528. The costs are lower primarily in the structural costs and in the building interiors.

²The July 2020 Engineering News-Record California Construction Cost Index (CCCI). The CCCI is the average Building Cost Index for Los Angeles and San Francisco and is updated monthly.

California Environmental Quality Act (CEQA) Action

An Initial Study/Mitigated Negative Declaration (IS/MND) (State Clearinghouse #2013022045) for the Spartan Stadium End Zone Building project (Original Project) was originally certified by the Board of Trustees in May 2013. The project was never realized, and an Addendum to the 2013 IS/MND was prepared in 2020 to analyze the potential environmental impacts of proposed minor modifications to the Original Project, now known as the Spartan Athletics Center project (Modified Project). The minor modifications include relocation of the proposed athletics center and plaza from the north side of the CEFCU Stadium to the east side, expansion of the kitchen and dining facility in Simpkins Center, a small plaza to the north of the athletic complex, a large entry plaza to the west of CEFCU Stadium, and modified driveway access.

The Addendum to the 2013 IS/MND concluded that the Modified Project would result in no new information of substantial importance that would have new or more severe impacts or new mitigation measures compared to those determined for the Original Project in the 2013 IS/MND.

A Minor Master Plan Revision was approved in May 2020 to support the Modified Project's new location. The Addendum to the 2013 IS/MND was certified on May 28, 2020 by the chancellor's designee under the Delegation of Authority granted by the Board of Trustees and a Notice of Determination (NOD) was filed by the campus with the State Clearinghouse on June 4, 2020.

Project Financing

The Systemwide Revenue Bond (SRB) program provides capital financing for projects of the CSU – student housing, parking, student unions, health centers, continuing education facilities, certain auxiliary projects, and other projects, including academic facilities, approved by the Board of Trustees. Revenues from these programs and other revenues approved by the Board of Trustees, including CSU operating funds, are used to meet operational requirements for the projects and pay debt service on the bonds issued to finance the projects. The consolidated pledge of gross revenues to the bondholders strengthens the SRB program and has resulted in strong credit ratings and low borrowing costs for the CSU.

Prior to issuance of bonds, some projects are funded through bond anticipation notes (BANs) issued by the CSU in support of its commercial paper (CP) program. The BANs are provided to the CSU Institute, a recognized systemwide auxiliary organization, to secure the CSU Institute's issuance of CP used to finance the projects. CP notes provide greater financing flexibility and lower short-term borrowing costs during project construction than long-term bond financing. Proceeds from the issuance of bonds are then used to retire outstanding CP and finance any additional costs not previously covered by CP.

This item requests that the California State University Board of Trustees authorize the issuance of long-term SRB financing and related debt instruments, including shorter term and variable rate debt, floating and fixed rate loans placed directly with banks, and BANs to support interim financing under the CSU CP program, in an aggregate amount not-to-exceed \$44,130,000 to provide financing for the project. The Board of Trustees is being asked to approve the resolutions related to this financing.

Given that there are multiple funding sources supporting the project, it will be financed through The Tower Foundation of San José State University, an auxiliary of the campus. The project budget of \$57,633,000 will be funded by multiple sources consisting of the following:

Campus reserves from commercial activities	\$10,564,233
Tower Foundation - Donor Funds	\$7,068,767
SRB/CP Financing supported by campus commercial activity revenues and revenues from Spartan Shops:	\$40,000,000
Total:	\$57,633,000

The not-to-exceed amount of the proposed bonds is \$44,130,000, based on a total budget of \$57,633,000 and combined commercial activity reserve contributions and donor funds of \$17,633,000. Additional net financing costs, such as capitalized interest and cost of issuance, estimated at \$4,130,000, are expected to be funded from bond proceeds. Both tax-exempt and taxable debt will be issued.

The following table summarizes key information about this financing transaction:

Not-to-exceed amount	\$44,130,000
Amortization	Approximately level debt service over 30 years
Projected maximum annual debt service	\$2,710,440
Projected minimum net revenue debt service coverage ³ :	
Net Revenue – Tower Foundation:	1.84
Net revenue – All campus pledged revenue programs:	1.69

³Based on campus projections of 2024-2025 operations of the project with expected full debt service.

The not-to-exceed amount for the project, the maximum annual debt service, and the financial ratios above are based on an all-in interest cost of 4.69 percent (blended between tax-exempt and taxable rate assumptions), which includes a cushion for changing financial market conditions that could occur before the permanent financing bonds are sold. The financial plan assumes level amortization of debt service, which is the CSU program standard. The financial plan projects a Tower Foundation net revenue debt service coverage of 1.84 in fiscal year 2024-2025, the first full year of operations, which is better than the CSU benchmark of 1.25 for an auxiliary project. Combining 2024-2025 projections for the Tower Foundation and 2024-2025 projections for all other campus pledged revenue programs yields a campus net revenue debt service coverage for the first full year of operations of 1.69, which is better than the CSU campus benchmark of 1.35.

In coordination with CSU's Office of General Counsel, Orrick, Herrington & Sutcliffe LLP, as bond counsel, is preparing resolutions to be presented at this meeting that authorize interim and permanent financing for the projects described in this agenda.

Recommendation

The following resolution is presented for approval:

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

1. The 2020-2021 Capital Outlay Program is amended to include \$57,633,000 for preliminary plans, working drawings, construction, and equipment for the San José State University Spartan Athletics Center project.
2. The schematic plans for San José State University Spartan Athletics Center project are approved at a project cost of \$57,633,000 at CCCI 7528.
3. The financing resolutions for the project as described in this Agenda Item 2 of the Joint Committees on Finance and Campus Planning, Buildings and Grounds at the November 17-18, 2020, meeting of the CSU Board of Trustees are approved. Orrick, Herrington & Sutcliffe LLP, as bond counsel, is preparing resolutions to be presented at this meeting that authorize interim and permanent financing for the projects described in this agenda. The proposed resolutions will be distributed at the meeting and will achieve the following:
 - a. Authorize the sale and issuance of the Trustees of the California State University Systemwide Revenue Bonds, and/or the sale and issuance of related Systemwide Revenue Bond Anticipation Notes, and/or the issuance of related debt instruments, including shorter term debt, variable rate debt, floating rate loans placed directly with banks, or fixed rate loans placed directly with banks, in an aggregate amount not-to-exceed \$44,130,000 and certain actions relating thereto.
 - b. Provide a delegation to the chancellor; the executive vice chancellor and chief financial officer; the assistant vice chancellor, Financial Services; and the assistant vice chancellor, Financing, Treasury, and Risk Management; and their designees to take any and all necessary actions to execute documents for the sale and issuance of the revenue bonds, bond anticipation notes, or related debt instruments.

AGENDA

JOINT COMMITTEE ON FINANCE AND ORGANIZATION AND RULES

Meeting: **4:15 p.m., Tuesday, November 17, 2020**
Virtually via Teleconference

Committee on Finance

Jack McGrory, Chair
Peter J. Taylor, Vice Chair
Larry L. Adamson
Jane W. Carney
Wenda Fong
Maryana Khames
Krystal Raynes
Lateefah Simon

Committee on Organization and Rules

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

Consent 1. Approval of Proposed Revision of Standing Orders – Delegation of Financing
Approval for Auxiliary Liquidity Loans, *Action*

**JOINT COMMITTEE ON
FINANCE AND ORGANIZATION AND RULES**

**Approval of Proposed Revision of Standing Orders – Delegation of Financing Approval for
Auxiliary Liquidity Loans**

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

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

Summary

This item requests a revision to the California State University Board of Trustees' Standing Orders to increase authority delegated to the chancellor to approve, within certain parameters, auxiliary liquidity loans outside of the CSU's established Systemwide Revenue Bond and commercial paper programs. The proposed changes to the Standing Orders are noted in italics on page 1 of Attachment A.

Background

The Board of Trustees' CSU Policy for Financing Activities (RFIN/CPBG 11-14-01), as well as an executive order by the Chancellor pursuant to the CSU Policy for Financing Activities, stipulates that all borrowing by the CSU or any CSU auxiliaries shall be made through the CSU's established debt programs (e.g., the CSU's Systemwide Revenue Bond and commercial paper programs) and approved by the Board. The policy and executive order also recognize that there may be certain types of financing structures that are not well suited for the CSU's established debt programs. In such cases, the proposed financing structure shall be reviewed by the Chancellor's Office and then presented to the Board for approval.

By statute, the CSU is not allowed to borrow for liquidity or working capital—it may only borrow to finance capital projects. However, subject to Board policy, auxiliaries do have a legal ability to borrow for liquidity or working capital purposes under their own name. In cases where an auxiliary and the campus president determine that such borrowing would serve a compelling financial need, it would need to do so outside of the CSU's established debt programs, since such borrowing is not legally suitable for the CSU established debt programs. Under such circumstances, the proposed auxiliary borrowing would be submitted for review by the Chancellor's Office and presented to the Board for approval.

AMENDED

Finance/O&R

Agenda Item 1

November 17-18, 2020

Page 2 of 3

COVID-19 has put CSU auxiliaries under significant financial pressure, principally due to the loss of revenues to support ongoing operations. In addition to managing operating expenditures where possible and drawing upon existing cash and investment resources to manage through the financial difficulties, auxiliaries have explored borrowing funds from local banks and other lenders to increase liquid resources.

Proposed Revision in Authority Delegated to the Chancellor

Existing Standing Orders of the Board of Trustees includes delegation to the Chancellor for application, receipt and oversight of loans (Article II.g). Auxiliaries in the CSU system, with oversight from the respective campus president, may at some point determine they have a need for additional liquidity resources and choose to borrow from a bank for this purpose. Because there may be a need to act quickly to secure such liquidity resources, particularly in the current COVID-19 environment, this item requests a revision to the California State University Board of Trustees' Standing Orders to specify authority delegated to the chancellor to approve auxiliary liquidity borrowings outside of the CSU's established Systemwide Revenue Bond and commercial paper programs, subject to the following parameters:

- Maximum amount: \$40,000,000;
- Maximum length of any borrowing, loan, or line of credit: Ten years;
- All auxiliary liquidity loans will comply with all legal and CSU policy requirements;
- Final terms and conditions of any auxiliary borrowing agreement established under this delegated authority shall not contain any provisions that will have a material adverse impact upon the CSU's established debt programs or upon any financing already provided to such auxiliary through the CSU's established debt programs.

