

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 20-21, 2024**

Time**	Committee	Location¹
<i>WEDNESDAY, NOVEMBER 20, 2024</i>		
8:00 a.m.	<u>Board of Trustees—Closed Session</u> Executive Personnel Matters Government Code §11126(a)(1) Pending Litigation Government Code §11126(e)(1) Vakilzadeh v. CSU (Class Action) Anticipated Litigation One matter	Munitz
9:20 a.m.	<u>Committee on Collective Bargaining—Closed Session</u> Government Code §3596(d)	Munitz
9:50 a.m.	Break	
10:00 a.m.	<u>Board of Trustees</u> Call to Order Roll Call Public Comment	

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

**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.

WEDNESDAY, NOVEMBER 20, 2024 (cont.)

11:30 a.m. Luncheon

12:30 p.m. Board of Trustees

Chair's Report

Academic Senate CSU Report: *Chair—Elizabeth Boyd*

California State Student Association Report: *President—Iese Esera*

California State University Alumni Council Report: *President—John Poli*

Chancellor's Report

1:45 p.m. Break

1:55 p.m. Committee on Collective Bargaining

Consent

- Action* 1. Approval of Minutes
- Action* 2. Ratification of the Tentative Agreement with Bargaining Unit 4, Academic Professionals of California (APC)
- Action* 3. Adoption of Initial Proposals for a Successor Collective Bargaining Agreement with Bargaining Unit 3, the California Faculty Association

2:00 p.m. Joint Committee on Educational Policy and Finance

Consent

- Action* 1. Approval of Minutes

Discussion

- Action* 2. Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo
- Information* 3. Annual Systemwide Report on Hate Incidents on Campus

3:25 p.m. Break

3:35 p.m. Committee on Educational Policy

Consent

- Action* 1. Approval of Minutes

Discussion

- Information* 2. CSU's Commitment to Fostering Healthy Discourse and Exchange of Ideas
- Information* 3. Graduation Initiative 2025 Data Reveal
- Information* 4. Year of Engagement: Reimagining Student Success
- Information* 5. The California Cradle-to-Career Data System and CSU Enrollment Planning

THURSDAY, NOVEMBER 21, 2024

8:30 a.m. Committee on University and Faculty Personnel

Consent

- Action* 1. Approval of Minutes
- Action* 2. Annual Report on Outside Employment for Senior Management Employees
- Information* 3. Annual Report on Vice President Compensation and Executive Relocation

Discussion

- Information* 4. Annual Report on Executive Transition Assignments
- Information* 5. Update on Civil Rights (Title IX and Other Nondiscrimination) Programs and Services

10:00 a.m. Committee on Campus Planning, Buildings and Grounds

Consent

- Action* 1. Approval of Minutes

Discussion

- Action* 2. California State University San Marcos Integrated Science and Engineering Building Schematic Design Approval

10:30 a.m. Break

10:45 a.m. Committee on Finance

Consent

- Action* 1. Approval of Minutes
- Action* 2. Approval to Issue Debt for an Affordable Student Housing Project at California State University, Long Beach
- Action* 3. Approval to Issue Debt for an Affordable Student Housing Project at California State University, Fresno

Discussion

- Information* 4. California State University Annual Investment Report

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

Consent

- Action* 1. Approval of Minutes

Discussion

- Information* 2. Proposed California State University Board of Trustees' Meeting Dates for 2026

11:30 a.m. Committee on Audit

Consent

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

THURSDAY, NOVEMBER 21, 2024 (cont.)

11:35 a.m. Committee on Governmental Relations

Consent

- Action* 1. Approval of Minutes
- Information* 2. Update on NAGPRA and CalNAGPRA Compliance
- Information* 3. State Legislative Update

11:50 a.m. Committee on Institutional Advancement

Consent

- Action* 1. Approval of Minutes
- Action* 2. Naming of the San Francisco Federal Credit Union Gymnasium at San Francisco State University

12:00 p.m. Board of Trustees

Call to Order

Roll Call

Consent

- Action* 1. Approval of Minutes of the Board of Trustees Meeting of September 24, 2024 and September 25, 2024
- Action* 2. Approval of Committee Resolutions as follows:

Joint Committee on Educational Policy and Finance

- 2. Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo

Committee on University and Faculty Personnel

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

Committee on Campus Planning, Buildings and Grounds

- 2. California State University San Marcos Integrated Science and Engineering Building Schematic Design Approval

Committee on Finance

- 2. Approval to Issue Debt for an Affordable Student Housing Project at California State University, Long Beach
- 3. Approval to Issue Debt for an Affordable Student Housing Project at California State University, Fresno

Committee on Institutional Advancement

- 2. Naming of the San Francisco Federal Credit Union Gymnasium at San Francisco State University

ADDRESSING THE BOARD OF TRUSTEES

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

- The meeting is broadcast via the [livestream](#) through the Board of Trustees website.
- **For in-person attendance:** The Chancellor's Office requires that all visitors comply with Cal/OSHA and local health department safety measures that may be in effect at the time of the meeting. Depending on circumstances, masks may be required, and the Dumke Auditorium may have limited seating to ensure proper physical distancing. Visitors who do not comply with the safety measures, or if the Dumke Auditorium has reached capacity, will be asked to watch the meeting via the [livestream](#) on the Board of Trustees website through their phone or computer. Because of possible physical distancing measures and the uncertainty of our seating capacity, members of the public are encouraged to observe the meeting via the livestream and offer any public comments through the available remote option.
- All public comment (for all committee and plenary sessions) will take place on **Wednesday, November 20**, at the start of the Board of Trustees' open session (**scheduled to begin at approximately 10:00 a.m.**)
- **Written comments** may be emailed in advance of the meeting by **12:00 p.m. on Tuesday, November 19** to trusteesoffice@calstate.edu. To the extent possible, all written comments will be distributed to members of the board, or its appropriate committee, prior to the beginning of the board or committee meeting.
- Members of the public who wish to offer public comment *during the meeting* may do so **in-person or virtually/telephonically** by providing a written request **by 12:00 p.m. on Tuesday, November 19** to trusteesoffice@calstate.edu or completing the form at [Addressing the Board of Trustees](#). The request should also identify the agenda item the speaker wishes to address or the subject of the intended presentation if it is unrelated to an agenda item. Efforts will be made to accommodate each individual who has requested to speak.

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

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

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

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

TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

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

Wednesday, November 20, 2024

Presiding: Jack B. Clarke, Jr., Chair

10:00 am.*	<u>Board of Trustees</u>	Dumke Auditorium
	Call to Order	
	Roll Call	
	Public Comment	
12:30 pm	Chair's Report	
	Academic Senate CSU Report: <i>Chair—Elizabeth Boyd</i>	
	California State Student Association Report: <i>President—Iese Esera</i>	
	California State University Alumni Council Report: <i>President—John Poli</i>	
	Chancellor's Report	

*The Board of Trustees is a public body, and members of the public have a right to attend and participate in its meetings. This schedule of meetings is established as a best approximation of how long each scheduled meeting will take to complete its business. Each meeting will be taken in sequence, except in unusual circumstances. Depending on the length of the discussions, which are not possible to predict with precision in advance, the scheduled meeting times indicated may vary widely. For two-day meetings, items scheduled for one day may be heard either the day before or the day after depending upon the time spent on each matter. The public is advised to take this uncertainty into account in planning to attend any meeting listed on this schedule.

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

AGENDA

COMMITTEE ON COLLECTIVE BARGAINING

Meeting: 9:20 a.m., Wednesday, November 20, 2024
Munitz Conference Room—Closed Session
Government Code §3596(d)

1:55 p.m., Wednesday, November 20, 2024
Glenn S. Dumke Auditorium—Open Session

Larry L. Adamson, Chair
Christopher Steinhauser, Vice Chair
Wenda Fong
Julia I. Lopez
Jack McGrory

Open Session—Glenn S. Dumke Auditorium

- Consent**
1. Approval of Minutes, *Action*
 2. Ratification of the Tentative Agreement with Bargaining Unit 4, Academic Professionals of California (APC), *Action*
 3. Adoption of Initial Proposals for a Successor Collective Bargaining Agreement with Bargaining Unit 3, the California Faculty Association, *Action*

**MINUTES OF THE MEETING OF THE
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 24, 2024

Members Present

Larry L. Adamson, Chair
Christopher Steinhauser, Vice Chair
Wenda Fong
Julia I. Lopez
Jack McGrory

Jack B. Clarke, Jr., Chair of the Board
Mildred García, Chancellor

Public Speakers

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

Chair Adamson called the Committee on Collective Bargaining to order.

Approval of the Consent Agenda

The minutes of the May 21, 2024, meeting were approved as submitted.

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

Agenda Item 3, Ratification of the Tentative Agreement with Bargaining Unit 10, International Union of Operating Engineers (IUOE) was approved as submitted.

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

COMMITTEE ON COLLECTIVE BARGAINING

Ratification of the Tentative Agreement with Bargaining Unit 4, Academic Professionals of California (APC)

Presentation By

Albert A. Liddicoat
Interim Vice Chancellor
Human Resources

Summary

The tentative agreement between the California State University and Bargaining Unit 4, Academic Professionals of California (APC), 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 tentative agreement between the California State University and Bargaining Unit 4, Academic Professionals of California (APC), is hereby ratified.

COMMITTEE ON COLLECTIVE BARGAINING

Adoption of Initial Proposals for a Successor Collective Bargaining Agreement with Bargaining Unit 3, the California Faculty Association

Presentation By

Albert A. Liddicoat
Interim Vice Chancellor
Human Resources

Summary

The initial proposals for a successor collective bargaining agreement between the California State University and Bargaining Unit 3, the California Faculty Association, will be presented to the Board of Trustees for adoption. The proposals are attached to this item.

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that the initial proposals for a successor collective bargaining agreement between the California State University and Bargaining Unit 3, the California Faculty Association, is hereby adopted.

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

Between

The Board of Trustees

Of

The California State University

And

California Faculty Association

(Bargaining Unit 3)

November 2024

Bargaining Unit 3
2025 Successor Agreement Negotiations
California State University Bargaining Proposals

ARTICLE 2 – Definitions

- Review and amend definitions to reflect any substantive changes elsewhere in the Agreement.

ARTICLE 6 – CFA’s Rights

- Review and amend contractual provisions relating to supplying information to the union; union leave; and the provision of resources for union business.

ARTICLE 9 – Concerted Activities

- Clarify rights and responsibilities in the event of concerted activities.

ARTICLE 10 – Grievance Procedure

- Review and amend the grievance procedure to increase efficiency and effectiveness.

ARTICLE 12 – Appointment

- Review and amend contractual provisions related to the appointment of temporary faculty; evaluation of temporary faculty; the order of assignment of work; and range elevation.

ARTICLE 15 – Evaluation

- Review and amend contractual provisions related to the evaluation process for faculty.

ARTICLE 18 – Reprimands

- Review and amend contractual provisions related to the retention of reprimands.

ARTICLE 19 – Disciplinary Action Procedure

- Review and amend disciplinary action procedure to increase efficiency and effectiveness.

ARTICLE 20 – Workload

- Review and amend contractual provisions related to assignment of professional responsibilities; probationary faculty instructional assignments; and substitute assignments.

ARTICLE 21 – Summer Term Employment

- Review and amend contractual provisions relating to Summer Term Employment.

ARTICLE 22 – Leaves of Absence without Pay

- Review and amend contractual provisions related to the use and reporting of employee leaves without pay.