Notwithstanding this proposed addition to the standing orders, any auxiliary financing with issues or concerns will still be presented to the Board of Trustees for approval. Any auxiliary financings approved under this delegated authority will be reported to the Board of Trustees. The proposed changes to the Standing Orders are noted in italics on page 1 of Attachment A.

Recommendation

The following resolution is presented for approval:

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

1. The revised Standing Orders as presented in Attachment A for this Agenda Item 1 of the November 17-18, 2020 joint meeting of the Committees on Finance and Organization and Rules are approved.

AMENDED

Finance/O&R

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2. The revisions to the Standing Orders as presented in Attachment A for this Agenda Item 1 of the November 17-18, 2020 joint meeting of the Committees on Finance and Organization and Rules shall expire on November 18, 2023.
3. The reporting of all auxiliary liquidity financings approved by the chancellor under this delegation of authority by the Board of Trustees in the Standing Orders will be provided to the Board of Trustees at each meeting of the Board of Trustees.
4. The Board of Trustees finds that this action is not controversial and does not require further discussion beyond this November 17-18, 2020 meeting of the Board of Trustees, and therefore the advance notice requirements for amending the Standing Orders are hereby waived.

Proposed changes to the Standing Orders are shown in *italics* for added text. Only Sections I and II of the Standing Orders are included as no other changes to the remaining sections are proposed.

STANDING ORDERS OF THE BOARD OF TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

I. PURPOSE

The Standing Orders delegate authority from the Board of Trustees to the chancellor and others within the California State University.

II. DELEGATION TO THE CHANCELLOR

The chancellor is the chief executive officer of the California State University and has authority and responsibility to take whatever actions are necessary, consistent with trustee policy and applicable law, for the appropriate functioning of the institution, which includes:

- a. Establishment and oversight of all academic programs.
- b. Issuance of degrees.
- c. Operation of educational opportunity programs.
- d. Resolution of claims, settlement of litigation, and discharge from accountability.
- e. Establishment of policies and procedures for acquisition or sale of services, facilities, materials, goods, supplies, and equipment with the authority to sign agreements.
- f. Development and oversight of the budget, including the capital outlay program, approval of capital outlay project scope, budget, schematic design, and authorization of debt financing for projects valued up to \$40 million; and approval of schematic design and authorization of debt financing for all remodels, parking structures and utilitarian projects, regardless of cost, unless the project requires an Environmental Impact Report or includes significant unavoidable environmental impacts.
- g. Application, receipt, and oversight of grants and loans, *including authorization of auxiliary liquidity loans, outside of established debt financing programs of the California State University, in amounts up to \$40 million, for up to ten years, provided that: a) all auxiliary liquidity loans will comply with all legal and CSU policy requirements; and b) no provisions of any auxiliary liquidity loan has a material adverse impact on the established debt financing programs of the California State University.*
- h. Deposit, control, investment, and expenditure of funds.
- i. Establishment and oversight of campus fees; establishment, adjustment, and oversight of systemwide fees.
- j. Oversight of construction and authority to sign all construction documents.

- k. Purchase, sale, and exchange of any interest in or use of real property.
- l. Approval of minor changes to campus master plans.
- m. Appointment of personnel, development, and enforcement of personnel programs and discipline and termination of personnel.
- n. Appointments to various boards and committees.
- o. Development of a legislative program.
- p. Acceptance of gifts.
- q. Permission to use the name of the CSU.
- r. Performance of all acts necessary to qualify for and receive benefits from the federal government.
- s. Oversight of the systemwide advancement program.

This list is not inclusive, and is not intended to limit the necessary actions of the chancellor as the chief executive officer of the institution. The chancellor may delegate his or her authority to others within the California State University. The chancellor may issue executive orders as are necessary or convenient to the performance of his or her office.

The chancellor shall regularly report to the Board of Trustees concerning the performance of his or her functions.

AGENDA

COMMITTEE ON ORGANIZATION AND RULES

Meeting: **4:20 p.m., Tuesday, November 17, 2020**
Virtually via Teleconference

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

Consent 1. Approval of Minutes of the Meeting of March 24, 2020, *Action*
2. Approval of Amendments to the Rules Governing the Board of Trustees, *Action*

**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**

March 24, 2020

Members Present

Larry L. Adamson, Chair
Jean Picker Firstenberg, Vice Chair
Silas H. Abrego
Doug Faigin
Maryana Khames
Lateefah Simon
Christopher Steinhauer

Adam Day, Chair of the Board
Timothy P. White, Chancellor

Trustee Adamson called the meeting to order.

Consent Agenda

The minutes of the January 28, 2020 meeting were approved as submitted.

Approval of the California State University Board of Trustees' Meeting Dates for 2021

The committee approved the proposed resolution (ROR 03-20-01) on consent approving the California State University Board of Trustees' meeting dates for 2021

Trustee Adamson adjourned the meeting.

***PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the March 24, 2020 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

COMMITTEE ON ORGANIZATION AND RULES

Approval of Amendments to the Rules Governing the Board of Trustees

Presentation By

Andrew Jones
Executive Vice Chancellor
and General Counsel

Summary

In 2014, changes were made to the Audit Committee Charter to align it with current best practices, and to emphasize the independence of the internal audit office by clarifying the relationship between the Chief Audit Officer and the Board. Corresponding changes were also made to the Rules Governing the Board of Trustees. The current proposed changes to the Rules Governing the Board of Trustees add further clarity to the Chief Audit Officer's reporting line to the Board and address other minor inconsistencies in the Rules.

The changes to Section 4 of Part I clarify that the Chief Audit Officer reports directly to the Board of Trustees, but also has a "dotted line" or "administrative" reporting relationship to the Chancellor for purposes of general administration, staff personnel, budget and office space. The changes also clarify the long-standing practice that the Chancellor evaluates all Vice Chancellors, with the exception of the Vice Chancellor and Chief Audit Officer, who is evaluated by the Board. In the discussion concerning the appointment and evaluation of the Vice Chancellors, the proposed changes remove a superfluous reference in that sentence to the General Counsel, who is also a Vice Chancellor.

An edit was also made to Section 1(d) of Part IV concerning the Committee on Audit to clarify that in connection with the appointment, dismissal and compensation of the Vice Chancellor and Chief Audit Officer, the Committee on Audit makes recommendations to the Board, and the Chancellor may also give input to the Board.

These proposed changes are minor clarifications and corrections that are not controversial and do not change current practices, and as such are coming before the Board as an action item without the need to be reviewed at a prior meeting as an information item.

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Recommended Action

RESOLVED, By the Board of Trustees of the California State University, that the Rules of Procedure are amended as indicated (by strikethroughs and additions) in attachment A as presented in Item 2 of the Committee on Organization and Rules at the November 17-18, 2020 meeting.

Rules Governing the Board of Trustees of the California State University

I. GOVERNANCE

§ 1. Conduct of Business

The Board of Trustees is responsible for the efficient and effective governance of the California State University in accord with Education Code section 66600. The Board of Trustees acts only at meetings that are noticed under these Rules. Matters of policy and other items on the agenda are approved by a vote of the majority of members in attendance and voting.

§ 2. Regulations

The Board of Trustees adopts, amends, or repeals regulations, consistent with the laws of the State of California, to govern the California State University, pursuant to the process set out in Education Code 89030.1, which includes a formal public hearing. Trustee regulations are incorporated into Title 5 of the California Code of Regulations.

§ 3. Delegation of Authority

The Board of Trustees adopts, amends, or repeals Standing Orders that delegate authority within the California State University. Notice and a draft of a proposed Standing Order is required at the last regular meeting prior to the meeting at which action is taken. This advance notice requirement may be waived upon a majority vote for matters that are not controversial and require no further discussion.

§ 4. Appointment of the Chancellor, Vice Chancellors, General Counsel and Chief Audit Officer

The Board of Trustees selects, appoints and evaluates the Chancellor of the California State University, who serves at its pleasure. The Chancellor is the chief executive officer of the California State University, and has such authority as may be assigned to him or her by the Board of Trustees. The Board of Trustees, in partnership with the Chancellor, selects, appoints, and evaluates the Presidents of the campuses of the California State University. The Presidents report to the Chancellor. The Board of Trustees, upon recommendation by the Chancellor, appoints ~~and evaluates~~ the Vice Chancellors ~~and the General Counsel~~. The Board of Trustees, upon recommendation by the Committee on Audit and input from the Chancellor, appoints ~~and evaluates~~ the Vice Chancellor and Chief Audit Officer. The Vice Chancellors report to and are evaluated by

the Chancellor, with the exception of the General Counsel and the Chief Audit Officer. The Executive Vice Chancellor and General Counsel reports jointly to the Chancellor and the Board and is evaluated by the Chancellor. The Vice Chancellor and Chief Audit Officer reports directly to the Board, reports administratively to the Chancellor for purposes of general administration, staff personnel, budget, and space, and is evaluated by the Board following consultation with the Chancellor.

§ 5. Individual Trustees

No individual Trustee has the power to act on behalf of the Board, except when specifically authorized.

No Trustee, except the Chancellor and the Faculty Trustee, receives any salary for his or her service, except that appointed Trustees receive \$100.00 for each day that they are engaged in official business of the California State University, and all Trustees receive reimbursement for expenses incurred in accord with the California State University travel expense reimbursement policy. Trustees are engaged in official business when they perform any function which is required by, or which relates to, governance of the California State University.

Trustees are not eligible for appointment to any salaried position in the California State University, except for the Chancellor and the Faculty Trustee.

§ 6. Trustees' Code of Conduct

Trustees shall comport themselves in accord with the Code of Conduct attached to these Rules.

II. OFFICERS

§ 1. Designation

There are five officers of the Board of Trustees.

The President of the Board is the Governor of the State of California.

The Chair and Vice Chair are elected annually from among the members of the Board. The Secretary of the Board is the General Counsel of the California State University.