ARTICLE 27 – Sabbatical Leave

- Review and amend provisions of sabbatical leave.

ARTICLE 29 – Faculty Early Retirement Program

- Review and amend provisions of the Faculty Early Retirement Program.

ARTICLE 30 – Pre-Retirement Reduction in Time Base

- Review and amend provisions of Pre-Retirement Reduction in Time Base.

ARTICLE 32 – Benefits

- Review and amend contractual provisions related to employee benefits.

ARTICLE 38 – Layoff

- Review and amend current contractual provisions relating to layoff and re-employment procedures.

ARTICLE 40 – Extension For-Credit Employment

- Review and amend contractual provisions related to extension employment.

ARTICLE 41 – Duration and Implementation

- Make proposals on the duration of any successor Agreement.

Side Letters and Memoranda of Understanding

Review all Appendices, Memoranda of Understanding; and Forms and make proposals to amend, retain, or delete as appropriate.

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



California Faculty Association
1110 K Street
Sacramento, Ca 95814-2716

Phone: (916) 441-4848
Fax: (916) 441-3513
www.calfac.org

October 31, 2024

BY EMAIL AND US POSTAL SERVICE

Joseph Jelincic
Assistant Vice Chancellor, Collective Bargaining
The California State University
401 Golden Shore
Long Beach, CA 90802

RE: Bargaining

Dear Mr. Jelincic,

Pursuant to Article 41.2 of the Collective Bargaining Agreement (CBA), the California Faculty Association (CFA) requests to bargain over all articles contained in the CBA. Additionally, the union seeks to bargain over Academic Freedom and Artificial Intelligence. Attached, please find CFA's public notice of intent to bargain.

In the coming weeks, the union will make appointments to the CFA Bargaining Team. As we did in the last round of bargaining, CFA intends to invite participation from all CFA members. In order to achieve an agreement as soon as possible, CFA's Bargaining Team will make itself available beginning in the spring semester. We can discuss dates by phone or email, and Thursday/Friday sessions are preferable.

We are open to Zoom or in-person sessions in union or campus spaces that can accommodate our teams. In-person locations must accommodate remote participation by CFA members for whom travel is inconvenient or poses a barrier/health risk to exercise union rights.

Sincerely,

A handwritten signature in blue ink that reads 'Kathy Sheffield'.

Kathy Sheffield
Director of Representation and Bargaining

Cc: Kevin Wehr, CFA Bargaining Team Chair
Lisa Kawamura, CFA Contract Development and Bargaining Strategy Committee Chair
California State University Board of Trustees

Attachment

Attachment B

CB – Agenda Item 3

November 20-21, 2024

Page 2 of 3



California Faculty Association
1110 K Street
Sacramento, Ca 95814-2716

Phone: (916) 441-4848
Fax: (916) 441-3513
www.calfac.org

Public and Written Notice for the California Faculty Association (CFA) to Commence Negotiations for a Successor Collective Bargaining Agreement to Take Effect on July 1, 2025

CFA’s Board of Directors has adopted a set of initial (“sunshine”) bargaining proposals for a successor Unit 3 contract for presentation to the California State University (CSU) Board of Trustees at its November 2024 board meeting.

We expect the CSU’s labor relations professionals to make themselves available to meet with CFA’s bargaining team early in 2025.

In preparing this notice, we consulted widely with our members and are continuing to do so throughout the fall to collect input from faculty at all twenty-three of the CSU campuses. Faculty are concerned about respect and dignity in their professions, the state of academic freedom, fair access for the students of California, and equity and racial and social justice within the CSU.

We seek a successor agreement that improves compensation and builds on the gains we achieved in reopener bargaining this year. In successor negotiations, CFA intends to bargain with CSU management to:

Improve salaries at all ranks and in all ranges and ameliorate salary equity problems such as compression, inversion, outdated starting salaries, and the salary structure itself.

Address salary inequities correlated with race, gender, and other identities.

Provide stability in appointments and assignments for temporary and permanent employees, focusing on greater job stability for erroneously deemed “temporary” faculty.

Define workload for all faculty based on pedagogically appropriate class sizes, professionally recognized counselor to student ratios, contemporary librarian responsibilities, and coaching duties (both on and off the field).

Enhance support for academic freedom, in and out of the classroom, as it is the indispensable requisite for unfettered teaching and research in institutions of higher education.

Ensure faculty rights and protect the integrity of work and knowledge that may be impacted by developments in artificial intelligence.

Increase provisions and improvements for faculty and students of color, women, people with disabilities, and LGBTQIA+ individuals, in accordance with CFA’s anti-racism and social justice mission.

Fully recognize (in compensation and assignments) faculty who serve the needs of California's diverse and deserving student population.

Develop and implement evaluation processes that are fair, appropriate, and that acknowledge and address biases and overreliance on student opinions.

Improve paid leaves including family leave.

Provide greater rights for campus health and safety.

Revise the grievance and discipline appeals processes to provide for more efficiency and execution of due process.

Revise the Maritime Academy Cruise Memorandum of Understanding (MOU) to increase pay and benefits of cruise faculty to levels commensurate with the nature of the cruise assignment, the level of faculty responsibility for students aboard ship and in ports of call, and the level of responsibility for the safety of the ship and the crew.

In bargaining over these rights, CFA expects to bargain over every single article in the contract.

AGENDA

JOINT COMMITTEE ON EDUCATIONAL POLICY AND FINANCE

Meeting: 2:00 p.m., Wednesday, November 20, 2024
Glenn S. Dumke Auditorium

Committee on Educational Policy

Diego Arambula, Chair
Darlene Yee-Melichar, Vice Chair
Raji Kaur Brar
Douglas Faigin
Wenda Fong
Mark Ghilarducci
Lillian Kimbell
Jonathan Molina Mancio
Sam Nejabat
Yammilette Rodriguez
Christopher Steinhauser

Committee on Finance

Julia I. Lopez, Chair
Jonathan Molina Mancio, Vice Chair
Larry L. Adamson
Douglas Faigin
Mark Ghilarducci
Leslie Gilbert-Lurie
Jack McGrory
Anna Ortiz-Morfit
Christopher Steinhauser
Darlene Yee-Melichar

- Consent** 1. Approval of Minutes, *Action*
- Discussion** 2. Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo, *Action*
3. Annual Systemwide Report on Hate Incidents on Campus, *Information*

**MINUTES OF THE MEETING OF THE
JOINT COMMITTEE ON EDUCATIONAL POLICY AND FINANCE**

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

September 24, 2024

Members Present

Committee on Educational Policy

Diego Arambula, Chair
Darlene Yee-Melichar, Vice Chair
Raji Kaur Brar
Douglas Faigin
Wenda Fong
Mark Ghilarducci
Lillian Kimbell
Jonathan Molina Mancio
Sam Nejabat
Yammilette Rodriguez
Christopher Steinhauser

Committee on Finance

Julia I. Lopez, Chair
Jonathan Molina Mancio, Vice Chair
Larry L. Adamson
Douglas Faigin
Mark Ghilarducci
Leslie Gilbert-Lurie
Jack McGrory
Anna Ortiz-Morfit
Christopher Steinhauser
Darlene Yee-Melichar

Jack B. Clarke, Jr., Chair of the Board
Mildred García, Chancellor

Trustee Arambula called the meeting to order.

Consent Agenda

The minutes of the July 23, 2024 meeting of the Joint Committee on Educational Policy and Finance were approved as submitted.

Item 2, Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo

The timeline and reasoning for the proposed integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo was presented for

information. The item will go before the Board of Trustees for approval in November. If approved, administrative integration would be effective July 1, 2025, and academic and enrollment integration would take effect in fall 2026. One of the primary goals of the proposed integration is to preserve the university's vital degree programs that lead to a Merchant Marine license issued by the U.S. Coast Guard. These programs not only serve the workforce needs of the state of California and the nation's maritime industry but also help protect critical U.S. economic and national security interests.

Cal Maritime Academy Interim President Michael Dumont provided an overview of the information shared during the July board meeting and added that these challenges have been exacerbated by additional personnel losses. Cal Poly San Luis Obispo President Jeffrey Armstrong summarized Cal Poly's complementary strengths and discussed the synergistic opportunities presented by the proposed integration. He outlined plans to extend existing Cal Poly financial aid to enhance diversity and increase student success, particularly in Cal Maritime's unique and high-investment programs.

It was reported that the integration will require a one-time investment of \$5 million a year, for the first seven years and that additional funding beyond this period is not anticipated at this time. In terms of savings generated from the integration, Executive Vice Chancellor Steve Relyea explained that savings would come in the form of administrative efficiencies and savings from cost avoidance. He added that research from previous mergers and integrations at other universities has shown that some administrative cost savings can be realized but only after a significant amount of time.

Deputy Vice Chancellor for Academic and Student Affairs and Chief Academic Officer Nathan Evans summarized actions taken since the last board meeting to prepare for the proposed integration. He reported that a nationally recognized consultant, Baker Tilly, has been engaged to assist with informing, coordinating, and guiding the work of the 23 pre-integration workgroups. These workgroups will help to identify and address critical integration-related issues. Presidents Dumont and Armstrong have carefully researched relevant federal and state laws and regulations to ensure the proposed integration conforms with such directives; and have recommended an organizational structure that was informed by meetings with key federal, state, industry and organized labor stakeholder representatives. Interim President Dumont shared some of the drastic and ongoing efforts being taken by the campus to reduce spending and create cost savings. He added that shared services provided by other campuses have helped them keep operating on limited financial resources.

Mr. Relyea closed the presentation with a timeline of key milestones and next steps. He made remarks about the multifaceted opportunities that exist with the proposal and how the integration positions both universities to further strengthen the CSU's contributions to the fields of engineering, oceanography, the marine sciences, the blue-green economy and renewable energy.

Following the presentation, Trustee Kimbell asked about federal funding to support Cal Maritime and was informed that federal funding is limited to the ship, reimbursement of fuel for the ship, \$1 million a year for basic operations, and a portion of proceeds from when a ship is decommissioned and disposed of. She also asked if the redirection of students to other maritime academies has been considered and was informed that all maritime academies are seeing a decline in enrollment and that the federal government is looking to provide funding to help with a national maritime campaign to help recruit and attract more students to all maritime academies. Trustee Adamson acknowledged that the CSU is currently in the planning phase of a long-term process and cannot begin to address questions regarding shared governance and implementation, until after the proposal for integration is approved. Trustee Guajardo asked about the process for appointing students to the pre-integration workgroups and was informed that the executive leadership groups of each Associated Students body have already been engaged for input on their top five questions for the next stage of the implementation plan. In response to a question from Trustee Rodriguez it was clarified that Cal Poly will cover all fee increases through graduation, for all currently enrolled Cal Maritime students, using scholarships and financial aid. New students who enroll in the 2026-2027 academic year and after will pay the Cal Poly student fee and may be eligible for Cal Poly financial aid.

Trustee Fong asked why the services of a consulting firm are needed for the implementation process and was informed that Baker Tilly has extensive experience and background in the field of integration of institutions which will help the CSU effectively navigate this unknown area. It was further clarified that funding for this contract will come from one-time reserves, not from the funding being identified for the integration. Trustee Lopez stressed the need for prompt and clear communications to faculty about what the process will be for integrating academic program curriculums.

Trustee Arambula noted that due to timing constraints the joint committee would reconvene the next day to continue the discussion for this item.