The Treasurer of the Board is the Vice Chancellor of Business and Finance of the California State University.

§ 2. Election of the Chair and Vice Chair

The Chair and Vice Chair are elected at a regular meeting in or about May, and take office as the last order of business at that meeting. They hold office for one year, and may not be elected for more than two consecutive terms, plus any unexpired term to which they succeed.

The Vice Chair succeeds the Chair in the event of a vacancy, and holds office until the end of the unexpired term or until a successor is elected. A successor for the Vice Chair is elected to fill any unexpired term.

§ 3. Presiding Officer at Meetings

The President of the Board presides at meetings. In the event of his or her absence, the Chair presides. In the event of his or her absence, the Vice Chair presides. In the event of the absence of all three, the Board of Trustees elects a Chair Pro Tempore to preside.

§ 4. Duties of the Secretary

The Secretary of the Board through the Trustees' Secretariat gives public notice of all meetings of the Board of Trustees and Committees of the Board, in accord with Government Code section 11125. The Secretary certifies the minutes of the Board of Trustees and Committees of the Board. The Secretary certifies actions of the Board of Trustees and Committees of the Board, these Rules, the Standing Orders, and other official Board activities.

The Secretary of the Board through the Trustees' Secretariat files, posts, and publishes in appropriate public offices or locations all documents required for the California State University. The Secretary is authorized to sign proxies, receipts, acknowledgments, notices, and declarations in the name of the Board of Trustees.

The Secretary is the custodian of the seal of the Board of Trustees, and through the Trustees' Secretariat affixes it to appropriate documents for the California State University.

Any Assistant Secretary may perform the functions of the Secretary.

§ 5. Duties of the Treasurer

The Treasurer of the Board is responsible for all fiscal affairs of the California State University, including the implementation of internal financial controls. The Treasurer of the Board is also responsible for all external debt incurred by the California State University and investment of all funds that are subject to the Board of Trustees' authority.

§ 6. Other Authority

The officers of the Board have other powers and duties as delegated by the Board.

III. MEETINGS

§ 1. Regular Meetings

The Board of Trustees establishes in a meeting in or about March of each year a schedule of regular meetings to be held in the following year on the dates and in the places indicated. The schedule is acted upon at the next regular meeting.

§ 2. Special Meetings

A special meeting may be called by the Chair or a majority of the members of the Board of Trustees, in accord with the requirements of Government Code section 11125.4.

§ 3. Emergency Meetings

An emergency meeting may be called by the Chair or a majority of the members of the Board of Trustees, when necessitated by matters upon which prompt action is necessary due to the disruption or threatened disruption of California State University facilities, in accord with the requirements of Government Code section 11125.5.

§ 4. Quorum

A quorum of the Board of Trustees consists of eleven members.

§ 5. Continuation of Meeting

Any meeting may be adjourned and its business continued to another date by a vote of a majority of the Trustees in attendance, even where less than a quorum is present.

§ 6. Order of Business

The order of business at regular meetings of the Board of Trustees shall be as follows:

- Call to order and Roll Call

- Public Comments

- Reports of the Chair and the Chancellor Approval of the minutes

- Reports of Standing and Special Committees Adjournment to next regular meeting

The order of business at special and emergency meetings of the Board of Trustees shall be as follows:

Call to order and Roll Call

Special business for which the meeting was called

Adjournment

The order of business at any meeting may be suspended by a majority vote.

§ 7. Conduct of Meetings

Meetings of the Board of Trustees and Committees of the Board are conducted in accord with traditional procedural rules, as interpreted by the Board or Committee Chair who is presiding. Any member of the Board who disagrees with a procedural decision made by the Board or Committee Chair may introduce a motion to reverse or amend that decision.

§ 8. Members of the Public Addressing the Board

Members of the public have an opportunity to address the Board of Trustees on agenda items, in accord with Government Code section 11125.7, before or during discussion or consideration of the item, but only if an opportunity to address the relevant item was not provided when it came before Committee. Individuals wishing to appear before the Board to address an agenda item, or make public comment, must provide written notice to the Trustees' Secretariat two working days preceding the regularly scheduled Board meeting, stating the subject and reason for the appearance. The Chair determines and announces any reasonable restrictions upon such presentations, including the total amount of time allocated for public comment on particular issues, and/or for each speaker. If a member of the Board disagrees with the Chair's restrictions, that Trustee may introduce a motion to reverse or amend the Chair's decision.

The Chair decides whether to recognize individuals wishing to appear before the Board who have not submitted advance notice prior to the meeting as required by this section and announces that decision. Any member of the Board who disagrees with the Chair's decision may introduce a motion to reverse or amend the Chair's decision.

Spokespersons for the Statewide Academic Senate, the California State Student Association and the CSU Alumni Council are not subject to this rule.

IV. COMMITTEES

§ 1. Standing Committees

The purpose of the standing committees of the Board of Trustees is to facilitate consideration of the business and governance of the California State University. Except in cases of emergency, all matters are first referred to the standing committees, which shall consider them, and make a recommendation to the Board of Trustees. The Board of Trustees may consider matters that have not been referred to standing committees upon a two-thirds vote.

Members of standing committees are determined by the Board of Trustees and hold office until the appointment of successors. The Committee on Committees determines committee assignments for newly appointed Trustees.

Each standing committee has a Chair and Vice Chair. In the event of the absence of both, another member of the committee is selected by the Chair of the Board to serve as Committee Chair Pro Tempore.

a. Committee on Finance

The Committee on Finance is responsible for all matters relating to the fiscal affairs of the California State University, except personnel matters that fall within the jurisdiction of the Committee on University and Faculty Personnel.

b. Committee on Educational Policy

The Committee on Educational Policy is responsible for all matters relating to educational policy of the California State University, including student affairs, and nominees for honorary degrees to be awarded by the California State University.

c. Committee on Campus Planning, Building and Grounds

The Committee on Campus Planning, Building and Grounds is responsible for the planning, development and construction of all California State University facilities and for land use within the California State University.

d. Committee on Audit

The Committee on Audit shall consist of at least five members, and is responsible for the overall audit function within the California State University. The Committee on Audit has the authority to act on behalf of the Board of Trustees on all matters concerning the selection and oversight of the university's external auditor. The Committee on Audit, along with input from the Chancellor, makes recommendations to the Board of Trustees concerning the appointment, dismissal and compensation of the Vice Chancellor and Chief Audit Officer. With respect to the external and internal auditor, the Committee on Audit has the authority to act on behalf of the Board of Trustees to ensure the auditors' independence, approve the annual selection of areas to be audited, review of audit reports and responses, monitor internal financial controls, review annual financial statements, and approve the budget to support these functions. The Committee will have access to financial expertise either collectively among committee members or from a financial expert appointed to advise them.

e. Committee on Organization and Rules

The Committee on Organization and Rules is responsible for revisions of these Rules, the Standing Orders, and the schedule of regular meetings of the Board of Trustees.

f. Committee on Collective Bargaining

The Committee on Collective Bargaining is responsible for implementation of the collective bargaining policy for the California State University, and has authority to act on behalf of the Board of Trustees to comply with the requirements of the Higher Education Employer-Employee Relations Act, including negotiation and ratification of memoranda of understanding with the unions. The Committee makes periodic progress reports to the Board of Trustees on matters pertaining to collective bargaining and the actions that it has taken.

g. Committee on University and Faculty Personnel

The Committee on University and Faculty Personnel is responsible for personnel policies and procedures, and for executive compensation.

h. Committee on Institutional Advancement

The Committee on Institutional Advancement is responsible for policies and procedures related to advancement of the California State University.

i. Committee on Governmental Relations

The Committee on Governmental Relations is responsible for the legislative program for the California State University.

j. Committee of the Whole

The Committee of the Whole is responsible for all other matters to come before the Board that are not otherwise assigned to another standing committee.

§ 2. Committee on Committees

The Committee on Committees nominates the Chair and Vice Chair, and all members of the standing committees.

At a regular meeting in or about January, the Chair nominates five members of the Board of Trustees to the Committee on Committees. These nominations are acted upon at the next regular meeting. Any Trustee can make other nominations at any time prior to the election. The five nominees who receive the highest number of votes constitute the Committee on Committees. They take office at the end of the meeting at which they have been elected.

Within ten calendar days of the election of a new Committee on Committees, each Trustee submits to the Trustees' Secretariat a list in rank order of at least four standing committees on which the Trustee would prefer to serve. The lists are sent to each member of the Committee on Committees, which shall give due consideration to the preferences listed in determining its nominations.

The Committee on Committees may nominate ex officio members of the Board of Trustees to serve as members of standing committees.

§ 3. Special Committees

Special committees may be appointed by the Chair upon authority from the Board of Trustees and shall have such powers as the Board of Trustees determines. Special committees are discharged

after one year from the date of their appointment, unless specifically authorized by the Board of Trustees to act for a longer period.

The Chair may appoint special committees in the interim between regular meetings of the Board of Trustees, provided that the Board of Trustees at its next regular meeting confirms the appointment and charge of such special committees.

§ 4. Committee Meetings

Regular meetings of the standing committees, the Committee on Committees, and any special committees are held, as needed, on the same dates and in the same places as regular meetings of the Board of Trustees.

Other meetings of any committee may be called at any time by the Secretary through the Trustees' Secretariat at the direction of the Committee Chair, the Chancellor, or by any three members of that Committee.

The President and the Chair shall be ex officio members of all standing and special committees and the Committee on Committees. The Chancellor shall be an ex officio member of all standing and special committees, except for the Committee on Audit and the Committee on Committees.

A majority of the members of any committee constitutes a quorum, except that in the case of a committee consisting of four members or less, in which case two members constitute a quorum. If a quorum of any committee is not available, the Chair is authorized to appoint substitute members to the committee to create a quorum. A substitute appointment applies only to that particular meeting and expires upon adjournment of the committee meeting.

In the case of any joint meeting of two or more committees, a quorum consists of the majority of the members of each committee, and each member is counted just once. Each member has one vote, even though he or she is a member of more than one committee.