Item 3, Financial Aid Update

Deputy Vice Chancellor for Academic and Student Affairs and Chief Academic Officer Nathan Evans began the presentation by outlining the financial and enrollment challenges posed by the reconfiguration of the Free Application for Federal Student Aid (FAFSA). Systemwide Director of Financial Aid Programs Noelia Gonzalez provided additional information regarding the rollout of the new simplified financial aid application form and the technical issues experienced by thousands of students. She explained that the delays in financial aid and FAFSA errors put CSU student success and university enrollment goals at risk. In response, CSU leaders formed a strategic workgroup to address emerging issues in real time. Student deadlines were extended, a direct media campaign was launched, and application alternatives were offered. In addition, the financial aid offices at each university mobilized staff and students to provide direct outreach and support

to their respective students and communities. Sarah Flores, a political science major at CSU San Marcos, remarked on her experience assisting her peers in her role as a work-study student in the university Financial Aid Office. Ms. Flores shared that she also experienced issues with her personal financial aid application.

Dr. April Grommo, assistant vice chancellor for Enrollment Management Services, provided an overview of the CSU's preliminary enrollment data and the impacts of successful financial aid interventions. Dr. Evans concluded the presentation with an update on the Chancellor's Strategic Workgroup for Financial Aid, which will resume its work this fall to maximize aid to students and families across the CSU's 23 universities.

Following the presentation, Trustee Arambula expressed appreciation for the tremendous work of the CSU in navigating these challenges and frustration on behalf of the students affected by the FAFSA complications. He advocated for prioritizing groups of students who are experiencing prolonged technical issues. Trustee Kaur Brar emphasized the importance of pinpointing the issue(s) at the federal level and enforcing a timeline for clarifying them. CSU San Marcos President Ellen J. Neufeldt commended her financial aid staff for their dedicated service and affirmed that they are actively working to offer support to students that need it. Trustee Lopez remarked on the importance of the framework established by the financial aid workgroup and emphasized the benefits of examining total-cost-of-attendance measures.

Trustee Arambula adjourned the Joint Committee on Educational Policy and Finance, noting that the joint committee would reconvene the next day to continue the discussion on the agenda items.

**MINUTES OF THE MEETING OF THE
JOINT COMMITTEE ON EDUCATIONAL POLICY AND FINANCE**

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

September 25, 2024

Members Present

Committee on Educational Policy

Diego Arambula, Chair
Darlene Yee-Melichar, Vice Chair
Raji Kaur Brar
Douglas Faigin
Wenda Fong
Mark Ghilarducci
Lillian Kimbell
Sam Nejabat
Yammilette Rodriguez
Christopher Steinhauser

Committee on Finance

Julia I. Lopez, Chair
Larry L. Adamson
Douglas Faigin
Mark Ghilarducci
Leslie Gilbert-Lurie
Jack McGrory
Christopher Steinhauser
Darlene Yee-Melichar

Jack B. Clarke, Jr., Chair of the Board
Mildred García, Chancellor

Trustee Arambula reconvened the joint committee and called the meeting to order.

Item 2, Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo

Trustee Yee-Melichar asked about plans for faculty tenure, promotion, and work assignments, as well as for growing enrollment at Cal Maritime. She was informed that if approved, plans to support faculty and staff retention will be developed and that the CSU is also required to meet and confer with bargaining units about the impacts and conditions of the proposed integration. In regard to growing enrollment, it was shared that both campuses are already looking at ways to increase exposure and marketing efforts as well as working with alumni ambassadors to extend outreach.

Trustee Yee-Melichar asked what metrics will be used to assess whether the integration is delivering the intended financial, academic, and curricular benefits. She was informed that success metrics will be developed with assistance from the various workgroups once the Board of Trustees approves the integration and will be shared with the trustees on a regular basis. A request for workgroup goals and membership was made for an upcoming meeting. Trustee Lopez reminded the trustees that not all cost savings elements can be quantified but include cost avoidance measures in the short term that will produce cost savings in the long run.

Item 3, Financial Aid Update

Trustee Fong asked about the recent report on federal financial aid from the Government Accountability Office. She was informed that the report found several issues at the federal level, including known issues with the application system going back to 2022 that were not communicated to higher education organizations, incomplete delivery of application functionality that resulted in millions of students being unable to complete their FAFSA application, and poor management of over four million calls for FAFSA tech support that went unanswered. Dr. Evans acknowledged that the State of California and CSU campuses have been working extensively to provide support to students and develop alternate solutions. The State of California created the California Dream Act Application (CADAA) that will help undocumented students that were unable to complete their FAFSA. CSU campuses are taking several actions to help students with costs in the interim, such as holding off on collection of several fees and pooling funds from available sources to help students financially. Trustee Lopez remarked on the importance of the framework established by the financial aid workgroup and emphasized the benefits of examining total-cost-of-attendance measures.

Trustee Arambula adjourned the Joint Committee on Educational Policy and Finance.

JOINT COMMITTEE ON FINANCE AND EDUCATIONAL POLICY

Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo

Presentation By

Steve Relyea
Executive Vice Chancellor
and Chief Financial Officer

Nathan Evans
Deputy Vice Chancellor, Academic and Student Affairs
and Chief Academic Officer

Michael J. Dumont
Interim President
California State University Maritime Academy

Jeffrey D. Armstrong
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Introduction

At its July 2024 meeting, the CSU Board of Trustees was presented with a recommendation for the integration of California State University Maritime Academy (Cal Maritime) and California Polytechnic State University, San Luis Obispo (Cal Poly). A second information item on the topic was presented at the September 2024 meeting.

This action item seeks approval of the recommendation.

Integration was initially discussed out of necessity – as a long-term solution to Cal Maritime’s declining enrollment and its associated unviable and unsustainable fiscal circumstances. However, as the strategy was further explored, the objective and emphasis has shifted from one of necessity to one of opportunity and potential. Of course, the imperative remains and, in fact, has become increasingly urgent as Cal Maritime’s operational and financial circumstances steadily worsen; there continues to be a dire, binary choice: integrate the two institutions or initiate immediate steps for the closure of the Maritime Academy.