An agenda item brought before any committee for information or action remains under the jurisdiction of that committee unless the Chair of the committee or the Chair of the Board has been given notice and has approved the transfer of the agenda item to another committee or committees.

Any Trustee has the right to attend a closed session of any committee except for the Committee on Collective Bargaining.

§ 5. Members of the Public Addressing Committees

Every committee provides an opportunity for members of the public to directly address the committee on each agenda item before or during the committee's discussion or consideration of the item, in accord with Government Code section 11125.7. Individuals wishing to appear before a committee must provide written notice to the Trustees' Secretariat two working days preceding the regularly scheduled committee meeting, stating the subject and reason for the appearance. The Chair of the committee determines and announces any reasonable restrictions upon such presentations, including the total amount of time allocated for public comment on particular issues and/or for each speaker. If a member of the Board disagrees with the Chair's restrictions, that Trustee may introduce a motion to reverse or amend the Chair's decision.

Individuals wishing to appear before a committee who have not submitted advance notice prior to the meeting may seek recognition from the Chair of the committee to make their remarks.

Spokespersons for the Statewide Academic Senate, the California State Student Association and the CSU Alumni Council are not subject to this rule.

V. AMENDMENTS

These Rules may be amended at any regular meeting of the Board of Trustees. Notice and a draft of the proposed amendment is required at the last regular meeting prior to the meeting at which action is taken. This advance notice requirement may be waived by a majority vote for matters that are not controversial and require no further discussion.

ATTACHMENT

TRUSTEES' CODE OF CONDUCT

The Board of Trustees is the fiduciary body to which the University is entrusted. Trustees are individual fiduciaries with three overarching duties: care, loyalty and obedience. The duty of care requires Trustees to carry out their responsibilities in good faith and use that degree of diligence, care, and skill that an ordinarily prudent trustee would reasonably exercise. The duty of loyalty requires Trustees to act in good faith and in a manner that is reasonably believed to be in the best interests of the University and its public purposes, and never in their own interests or the interests of another person or organization. The third fiduciary duty, is the duty of obedience, namely to ensure that the University is operating in furtherance of its stated purposes and in compliance with the law.

To fulfill the Board of Trustees' fiduciary obligations and authority to govern the University and support its mission, values and goals, the Trustees operate best as a collegial unit. While each Trustee brings individual perspectives and experiences to the Board, the Trustees act collectively with integrity and civility, and ultimately speak with one voice. In this regard, while votes on matters may at times be split, the outcome (either affirmative or negative) is subsequently 'owned' by the entire Board.

The following is the Code of Conduct by which all Trustees agree to abide.

1. A Trustee shall become familiar with and committed to the major responsibilities of the Board of Trustees. A Trustee shall devote time, thought, and study to his or her duties as a member of the Board of Trustees, learning how the University functions -- its uniqueness, strengths, and needs -- and its place in postsecondary education.
2. A Trustee shall abide by the legal and fiscal responsibilities of the Board of Trustees as specified in federal and state law and the regulations, rules of procedure, standing orders, and resolutions of the Board of Trustees.
3. A Trustee shall carefully prepare for, regularly attend, and actively participate in Board of Trustee meetings and committee assignments. Trustees commit to be fully engaged and knowledgeable about an issue before commenting thereon at a Board Meeting.
4. A Trustee shall base his or her vote upon all information available in each situation and shall exercise his or her best judgment to make decisions which affect the course and are in the best interest of the University.
5. A Trustee shall vote according to his or her individual conviction, and may challenge the judgment of others when necessary, but shall always do so in a respectful and civil manner and in a way that promotes a collaborative Board culture.
6. Even if an individual Trustee does not initially support a proposal, he or she shall support the majority decision of the Board of Trustees and work with fellow Trustees in a spirit of cooperation.
7. A Trustee shall maintain the confidential nature of Board deliberations in closed session. This includes written and verbal communications concerning the closed session.

8. A Trustee is part of a single whole; no Trustee can, acting alone, commit the institution. A Trustee shall avoid acting as spokesperson for the Board of Trustees unless specifically authorized to do so.
9. Trustees commit to respectful and substantive consideration of the views of the Chancellor, Vice- Chancellors, Presidents and staff who are charged with administration of the University. A Trustee understands the role of the Board of Trustees as a policy-making body and avoids participation in administration of that policy unless specifically authorized to do so by the Board.
10. When providing input and shaping University policy, a Trustee shall recognize not only the need to address the short term, but to assure the long-term viability of the University. A Trustee shall act and make judgments always on the basis of what is best for the University as a whole, including what is best for its students and for the advancement of higher education in general for both the short and long-term.
11. A Trustee shall learn and consistently use designated institutional channels when conducting Board business (e.g., responding to faculty and student grievances, responding to inquiries concerning the status of a presidential search, etc.).
12. A Trustee shall comply with conflict of interest policies and requirements prescribed in state law. A Trustee shall refrain from accepting duties, incurring obligations, accepting gifts or favors, or engaging in private business or professional activities when there is, or would appear to be, a conflict or incompatibility between the Trustee's private interests and the interests of the University. If the Trustee is in conflict or appearance of conflict, the Trustee shall disclose the conflict and recuse him or herself as necessary.
13. A Trustee shall refrain from actions and involvements that may prove embarrassing to the University or compromise its reputation or standing in the community.
14. Trustees are peers and commit to guide and support other Trustees.
15. In the California State University, the people of the State of California have created a most extraordinary institution dedicated to individual educational achievement, economic equality, social progress, and economic development for our state and nation. The Trustees shall act, both individually and collectively, to hold the University in trust now and for future generations.

Procedure for Responding to Breaches of the Code of Conduct

1. Should evidence or allegations of violations of this Code of Conduct by a Trustee come to the attention of any Trustee, he or she shall inform the Chair of the Board, who after further review will determine if there appears to be a breach of the Code of Conduct. The Chair and the Vice Chair shall discuss the matter, to obtain additional facts and perspective as necessary, and seek a mutually-agreeable resolution.
2. Should the Code of Conduct continue to be violated by the Trustee after discussion with the Chair and the Vice Chair, the Chair, after appropriate consultation, will place the matter on the Board of Trustees' meeting agenda for appropriate action. The Board shall discuss the matter in open session, allowing the Trustee whose conduct is at issue to provide an explanation of the conduct. The Board may then by majority vote to censure the Trustee.
3. Should the Board censure the Trustee, formal notification of the censure shall be communicated to the Governor, as President of the Board, and to any separate recommendatory or appointive authority of the Trustee, e.g., the Academic Senate of the California State University, the California State Student Association, or the CSU Alumni Council.

AGENDA

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Meeting: 4:30 p.m., Tuesday, November 17, 2020
Glenn S. Dumke Auditorium

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

- Consent**
1. Approval of Minutes of the Meetings of September 23, 2020 and October 29, 2020, *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 Compensation: Interim President – California State University, Fresno, *Action*
 5. Executive Compensation: Interim President – California State University, Channel Islands, *Action*
 6. Executive Compensation, *Action*

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

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

September 23, 2020

Members Present

Silas H. Abrego, Chair
Debra S. Farar, Vice Chair
Adam Day
Rebecca D. Eisen
Jean P. Firstenberg
Wenda Fong
Hugo N. Morales
Christopher Steinhauser

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

Trustee Abrego called the meeting to order.

Approval of Minutes

The minutes of the March 24, 2020 meeting were approved as submitted.

Executive Compensation: Chancellor-select, California State University

Trustee Abrego presented agenda item 2 recommending compensation as published in the amended item for the Chancellor-select of the California State University, Dr. Joseph Castro. Dr. Castro will receive an annual salary of \$625,000. He will also receive a \$1,000 monthly auto allowance and a \$7,917 monthly housing allowance; the same auto and housing as the current CSU Chancellor. A trustee asked what the salary was for the head of the University of California system to which Chair Kimbell responded \$890,000.

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

U&FP

Agenda Item 1

November 17-18, 2020

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A vote was taken and the committee recommended approval of the proposed resolution.
(RUF 09-20-03)

Trustee Abrego congratulated Dr. Castro on his journey to leading the largest higher education system in the country; remarking that his is truly a success story and an inspiration to students. From Dr. Donald Gerth's *The People's University: A History of the California State University*, Trustee Abrego cited "the core value of diversity is imbedded in the CSU culture" and acknowledged that the board, through its executive appointments, has continued to demonstrate this commitment.

Trustee Abrego adjourned the committee meeting.

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

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

October 29, 2020

Members Present

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

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

Trustee Abrego called the meeting to order.

Public Speakers

Due to the virtual format of the October 29, 2020 meeting, all public comment took place prior to the committee meeting's open session.

Trustee Abrego called the meeting to order.

Executive Compensation: President - California State University, East Bay

Chancellor White presented agenda item 1 recommending compensation as published in the amended item for the President of California State University, East Bay, Dr. Cathy A. Sandeen. Dr. Sandeen will receive an annual salary of \$389,238. She will also receive a \$1,000 monthly auto allowance and a \$5,000 monthly housing allowance to supplement the cost of a residence; the same auto and housing as the current CSU, East Bay President.

***PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the October 26-27; 29, 2020 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

U&FP

Agenda Item 1

November 17-18, 2020

Page 4 of 4

Trustees engaged in active discussion voicing support for the incoming presidents. However, some Trustees expressed concern about the recommended salaries given the current economic environment due to the global pandemic.

A vote was taken and the committee recommended approval of the proposed resolution.
(RUF 10-20-04)

Executive Compensation: President - California State University, Northridge

Chancellor White presented agenda item 2 recommending compensation as published in the amended item for the President of California State University, Northridge, Dr. Erika D. Beck. Dr. Beck will receive an annual salary of \$415,952. She will also receive a \$1,000 monthly auto allowance, the same auto allowance as the current CSU, Northridge President. Additionally, due to the expected sale of the official university residence for the president, Dr. Beck will receive a \$5,000 monthly housing allowance to supplement the cost of a residence.

A vote was taken and the committee recommended approval of the proposed resolution.
(RUF 10-20-05)

Trustee Abrego adjourned the committee meeting.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Annual Report on Outside Employment for Senior Management Employees

Presentation By

Evelyn Nazario
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 2019 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 14 senior management employees with outside employment during the reporting period for the 2019 calendar year.