But beyond this immediate exigency lies extraordinary potential and opportunity. Combining the unique yet complementary strengths of these two outstanding universities will result in a single, integrated institution with an impact, influence and reputation that will span the state and nation and far exceed what could be achieved separately. Further, the institution, as integrated, would not only preserve, but *grow* the critical merchant mariner license-track programs so vital to the maritime industry and to the state's and nation's economy, as well as to national security interests. The institution would be a national exemplar of Learn by Doing, and serve on the cutting-edge of forward-focused industries such as the blue-green economy and offshore wind energy. The integration would grow the impact and influence of the maritime academy throughout the Pacific-facing states and U.S. territories – and provide more equitable access to all the above opportunities to an increasingly diverse student body.

The written items in support of the July 2024 and September 2024 presentations outlined in considerable detail the justifications for the integration; the expected benefits for both institutions, the state and nation; the anticipated costs; efforts to become “implementation ready”; and proposed next steps with an associated timeline. For brevity and convenient reference, that information will not be repeated in detail here, but rather the July 2024 and September 2024 written items are included with this written item as Attachments A and B

The purpose of this action item is to provide an update of the work being done to lay the groundwork for an immediately actionable implementation plan, to review faculty and student engagement to date, to outline the process for developing and regularly reporting progress toward accountability measures, to discuss the proposed nomenclature associated with the integrated university, and to set forth an updated timeline including key milestones.

Actions Taken Since September Board Meeting – Developing an Actionable Implementation Plan

As was reported to this board in September, given the sheer breadth and complexity of the integration – as well as the multiple factors driving the timeline for its implementation – it is essential to do everything possible to become “implementation ready” should the board approve the proposal.

To that end, workgroups were formed that comprised of subject matter experts from the Chancellor's Office and both universities across the 23 operational areas identified as most critical to a seamless and timely integration. Those workgroups have completed the initial task of identifying and examining the five most essential integration-related topic areas or issues that should be considered relative to their subject matter expertise.

The pre-integration work has now entered a new phase. The 23 workgroups have been consolidated into seven functional implementation teams (or “FIT” teams) organized under thematic work areas. Those seven thematic work areas are: academics; enrollment; student affairs; advancement, communications and external relations; financial, administrative and human resources; technology; and legal, regulatory and accreditation matters.

Informed and guided by Baker Tilly – a firm with extensive national experience in this highly specialized area engaged to support pre-approval integration activities and that will be retained to continue its work should the proposal be approved – the seven FIT teams are taking the critical issues identified and examined by the workgroups in the first phase of our pre-implementation work and are now mapping them to activities that will form the foundation of our implementation plan.

The organization of this work into the seven FIT teams recognizes that there are interdependencies among operational areas. The FIT teams are now able to work more collaboratively within and across the functional areas, ensuring that processes and activities are properly coordinated and sequenced and that duplication of effort is eliminated to every extent possible. The FIT teams and seven thematic functional areas will also provide the structure and organizational framework for the development of accountability measures, as outlined below.

Student Leadership Engagement

A team of associated student leadership from both universities worked diligently to provide a thoughtful and robust analysis of the five most significant and impactful integration-related issues pertaining to student governance. This analysis – which identified issues such as how ASI student fees will be collected and distributed given potential variances in services across campuses, and how an integrated ASI will be structured and governed – will help map future work.

Faculty Leadership Engagement

As a tenet of shared governance, faculty have purview over curricula – the courses and course content within academic programs – and faculty leadership. To honor this principle, eight faculty leaders – four from each of the campus faculty senate leadership groups at Cal Maritime and Cal Poly – were invited to begin work in these two areas.

Initial work was focused on identifying the most critical issues to be addressed regarding the structure, organization and governance of a single academic senate across the integrated institution. The faculty leaders from both universities – referenced above – were tasked with commencing this important work, and they have done so.

Faculty leadership, again from both universities, have also been asked to begin the process of analyzing curricular and catalog data, course information and enrollment data for potential overlapping, adjacencies and duplication in academic programming and curricula.

Work remains to be done in this area and it is critical that it be addressed in a timely manner, as it drives many other aspects of our integration planning and implementation. Completing this curricular assessment will be an important early milestone in our implementation work, should the proposal be approved.

Developing, Tracking and Regularly Reporting Progress Toward Accountability Measures

We are committed to identifying, accurately measuring, and regularly reporting progress toward success metrics across this large and complex project.

More specifically, accountability measures will be developed across each of seven thematic work areas of the functional implementation teams outlined above: academics; enrollment; student affairs; advancement, communications and external relations; financial, administrative and human resources; technology; and legal, regulatory and accreditation matters.

As the subject matter experts in these areas, the seven FIT teams will carefully develop, sequence and map the implementation plan in their areas of specialty. And as they advance their work and gather additional details and necessary information, these teams – through the FIT team leads – will make recommendations for accountability measures to the Integration Steering Committee. The Integration Steering Committee is comprised of both university presidents as well as several senior members of chancellor’s leadership team. This committee will be assisted by outside experts where special expertise is required.

The Integration Steering Committee will carefully review, refine as necessary, and approve the accountability measures once it is satisfied that the identified success metrics offer the chancellor and board the degree of specificity needed to appropriately assess the integration work as it is advanced. Consulting firm Baker Tilly will assist with the data collection and measurement of the success metrics and will do so according to the specifications and detail requested by the Integration Steering Committee.

The joint committee, the full board and other CSU stakeholders will be updated regarding progress toward these accountability measures with regular reports across a variety of formats, including a report to the full board at its May 2025 meeting.