U&FP
Agenda Item 2
November 17-18, 2020
Page 2 of 2

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that the 2019 Senior Management Outside Employment Disclosure Report, as cited in Item 2 of the Committee on University and Faculty Personnel at the November 17-18, 2020 meeting of the Board of Trustees, is approved.

California State University
Senior Management Outside Employment Disclosure Report*
Reporting Period: 2019 Calendar Year

Employee Name (Campus)	CSU Working Title	Name of Outside Employer/Business	Role	Total Time Served (Hours)	Total Compensation Received	Comments
Gayle E. Hutchinson (Chico)	President	Juice Plus	Advisor and representative of organization	20 hours	\$1,000.00	
Debra Larson (Chico)	Provost and Vice President for Academic Affairs	OK Enterprises Corporation - Family Trust	Secretary	20 hours	\$2,000.00	
Leroy Morishita (East Bay)	President	JA Health Insurance Brokerage	see addtl comments	3 hours quarterly	\$16,000.00	Chair of Board to provide health benefits and President of Affiliated non-profit that provides grants to non-profit with profits of trust. Donations exceed \$16,000
Jason Meriwether (Humboldt)	Vice President, Enrollment Management	Inside Track Advisory Board	Advisory Board Member	~2 hours	\$1,000.00	One annual meeting and one annual web/meeting
Jason Meriwether (Humboldt)	Vice President, Enrollment Management	Memphis College Baltimore HBCU Lamoyne-Owens College	Keynote Speaker	3 hours	\$3,000.00	Enrollment Conferences
Jose Gomez (Los Angeles)	Executive Vice President & Chief Operating Officer	California Casualty Indemnity Exchange	Advisory Board Member	25 hours	\$48,950.00	Not involved in making decisions affecting CSU's dealing with outside employer
Janet Dial (Los Angeles)	Vice President for University Advancement	International Scholarship & Tuition Services Inc. (ISTS)	Review Scholarship Applications	20 hours	\$400.00	
Steve Perez (Sacramento)	Provost and Vice President of Academic Affairs	Pearson Higher Education Publishing	Co-author	0 hours	\$12,000-\$20,000	Participates in decisions related to textbook selection within the CSU. Requested Pearson to identify royalty payments CSU generated in textbook sales. Such identified royalty amounts to be donated to a fund at CSU, Sacramento in support of students.
Shari McMahan (San Bernardino)	Provost	24 hr Fitness	Teach Group Exercise	35 hours	\$1,200.00	
Tomas Morales (San Bernardino)	President	United Health Group of New York	Director on Board of Directors	6-10 hrs/year	\$12,000.00	
Keith Humphrey (San Luis Obispo)	Vice President for Student Affairs	Sierra Vista Hospital	Governing Board member	24 hours	\$1,200.00	
Judy Sakaki (Sonoma)	President	WACUBO Business Management Institute	Transcending Boundaries: "Leadership and Resilience" Keynote Address – 2019 WACUBO Annual Conference (5/8/2019)	1.5 hours	\$2,000.00	Not involved in making decisions affecting CSU's dealing with outside employer
Joyce Lopes (Sonoma)	Vice President for Administration and Finance, CFO	WACUBO Business Management Institute	Taught a course at the summer Business Management Institute (8/6/19- 8/7/19)	8 hours	\$500.00	Not involved in making decisions affecting CSU's dealing with outside employer
Jacob Yarrow (Sonoma)	Executive Director, GMC	New England Foundation for the Arts	Serve on Board of Advisors for the National Art Project (1/1/19-12/8/19)	48 hours	\$2,250.00	Not involved in making decisions affecting CSU's dealing with outside employer
Ellen Junn (Stanislaus)	President	McGraw-Hill	Co-editor	40 hours	\$1,000.00	

*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

Timothy P. White
Chancellor

Evelyn Nazario
Vice Chancellor
Human Resources

Summary

In January 2008 the Board of Trustees adopted a resolution (RBOT 01-08-01) requiring the chancellor to provide an annual report on vice presidential compensation actions, executive relocation costs, and executive transition programs. This agenda item will share the annual report with the Board.

Vice President Compensation

Current trustee 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 compensation actions have been taken. Attachment A shows 35 vice president compensation actions systemwide during the reporting period (September 1, 2019 – August 31, 2020). For fiscal year 2019-2020 there was no compensation pool for merit salary increases.

Executive Relocation

It is recognized that the relocation of newly hired individuals may be required, and a relocation program is provided to assist in the relocation process. The annual report on relocation expenses for CSU Executives follows:

- Dr. Tom Jackson, Jr.
President, Humboldt State University
From Spearfish, South Dakota
Relocation of household goods and property: \$17,465.21
Relocation travel expenses: \$768.74

Executive Transition

Trustee policy requires the chancellor to report annually on all existing transition programs.

There were no participants in a transition program during this reporting period and currently, there are no participants.

Vice President Compensation Actions

Filled Vacancies (27)

Campus	Name	Title	Eff. Date	Salary	Other Compensation
Bakersfield	Harper, Vernon	Provost & Vice President for Academic Affairs	5/1/2020	\$258,000	
Dominguez Hills	Barrett, Scott	Vice President of University Advancement	8/24/2020	\$240,000	
Dominguez Hills	Wallace, Deborah	Vice President of Administration & Finance	2/3/2020	\$240,000	
Fresno	Leon, Orlando	Vice President of Information Technology and CIO	1/1/2020	\$233,004	
Fullerton	Thomas, Carolyn	Provost & Vice President for Academic Affairs	7/15/2020	\$288,000	
Fullerton	Oseguera, Tonantzin	Vice President for Student Affairs	7/1/2020	\$245,004	
Humboldt	Capps, Jenn	Provost & Vice President for Academic Affairs	8/1/2020	\$248,004	Temporary Housing Allowance \$1,500/mo., 6 mos. Recruitment bonus \$20,667 Non-General Fund
Humboldt	Whitlatch, Frank	Vice President for University Advancement	10/15/2019	\$219,084	
Humboldt	Meriwether, Jason	Vice President for Enrollment Management	10/15/2019	\$209,748	
Long Beach	Lesen, Beth	Vice President, Student Affairs	7/6/2020	\$245,004	Auto Allowance \$600/mo. Non-General Fund
Los Angeles	Alvarado, Jose Luis	Provost & Vice President for Academic Affairs	7/20/2020	\$265,008	
Maritime	Schroeder, Lori	Provost & Vice President of Academic Affairs	7/31/2020	\$230,004	Temporary Housing Allowance \$3,000/mo., 6 mos. Non-General Fund
Maritime	McMahon, Kathleen	Vice President for Student Affairs and Cadet Development	7/27/2020	\$204,996	
Monterey Bay	Kantardjieff, Katherine	Provost & Vice President for Academic Affairs	7/1/2020	\$253,008	
Pomona	Gonzales, Christina	Vice President for Student Affairs	7/1/2020	\$253,008	

ATTACHMENT A
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Campus	Name	Title	Eff. Date	Salary	Other Compensation
Sacramento	Perez, Steve	Provost & Vice President of Academic Affairs	9/23/2019	\$279,120	
San Diego	Vargas, Adrienne	Vice President for University Relations and Development	3/6/2020	\$290,004	Auto Allowance \$750/mo. Non-General Fund
San Diego	Wood, Jonathan Luke	Vice President for Student Affairs and Campus Diversity	5/25/2020	\$275,004	
San Diego	Sheehan, Jerry	Vice President for Information Technology and CIO	6/1/2020	\$252,000	
San Francisco	Jackanicz, Jeffrey	Vice President of University Advancement	5/4/2020	\$263,076	Auto Allowance \$800/mo. Non-General Fund
San José	Davis, Theresa	Vice President for University Advancement and CEO of Tower Foundation	7/1/2020	\$265,008	\$1,000/mo. for Tower Foundation duties Temporary on-campus housing, 6 mos. Non-General Fund Recruitment bonus \$10,000
San José	Millora, Lisa	Vice President of Strategy & Chief of Staff	7/1/2020	\$252,768	
San Luis Obispo	Jackson-Elmoore, Cynthia	Provost and Executive Vice President for Academic Affairs	7/30/2020	\$306,504	Auto Allowance \$600/mo. Housing Allowance \$3,000 per mo., 12 mos. Non-General Fund
San Luis Obispo	Murphy, Christopher	Vice President for University Communications & Marketing	4/29/2020	\$224,832	
San Marcos	Kemnitz, Carl	Provost & Vice President for Academic Affairs	7/1/2020	\$270,000	
Sonoma	Perez, Mario	Vice President for Advancement	2/10/2020	\$225,000	
Stanislaus	James, Christene	Vice President of Business & Finance/CFO	1/27/2020	\$219,720	

Other Changes (8)

Campus	Name	Title	Eff. Date	Description of Change	Salary After Change or Amount Paid
Bakersfield	Davis, Thomas	Vice President and CFO, Business & Administrative Services	5/1/2020	Change in responsibilities	\$255,000
Northridge	Donahue, Colin	Vice President for Administration & Finance and CFO	1/1/2020	Change in responsibilities	\$284,016
Pomona	McGuthry, John	Vice President, Information Technology & Institutional Planning/CIO	7/1/2020	Change in responsibilities	\$260,196
San Francisco	Porth, Jason	Vice President, University Enterprises and Acting Vice President of University Advancement	3/1/2020 – 5/31/2020	Temporary Reassignment/ Change in Duties	\$254,064
Chico	Sherman, Ann	Vice President for Business & Finance	1/1/2020	Equity Increase	\$257,208
East Bay	Johnson Jr., William	Vice President, University Advancement	10/31/2019	Equity Increase	\$237,132
Chico	Boura, Ahmad	Vice President for University Advancement	FY 2019/ 2020	MPP Merit Bonus Program Pymt - established goals met	\$37,080
San José	Abousalem, Mohamed	Vice President for Research and Innovation	FY 2019/ 2020	MPP Merit Bonus Program Pymt - established goals met	\$21,040

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: Interim President – California State University, Fresno

Presentation By

Timothy P. White
Chancellor

Summary

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

Executive Compensation

This item recommends that Dr. Saúl Jiménez-Sandoval receive an annual salary of \$348,423 effective on or before January 4, 2021, the date of his appointment as interim president of California State University, Fresno. (This is the same salary as the current Fresno State president.)