In addition to the emerging accountability measures recommended by the functional implementation teams, benchmarking and progress reports will be provided that relate to critically important outcomes already identified in discussions following the July 2024 and September 2024 board presentations and in other pre-approval engagement. These outcomes include increases in enrollment to license-track programs, diversity of the student body, progress toward administrative consolidation, student success, the timeline for appointments of new leadership positions including the vice president and CEO and maritime academy superintendent, curricular development and

alignment with workforce needs, and progress toward accreditation and other legal compliance requirements, among others. Analysis of fiscal stability will not only focus on administrative consolidation and associated cost savings, but on ensuring that the integration plan does not become a financial burden to Cal Poly.

Nomenclature Associated with the Integrated University

After careful consideration of a variety of factors, including relevant provisions of the California Education Code, federal legislation regarding state maritime academies, the Maritime Administration’s State Maritime Academy Support Program, branding and name recognition considerations, and potential impact to other CSU campuses, the steering committee recommended the following naming convention to Chancellor García, who supports the recommendation and finds it to be consistent with the integration proposal before the board.

Effective July 1, 2025, the two institutions will function as a single university known formally as “California Polytechnic State University, San Luis Obispo,” and informally as “Cal Poly.” At the completion of the integration the location comprising all activities on the current 92-acre maritime campus will be known as “Cal Poly, Solano Campus.” In addition, at the completion of the integration the academic unit responsible for the administration of the merchant mariner license-track programs, the training vessels, the Corps of Cadets, the port facility, and other associated entities will be known as the “Cal Poly Maritime Academy.”

As noted in the September presentation and written item, the campus – Cal Poly, Solano Campus – will be administered under the leadership of a vice president and CEO, who will report to the president and be a member of the Cal Poly leadership team. The Cal Poly Maritime Academy will be led by a superintendent who will also hold the rank of Rear Admiral in the U.S. Maritime Service.

Next Steps and Timeline: An Update

At the November 2024 meeting, the board will be asked to take action on the proposed integration. Should approval be granted, immediate action can be taken, according to the groundwork, planning and activity mapping already undertaken by the FIT teams and with the assistance and guidance of consultant Baker Tilly.

At the May 2025 meeting, the board will receive a progress report, both generally and toward specific accountability measures.

Administrative integration will be complete by July 1, 2025, with the two universities operating as a single institution – California Polytechnic State University, San Luis Obispo.

Finally, beginning at the start of the 2026-27 college year, all students of the integrated institution will be enrolled as Cal Poly students.

Adherence to the Timeline is Critically Important

The milestones above and associated timeline are driven by a number of immutable factors. These “timeline drivers” have been outlined in detail in the attached September 2024 written item, but include the following:

- To achieve enrollment goals, the academic calendar dictates that substantial investments in recruitment and marketing must be launched immediately, focusing on high school students who are juniors in fall 2024 and spring 2025.
- Campus curricular committees complete their annual curricular processes by mid-spring in order to publish new college catalogs. To modify the curriculum, changes will need to be in process by the end of the fall term.
- Meeting accreditation standards also requires an extensive review process, which occurs over an extended period of time.
- The complexities of the maritime academy’s summer sea term – which involve financial commitments from the federal government – make it necessary to project needs and requirements one to two years in advance.
- With the CSU slated to receive the new larger training ship *Golden State* in 2026, analysis of staffing requirements and curriculum changes must begin now to accommodate an increased number of students and faculty for future summer sea terms.
- Finally, to support the new, 600-student training vessel, a turnaround in new student enrollment must begin this fall, which requires immediate planning and investment.

Conclusion

Board approval is requested of the proposed integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo. This request for approval is imperative to provide a long-term solution to Cal Maritime’s declining enrollment and its associated unviable and unsustainable fiscal circumstances.

But, importantly, approval of the proposal represents an opportunity perhaps unprecedented in the history of the California State University. It represents the opportunity to synergistically combine the strengths of two outstanding institutions to create a single university positioned to stand as a national leader in numerous specialized fields of study; to stand as a model for experiential

learning; to serve at the cutting-edge of forward-focused industries and state priorities, such as the blue-green economy and offshore wind energy; and to grow the impact and influence of the maritime academy throughout the Pacific-facing states and U.S. territories. Moreover, it is a demonstration of the CSU at its best, advancing its mission and honoring its core values while leveraging the power of its “systemness” to develop an innovative solution to a daunting challenge.

Recommendation

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the plan proposed in Agenda Item 2 of the Joint Committee on Educational Policy and Finance, titled Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo, is approved; and be it further

RESOLVED, effective July 1, 2025, California State University Maritime Academy (Cal Maritime) and California Polytechnic State University, San Luis Obispo (Cal Poly) will function administratively as a single university under the leadership of California Polytechnic State University, San Luis Obispo with one president; and be it further

RESOLVED, as recommended by the Integration Steering Committee and approved by the Chancellor, the location encompassing all activities on the current 92-acre Cal Maritime campus shall be known as the “Cal Poly, Solano Campus.” The unit at the Cal Poly, Solano campus responsible for the administration of the merchant mariner license-track programs, the training vessels, the Corps of Cadets, the port facility, and other associated programs and entities shall be known as the “Cal Poly Maritime Academy.” Various approvals are required prior to implementing these naming changes, including approvals by accreditation agencies, and U.S. Maritime Administration, U.S. Coast Guard and other appropriate federal recognition. The effective dates for these naming designations shall therefore be determined by the Chancellor; and be it further

RESOLVED, that the Cal Poly, Solano Campus will be administered under the leadership of a vice president and CEO, who will report to the president and be a member of the Cal Poly leadership team. The Cal Poly Maritime Academy will be led by a superintendent who will also hold the rank of Rear Admiral in the U.S. Maritime Service; and be it further

RESOLVED, that an additional milestone in this integration shall be the completion of accreditation approvals such that all students become Cal Poly students effective the fall semester of 2026 when the integration of the two universities is complete as a singular degree-granting and accredited institution; and be it further

RESOLVED, that the Board of Trustees delegates to the Chancellor and her designees (including the president of California Polytechnic State University, San Luis Obispo) the authority to take any and all necessary actions to accomplish the integration of Cal Maritime and Cal Poly to become a legal and accredited singular degree-granting and accrediting institution. This delegation includes the authority to take all necessary actions to facilitate WSCUC review(s) and obtain WSCUC approval of substantive change processes, after which the institution will operate from a singular curriculum and will have consolidated (singular) programs and degree-granting authority. This delegation also includes the authority to adjust the target dates and timelines set forth in this resolution as necessary to allow for appropriate approvals by federal agencies and accrediting bodies.