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

- An auto allowance of \$1,000 per month; and
- Standard benefit provisions afforded CSU Executive classification employees.

Dr. Jiménez-Sandoval will not be required to reside in the president's residence and will not receive a housing allowance as a result of serving as interim president.

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that Dr. Saúl Jiménez-Sandoval shall receive a salary set at the annual rate of \$348,423 effective on or before January 4, 2021, the date of his appointment as interim president of California State University, Fresno; and be it further

RESOLVED, Dr. Jiménez-Sandoval shall receive additional benefits as cited in Agenda Item 4 of the Committee on University and Faculty Personnel at the November 17-18, 2020 meeting of the Board of Trustees.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: Interim President – California State University Channel Islands

Presentation By

Timothy P. White
Chancellor

Summary

This action item establishes the compensation for Dr. Richard D. Yao as interim president of California State University Channel Islands.

Executive Compensation

This item recommends that Dr. Richard D. Yao receive an annual salary of \$307,740 effective on or before January 11, 2021, the date of his appointment as interim president of California State University Channel Islands. Additionally, Dr. Yao is expected to serve in this role through June 30, 2022 and will receive a \$5,000 monthly housing allowance to supplement the cost of a residence. (This is the same salary and housing allowance as the current president of CSU Channel Islands.)

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

- An auto allowance of \$1,000 per month; and
- Standard benefit provisions afforded CSU Executive classification employees.

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that Dr. Richard D. Yao shall receive a salary set at the annual rate of \$307,740 effective on or before January 11, 2021, the date of his appointment as interim president of California State University Channel Islands; and be it further

RESOLVED, Dr. Yao shall receive a housing allowance of \$5,000 per month; and be it further

RESOLVED, Dr. Yao shall receive additional benefits as cited in Agenda Item 5 of the Committee on University and Faculty Personnel at the November 17-18, 2020 meeting of the Board of Trustees.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: Vice Chancellor and Chief Audit Officer

Presentation By

Adam Day
Chair, Committee on Audit

Summary

This item establishes compensation for Mr. Vlad Marinescu as vice chancellor and chief audit officer of the California State University system effective December 1, 2020.

Executive Compensation

Mr. Vlad Marinescu has been serving as the interim chief audit officer for the California State University where he oversees the University's audit and advisory services division. He receives an annual salary of \$267,552 as interim chief audit officer and there will be no change to his compensation as vice chancellor and chief audit officer.

In accordance with existing policy of the California State University, Mr. Marinescu will receive the following benefits:

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

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that Mr. Vlad Marinescu shall receive a salary set at the annual rate of \$267,552 effective December 1, 2020, the date of his appointment as vice chancellor and chief audit officer of the California State University; and be it further

RESOLVED, Mr. Marinescu shall receive additional benefits as cited in Agenda Item 6 of the Committee on University and Faculty Personnel at the November 17-18, 2020 meeting of the Board of Trustees.

TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

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

November 18, 2020

Presiding: Lillian Kimbell, Chair

9:00 a.m. **Board of Trustees** **Virtually via Teleconference**

Call to Order

Roll Call

Consent

Action 1. Approval of Minutes of the Meetings of September 23, 2020 and October 29, 2020

Action 2. Approval of Committee Resolutions as follows:

Committee on Committees

2. Amendments to Board of Trustees' Standing Committee Assignments for 2020-2021

Committee on Institutional Advancement

2. Naming of the Anna W. Ngai Alumni Center – California State University, Long Beach
3. Naming of Lamden Hall – San Diego State University
4. Naming of The Milt and Debbie Valera Resilient Scholars Program and Valera Hall – California State University, Northridge
5. Naming of the Swanson Beach Volleyball Complex – California Polytechnic State University, San Luis Obispo
6. Naming of the William and Linda Frost Center for Research and Innovation – California Polytechnic State University, San Luis Obispo
7. Naming of the Boswell Agricultural Technology Center – California Polytechnic State University, San Luis Obispo
8. Naming of the Jack and Felicia Cashin Expressive Technology Studios – California Polytechnic State University, San Luis Obispo

***PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Order N-25-20 issued on March 12, 2020, some or all of the members of the Board of Trustees may participate in this meeting remotely, either by telephonic or video conference means. The Dumke Auditorium shall nonetheless be open and available for members of the public to attend, observe the proceedings of the meeting (including the audio/video transmissions of trustees participating from remote locations), and offer public comment pursuant to the published protocol for "Addressing the Board of Trustees."**

****The Board of Trustees is a public body, and members of the public have a right to attend and participate in its meetings. This schedule of meetings is established as a best approximation of how long each scheduled meeting will take to complete its business. Each meeting will be taken in sequence, except in unusual circumstances. Depending on the length of the discussions, which are not possible to predict with precision in advance, the scheduled meeting times indicated may vary widely. For two-day meetings, items scheduled for one day may be heard either the day before or the day after depending upon the time spent on each matter. The public is advised to take this uncertainty into account in planning to attend any meeting listed on this schedule.**

Committee on Educational Policy

3. Recommended Amendment to Title 5 Regarding Ethnic Studies

Committee on Finance

2. 2021-2022 Lottery Budget and Report
3. San Diego State University – Conceptual Approval of Public-Private Partnerships for the Development of SDSU Mission Valley
6. Approval of the 2021-2022 Operating Budget Request

Committee on Campus Planning, Buildings and Grounds

3. Approval of the 2021-2022 through 2025-2026 Multi-Year Capital Program
4. California State University, Chico Master Plan Revision, Final Environmental Impact Report, and Enrollment Ceiling Increase
5. San Francisco State University Science Replacement Building

Joint Committee on Finance and Campus Planning, Buildings and Grounds

2. San José State University Spartan Athletics Center – Approval to Amend the 2020-2021 Capital Outlay Program, Schematic Design, and Issuance of Trustees of the California State University Systemwide Revenue Bonds and Related Debt Instruments

Joint Committee on Finance and Organization and Rules

1. Approval of Proposed Revision of Standing Orders – Delegation of Financing Approval for Auxiliary Liquidity Loans

Committee on Organization and Rules

2. Approval of Amendments to the Rules Governing the Board of Trustees

Committee on University and Faculty Personnel

2. Annual Report on Outside Employment for Senior Management Employees
4. Executive Compensation: Interim President—California State University, Fresno
5. Executive Compensation: Interim President—California State University, Channel Islands
6. Executive Compensation

***PLEASE NOTE: Due to the Governor’s proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor’s Executive Order N-25-20 issued on March 12, 2020, some or all of the members of the Board of Trustees may participate in this meeting remotely, either by telephonic or video conference means. The Dumke Auditorium shall nonetheless be open and available for members of the public to attend, observe the proceedings of the meeting (including the audio/video transmissions of trustees participating from remote locations), and offer public comment pursuant to the published protocol for “Addressing the Board of Trustees.”**

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WEDNESDAY, NOVEMBER 18, 2020 (cont.)

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

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

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

Chair's Report

Discussion

Action 3. Conferral of Title of President Emerita—Dianne F. Harrison

Action 4. Conferral of Title of President Emeritus—Leroy M. Morishita

Action 5. Conferral of Title of Chancellor Emeritus—Timothy P. White

11:00 a.m. Reflections from Chancellor Timothy P. White

***PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Order N-25-20 issued on March 12, 2020, some or all of the members of the Board of Trustees may participate in this meeting remotely, either by telephonic or video conference means. The Dumke Auditorium shall nonetheless be open and available for members of the public to attend, observe the proceedings of the meeting (including the audio/video transmissions of trustees participating from remote locations), and offer public comment pursuant to the published protocol for "Addressing the Board of Trustees."**

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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 23, 2020

Trustees Present

Lillian Kimbell, Chair
Wenda Fong, Vice Chair
Silas H. Abrego
Larry L. Adamson
Jane W. Carney
Adam Day
Rebecca D. Eisen
Douglas Faigin
Debra S. Farar
Jean Picker Firstenberg
Maryana Khames
Jack McGrory
Hugo Morales
Krystal Raynes
Romey Sabalius
Lateefah Simon
Christopher Steinhauser
Peter J. Taylor
Timothy P. White, Chancellor
Lieutenant Governor Eleni Kounalakis

Chair Lillian Kimbell called the meeting of the Board of Trustees to order.

Public Comment

Due to the virtual format of the September 20-23, 2020 meeting, all public comment took place at the beginning of the meeting's open session prior to all committees. For the purposes of public record, the board heard from the following individuals during the revised public comment period:

***PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the September 20-23, 2020 and October 26-27; 29, 2020 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

BoT

Agenda Item 1

November 17-18, 2020

Abraham Aguirre, Teamsters Local 2010; Edward Krukowski, Teamsters Local 2010; Pablo Morales, Teamsters Local 2010; Catherine Cobb, Teamsters Local 2010; Drew Scott, Teamsters Local 2010; Rocky Sanchez, VP for Representation, CSUEU; Tessy Reese, Chair Bargaining Unit 2, CSUEU; Don Moreno, Vice Chair Bargaining Unit 5, CSUEU; Tony Spraggins, Chair Bargaining Unit 7, CSUEU; Rich McGee, Chair Bargaining Unit 9, CSUEU; Neil Jacklin, President, CSUEU; Charles Toombs, CFA President (SDSU); Theresa Montaña, CFA Teacher Ed Caucus Chair (CSUN); Sandy Dixon, Faculty (CFA Pomona); Sasha Perez, Campaign for College Opportunity; Sara Mooney, Campaign for College Opportunity; Darel Engen, CFA AVP-South (CSUSM); Diane Blair, CFA Secretary (Fresno); Osvaldo Ramirez Vidales, Faculty Lecturer (Sac State); Kay Gamo, Physician, San Francisco State; Nazzy Pakpour, Asst. Prof Biology, CSU East Bay; Alyssa Smith, CSU Student; Angel Rivera, CSU Student; Aaysha Memon, CSU Student; Camila Rivera, CSU Student; Daisy Armenta, CSU Student; Chloe Ricks, CSU Student, Long Beach (SQE); Faith Garcia, CSU Student, San Marcos (SQE); Melys Jerez, CSU Student, Chico (SQE); Lala Cortez, CSU Student, Chico (SQE); Alexander Smith, CSU Student (SQE); Monique Crawford, Be Free Movement (Sac State); Erynn Turner, Be Free Movement (Sac State); Jerald Bolden, Be Free Movement (Sac State); Miles Meckling, Be Free Movement (Sac State); Heidi Mclean, Be Free Movement (Sac State); Jessica Windhaus, Be Free Movement (Sac State); Marie Williams, Be Free Movement (Sac State); Kat Alvarado, CSUEU; David Apelt, CSUEU; Catherine Murphy, SFSU (CSUEU); Humberto Arreguin, SFSU (CSUEU); Constance Bryan, SFSU (CSUEU); Alexis Cabrera, SFSU (CSUEU); Gina Caprari, CSUEU; Brian Devereux, SFSU (CSUEU); Morty Diamond, SFSU (CFA); Meghann Dubie, CSUEU; Barbara Eaton, CSUEU; Darleen Franklin, SFSU (CSUEU); Brianna Franklin, SFSU (CSUEU); Lucy Fuentes, CSUEU; Stacy Gin, CSUEU; Jocelyn Clare Hermoso, SFSU (CSUEU); Ceci Hermann, SFSU (CSUEU); Richard Ho, CSUEU; Monica Lyons, SFSU (CSUEU); Matt Itelson, CSUEU; Linda Schaffer, SFSU (CSUEU); Jerry Shapiro, SFSU (CSUEU); Stefani Sanchez-Chinchilla, SFSU (CSUEU); Sandee Noda, SFSU (CSUEU); Devi Ruslani-Reyes, SFSU (CSUEU); Christian Rodriguez, SFSU (CSUEU); Karen Polanco, SFSU (CSUEU); Adam Paganini, SFSU (CSUEU); Robyn Ollodort, SFSU (CSUEU); Cynthia Satterlee-Donoghue, CSUEU; Shelby Scoggin, CSUEU; Taylor Zompolis, CSUEU; Alesha Sohler, SFSU (CSUEU); Russel McCarthur, CSUEU; Senem Ozer, SFSU (CSUEU); Armaan Moattari, SFSU (CSUEU); Anne Murphy, SFSU (CSUEU); Catherine Midden, SFSU (CSUEU); Linda Meier, SFSU (CSUEU); Chelsea McNutt, SFSU (CSUEU); Mary Madden, SFSU (CSUEU)

Chair's Report

Chair Kimbell's complete report is available online at the following link:

<https://www2.calstate.edu/csu-system/board-of-trustees/reports-of-the-chair/Pages/default.aspx>

Chancellor's Report

Chancellor Timothy P. White's report is available online at the following link:

<https://www2.calstate.edu/csu-system/board-of-trustees/chancellor-reports>

Report of the Academic Senate CSU

CSU Academic Senate Chair, Robert Keith Collin's complete report is available online at the following link:

<https://www2.calstate.edu/csu-system/faculty-staff/academic-senate/Pages/ASCSU-Chairs-Report.aspx>

Report from the California State Student Association

CSSA President Zahraa Khuraibet's complete report is available online at the following link:

<https://www.calstatestudents.org/public-documents/#president>

Report of the California State University Alumni Council

Alumni Council President Michelle Power's report is available online at the following link:

<https://www2.calstate.edu/impact-of-the-csu/alumni/council/board-of-trustee-reports/Pages/default.aspx>

Board of Trustees

The minutes of the meeting of July 22, 2020 were unanimously approved on consent as submitted by roll call vote. Trustee Romey Sabalius noted his appreciation for the comprehensive minutes. Chair Kimbell asked for a motion to move all the items on the consent agenda for approval. There was motion and a second. There was a roll call vote and the Board of Trustees unanimously approved the following resolutions:

COMMITTEE ON COMMITTEES

Amendments to Board of Trustees' Standing Committee Assignments for 2020-2021 (RCOC 09-20-03)

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 2020-2021:

AUDIT

Adam Day, Chair
Jane W. Carney, Vice Chair
Silas H. Abrego
Jean P. Firstenberg
Jack McGrory
Hugo N. Morales
Peter J. Taylor

CAMPUS PLANNING, BUILDINGS AND GROUNDS

Jane W. Carney, Chair
Lateefah Simon, Vice Chair
Larry L. Adamson
Rebecca D. Eisen
~~Jeffrey R. Krinsk~~
Krystal Raynes
Romey Sabalius
Peter J. Taylor

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COLLECTIVE BARGAINING

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

EDUCATIONAL POLICY

Wenda Fong, Chair
Romey Sabalius, Vice Chair
Silas H. Abrego
Larry L. Adamson
Jane W. Carney
Rebecca D. Eisen
Douglas Faigin
Debra S. Farar

FINANCE

Jack McGrory, Chair
Peter J. Taylor, Vice Chair
Larry L. Adamson
Jane W. Carney
Rebecca D. Eisen
Wenda Fong
Maryana Khames
~~Jeffrey R. Krinsk~~
Hugo N. Morales
Krystal Raynes
Lateefah Simon

GOVERNMENTAL RELATIONS

Debra S. Farar, Chair
Maryana Khames, Vice Chair
Silas H. Abrego
Douglas Faigin
~~Jeffrey R. Krinsk~~
Jack McGrory
Krystal Raynes
Romey Sabalius
Lateefah Simon

INSTITUTIONAL ADVANCEMENT

Jean P. Firstenberg, Chair
Douglas Faigin, Vice Chair
Adam Day
Hugo N. Morales
Romey Sabalius
Lateefah Simon

ORGANIZATION AND RULES

Larry L. Adamson, Chair
~~Jeffrey R. Krinsk, Vice Chair~~
Adam Day, *Vice Chair*
Jean P. Firstenberg
Maryana Khames
Krystal Raynes
Christopher Steinhauser

UNIVERSITY AND FACULTY

PERSONNEL

Silas H. Abrego, Chair
Debra S. Farar, Vice Chair
Adam Day
Rebecca D. Eisen
Jean P. Firstenberg
Wenda Fong
Hugo N. Morales
Christopher Steinhauser

COMMITTEE ON EDUCATIONAL POLICY

California State University Board of Trustees Policy for Awarding Honorary Degrees (REP 09-20-06)

RESOLVED, by the Board of Trustees of the California State University, that the *California State University Board of Trustees Policy for Awarding Honorary Degrees*, as amended, included in Attachment A to Agenda Item 3 of the September 22, 2020 meeting of the Trustees' Committee on Educational Policy, shall supersede the Policy for Awarding Honorary Degrees and shall be approved for immediate implementation.

Academic Master Plan Update for a Fast-Track Program at San José State University (REP 09-20-07)

RESOLVED, by the Board of Trustees of the California State University, that the amended projection to the Academic Plan for the California State University campus (as identified in Agenda Item 4 of the September 22, 2020 meeting of the Committee on Educational Policy) be approved and accepted for addition to the CSU Academic Master Plan and as the basis for necessary facility planning; and be it further

RESOLVED, that this projected degree program proposed to be included in the campus academic plan at San José State University be authorized for implementation, in fall 2021, subject in each instance to the chancellor's review, approval, and confirmation that there exists sufficient societal need, student demand, feasibility, financial support, qualified faculty, facilities and information resources sufficient to establish and maintain the program.

JOINT COMMITTEE ON GOVERNMENTAL RELATIONS AND EDUCATIONAL POLICY

Proposition 16: Allows Diversity as a Factor in Public Employment, Education, and Contracting Decisions. Legislative Constitutional Amendment. (RGR/EP 09-20-01)

WHEREAS, Proposition 16 is a legislative constitutional amendment that repeals the provisions of Proposition 209 so that it is possible, where appropriate, to consider race, sex, color, ethnicity or national origin in public employment, education and contracting decisions; and

WHEREAS, the California State University desires more options to consider toward its goals of inclusive excellence for students and employees; now, therefore, be it

RESOLVED, by the Board of Trustees of the California State University, that the board endorses Proposition 16, the legislative constitutional amendment authorized by Assembly Constitutional Amendment 5, which will appear on the November 3, 2020, general election ballot.

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

**California State University, San Bernardino, College of Arts and Letters/Theater Building Renovation and Addition
(RCPBG 09-20-05)**

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

1. The September 2017 Final EIR for the California State University, San Bernardino Master Plan and the June 2020 Finding of Consistency prepared for the College of Arts and Letters/Theater Building Renovation and Addition project have been prepared in accordance with the requirements of the California Environmental Quality Act.
2. The California State University, San Bernardino College of Arts and Letters/Theater Building Renovation and Addition is consistent with the Campus Master Plan approved in September 2017.
3. The project will benefit the California State University.
4. The schematic plans for California State University, San Bernardino College of Arts and Letters/Theater Building Renovation and Addition are approved at a project cost of \$111,000,000 at CCCI 6840.
5. The campus will continue to work with Capital Planning, Design and Construction to evaluate the design and materials selection to lower project costs. Any project savings realized shall be applied to renovation of the existing Performing Arts Building.

COMMITTEE OF THE WHOLE

Conferral of Title of Trustee Emerita–Rebecca D. Eisen (RCOW 09-20-04)

RESOLVED, by the Board of Trustees of the California State University, that this board confers the title of Trustee Emerita on Rebecca D. Eisen, with all the rights and privileges thereto.

Conferral of Title of Trustee Emeritus–Hugo N. Morales (RCOW 09-20-05)

RESOLVED, by the Board of Trustees of the California State University, that this board confers the title of Trustee Emeritus on Hugo N. Morales, with all the rights and privileges thereto.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: Chancellor-select, California State University (RUF 09-20-03)

RESOLVED, by the Board of Trustees of the California State University, that Dr. Joseph I. Castro shall receive a salary set at the annual rate of \$625,000 effective on or before January 4, 2021, the date of his appointment as chancellor of the California State University; and be it further

RESOLVED, Dr. Castro shall receive a \$7,917 monthly housing allowance of non-state funds to supplement the cost of a residence; and be it further

RESOLVED, Dr. Castro shall receive additional benefits as cited in Agenda Item 2 of the Committee on University and Faculty Personnel at the September 20-23, 2020 meeting of the Board of Trustees.

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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**

October 29, 2020

Trustees Present

Lillian Kimbell, Chair
Wenda Fong, Vice Chair
Silas H. Abrego
Larry L. Adamson
Jane W. Carney
Adam Day
Douglas Faigin
Debra S. Farar
Jean Picker Firstenberg
Maryana Khames
Jack McGrory
Romey Sabalius
Krystal Raynes
Christopher Steinhauser
Peter J. Taylor
Timothy P. White, Chancellor
Lieutenant Governor Eleni Kounalakis

Chair Lillian Kimbell called the meeting of the Board of Trustees to order.

Public Comment

Due to the virtual format of the October 26-27; 29, 2020 meeting, all public comment took place at the beginning of the meeting's open session prior to all committees. For the purposes of public record, the board heard from the following individuals during the revised public comment period:

Christina Chin-Newman, CSU East Bay faculty; Nina Haft, CSU East Bay faculty; Christian Roessler, CSU East Bay faculty; Pascale Guiton, CSU East Bay faculty; Kabir Dhillon, CSU East Bay; Karen Parada, CSU East Bay graduate student; Ashmita Ahluwalia, CSU East Bay student; Martin Brenner, Vice Chair Bargaining Unit 9, CSUEU; Rocky Sanchez, VP for Representation,

CSUEU; Tessy Reese, Chair Bargaining Unit 2, CSUEU; Don Moreno, Vice Chair Bargaining Unit 5, CSUEU; Neil Jacklin, President, CSUEU; Diane Blair, CSU Fresno faculty (CFA Secretary); Theresa Montano; Kim Geron, CSU East Bay faculty (CFA); Kaila Moore-Jones, CSU Northridge student (CFA intern); Odalis de la O Cortez, CSU East Bay student (CFA intern); Pamela Robertson, Unit 2, CSUEU; Sandee Noda, SFSU (CSUEU); Barbara Eaton, SFSU (CSUEU); Gabriela Segovia-McGahan, SFSU (CSUEU); Bryant Woodert, CSU Dominguez Hills student; Erynn Turner, Be Free Movement (Sac State); Miles Meckling, Be Free Movement (Sac State); Heidi McLean, Be Free Movement (Sac State); Monique Crawford, Be Free Movement (Sac State); Katie Murphy, SFSU (CSUEU); Senem Ozer, SFSU (CSUEU); Juan Vasquez, CSU Fullerton Staff; Drew Scott, Teamsters Local 2010; Luis Toledo, Teamsters Local 2010; Samantha Gonzalez, Teamsters Local 2010; Daisy Armenta, Teamsters Local 2010; Angel Rivera, Teamsters Local 2010; Fernando Tortoledo, Teamsters Local 2010; Camila Rivera, Teamsters Local 2010

Board of Trustees

Chair Kimbell noted that both items 1 and 2 – Executive Compensation for President of CSU East Bay and CSU Northridge respectively – from the Committee on University and Faculty Personnel were removed from the consent agenda for separate discussion.

Chair Kimbell asked for a motion on Item 1 to approve the executive compensation for the president of CSU East Bay. There was a motion and a second. Lieutenant Governor Kounalakis made a subsequent motion to table the initial motion to vote on item 1 and reconvene into closed session to discuss executive compensation further. There was a motion and a second. Chair Kimbell called for a roll call vote. There were six votes in favor (Trustees Abrego, Faigin, Khames, Raynes, Sabalius and Lieutenant Governor Kounalakis), eleven votes opposed (Trustees Adamson, Carney, Day, Farar, Firstenberg, Fong, Kimbell, McGrory, Steinhauser, Taylor and Chancellor White), and no abstentions. The motion to table the vote on item 1 did not pass.

Chair Kimbell then called for the roll call vote on the original motion to approve the executive compensation for the president of CSU East Bay. There were ten votes in favor (Trustees Adamson, Carney, Day, Farar, Firstenberg, Fong, McGrory, Steinhauser, Taylor and Chancellor White), seven votes opposed (Trustees Abrego, Faigin, Khames, Kimbell, Raynes, Sabalius and Lieutenant Governor Kounalakis), and no abstentions. The motion passed.

Chair Kimbell asked for a motion on Item 2 to approve the executive compensation for the president of CSU Northridge. There was a motion and a second. Chair Kimbell called for a roll call vote. There were ten votes in favor (Trustees Adamson, Carney, Day, Farar, Firstenberg, Fong, McGrory, Steinhauser, Taylor and Chancellor White), seven votes opposed (Trustees Abrego, Faigin, Khames, Kimbell, Raynes, Sabalius and Lieutenant Governor Kounalakis), and no abstentions. The motion passed.

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The following resolutions were approved by the board:

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

**Executive Compensation: President – California State University, East Bay
(RUF 10-20-04)**

RESOLVED, by the Board of Trustees of the California State University, that Dr. Cathy A. Sandeen shall receive a salary set at the annual rate of \$389,238 effective on or before January 4, 2021, the date of her appointment as president of California State University, East Bay; and be it further

RESOLVED, Dr. Sandeen shall receive a \$5,000 monthly housing allowance to supplement the cost of a residence; and be it further

RESOLVED, Dr. Sandeen shall receive additional benefits as cited in Agenda Item 1 of the Committee on University and Faculty Personnel at the October 29, 2020 meeting of the Board of Trustees.

**Executive Compensation: President – California State University, Northridge
(RUF 10-20-05)**

RESOLVED, by the Board of Trustees of the California State University, that Dr. Erika D. Beck shall receive a salary set at the annual rate of \$415,952 effective on or before January 11, 2021, the date of her appointment as president of California State University, Northridge; and be it further

RESOLVED, Dr. Beck shall receive a \$5,000 monthly housing allowance to supplement the cost of a residence; and be it further

RESOLVED, Dr. Beck shall receive additional benefits as cited in Agenda Item 2 of the Committee on University and Faculty Personnel at the October 29, 2020 meeting of the Board of Trustees.

BOARD OF TRUSTEES

Conferral of the Title of President Emerita—Dianne F. Harrison

Presentation By

Timothy P. White
Chancellor

Summary

It is recommended that President Dianne F. Harrison, upon her retirement, be conferred the title of President Emerita for her many years of dedicated service and leadership to California State University, Northridge and the California State University. The granting of emerita status carries the title, but no compensation.

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that this board confers the title of President Emerita on President Dianne F. Harrison, with all the rights and privileges thereto.

BOARD OF TRUSTEES

Conferral of the Title of President Emeritus–Leroy M. Morishita

Presentation By

Timothy P. White
Chancellor

Summary

It is recommended that President Leroy M. Morishita, upon his retirement, be conferred the title of President Emeritus for his many years of dedicated service and leadership to California State University, East Bay and the California State University. The granting of emeritus status carries the title, but no compensation.

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that this board confers the title of President Emeritus on President Leroy M. Morishita, with all the rights and privileges thereto.

BOARD OF TRUSTEES

Conferral of the Title of Chancellor Emeritus—Timothy P. White

Presentation By

Lillian Kimbell
Chair of the Board

Summary

It is recommended that Chancellor Timothy P. White, upon his retirement, be conferred the title of Chancellor Emeritus for his many years of dedicated service, steadfast commitment, and bold leadership to the California State University system. The granting of emeritus status carries the title, but no compensation.

The following resolution is recommended for approval:

WHEREAS, Dr. Timothy P. White served as chancellor of the California State University from December 2012 to January 2021; and

WHEREAS, during his eight years as chancellor, Dr. White actively and ably led the nation's largest and most ethnically and economically diverse four-year public university, propelling the CSU to new heights of inclusive excellence, student success and academic achievement; and

WHEREAS, under Dr. White's leadership, the CSU launched Graduation Initiative 2025, its flagship student-success effort that continues to produce historic results by improving graduation rates for students from all walks of life, narrowing equity gaps between historically underserved students and their peers, and resulting in record numbers of baccalaureate degrees earned; and

WHEREAS, Dr. White helped drive enrollment growth to nearly 486,000 students across the CSU, and prioritized the development of innovative and holistic instructional and student-support practices; and

WHEREAS, Dr. White, as a caring and visionary leader, launched the university-wide Basic Needs Initiative, providing essential support to students impeded by the "digital divide" and impacted by housing and food insecurity; and

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WHEREAS, Dr. White is committed to compassionate action on behalf of Dreamers, and has helped to provide those with DACA status a clear path to complete their education and build their future;

WHEREAS, during Dr. White's tenure as chancellor, the CSU became a global leader in environmental sustainability, ecological conservation, and climate change education, research and policy; and

WHEREAS, Dr. White has led the CSU through a period of unprecedented growth in philanthropic support, with annual gift commitments rising more than 90 percent over the past eight years to an all-time high of more than \$641 million in academic year 2019-2020, and with the CSU endowment growing to a record \$1.9 billion during his tenure; and

WHEREAS, Dr. White has demonstrated wise and unwavering leadership, support and loyalty to the presidents of the 23 CSU campuses, empowering the university to thrive under their guidance, maintaining diverse leadership and quadrupling the number of female campus presidents during his tenure; and

WHEREAS, by delaying his planned retirement, Dr. White displayed selfless, steady and courageous leadership during the COVID-19 pandemic to safeguard the health and well-being of students, faculty, staff and the communities the university serves, and to maintain students' progress toward a high-quality degree; and

WHEREAS, Dr. White, a product of California's Master Plan of Education, was the first in his family to attend college and has spent his life and career dedicated to public service and higher education, and in view of his many contributions, it is fitting that he be recognized by the California State University; now therefore, be it

RESOLVED, by the Board of Trustees of the California State University, that the title of Chancellor Emeritus be conferred on Dr. Timothy P. White, with all the rights and privileges thereto.