INFORMATION ITEM FROM JULY 2024 CSU BOARD OF TRUSTEES MEETING

JOINT COMMITTEE ON FINANCE AND EDUCATIONAL POLICY

Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo

Presentation By

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Executive Vice Chancellor
and Chief Financial Officer

Nathan Evans
Deputy Vice Chancellor, Academic and Student Affairs
and Chief Academic Officer

Michael J. Dumont
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Jeffrey D. Armstrong
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Summary

Our collective, systemwide work to shift the California State University toward a sustainable financial model has been a top priority and institutional goal for several years. Foundational to this work was the 2023 report of the Chancellor’s Sustainable Financial Model Workgroup. Among its recommendations, the workgroup issued a call for collaboration and bold innovation: “The CSU should continue to identify prospects for cost savings that could arise from consolidation of certain administrative functions and from inter-campus cooperation and collaboration in the offering of programs and services.” This call was similarly articulated in the 2023 report of the Chancellor’s Strategic Workgroup on Enrollment Planning, which emphasized the need to “incentivize multi-university strategies for regional academic program delivery.”

In that spirit of innovation and collaboration, we recommend the integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo. More specifically, Cal Maritime would integrate its operations, resources and governance into and

under the leadership of Cal Poly, while maintaining its unique educational mission and maritime focus. This recommendation was initially outlined in a June 5, 2024, letter (attached hereto) to Chancellor Mildred García from Executive Chancellor and Chief Financial Officer Steve Relyea and Deputy Vice Chancellor, Academic and Student Affairs, Chief Academic Officer Nathan Evans.

As detailed below, this integration is an imperative to immediately address Cal Maritime's vulnerabilities in order to provide a long-term solution to the institution's unviable and unsustainable fiscal circumstances. Moreover, careful and comprehensive analysis indicates that this proposed action will benefit the students, faculty and staff of both institutions, as well as advance the broader CSU mission by enhancing the quality, diversity and sustainability of the CSU's academic programs and services. And of equal and broader importance, the integration will serve the workforce needs of the state of California and the nation's maritime industry while protecting critical U.S. economic and national security interests.

The recommendation outlined below honors the CSU's core value of creating access and affordability for all students, and powerfully demonstrates how the CSU can best and most innovatively advance its mission as a regional, comprehensive university system in the 21st century.

Background

As the board is aware, Cal Maritime has faced significant and ongoing challenges in maintaining its enrollment, revenue, fiscal and operational sustainability. In fact, as of April 2024, Cal Maritime projects that it will be required to utilize \$2.8 million of its operating fund reserves in fiscal year 2023-2024, leaving a mere \$317,000 balance as of June 30, 2024. This remaining balance represents less than three days' worth of university operating expenses, a level that is untenable by any measure.

The primary factors contributing to this unsustainable financial condition are declining enrollment, increased compensation costs and rising operating expenses. Over the past seven years, enrollment at Cal Maritime has declined by 31%, from a headcount of 1,107 students in 2016-2017 to a headcount of 761 students in 2023-2024. After the 2023-2024 census and at the end of the academic year, Cal Maritime's enrollment had dropped to 711 undergraduates. Projections indicate that a growing budget deficit through 2026-2027 is inevitable, even in the unlikely event that enrollment growth targets are met. It should be noted that similar enrollment challenges have been experienced by the other five degree-granting state maritime academies.

Cal Maritime has taken all appropriate, comprehensive and creative measures to respond to the fiscal crisis. The university has assessed and instituted drastic cost-saving measures across the campus. In addition to reducing office and divisional budgets and expenditures, eliminating vacant

positions and downgrading others, Cal Maritime has instituted a hiring freeze on all non-essential positions, is considering the need for workforce adjustments and requires the interim president's approval for all personnel actions. In an effort to better align administrative operations and reduce administrative levels, Cal Maritime has eliminated two vice president positions and restructured two other vice president positions with a corresponding reduction in salary.

The university has also implemented several additional actions toward reducing expenses and increasing revenues over the next three years. However, any further budget reductions risk compromising Cal Maritime's critical infrastructure and unique educational mission.

Given the current financial forecast, it has been determined that Cal Maritime will not be financially viable as an independent institution in the future and is unlikely to generate enough revenue to maintain the critical mass of functions required of a university – despite a total operating budget of \$55 million and a current enrollment of just 711 undergraduates in 2023-2024, post-census. To rectify these unsustainable fiscal circumstances and ensure the long-term viability of Cal Maritime's unique and consequential academic programs, expeditious and decisive action is imperative.

Justification for Integration

- *Fiscal Sustainability and Expanded, More Equitable Access*
The integration would address Cal Maritime's vulnerabilities in order to provide a long-term solution to the institution's unviable and unsustainable fiscal circumstances. Many options were carefully considered to preserve Cal Maritime's unique programs while ensuring its financial feasibility and sustainability. It was determined that Cal Poly was best aligned with Cal Maritime for a successful and timely integration for both universities.

Cal Poly San Luis Obispo is a thriving and growing comprehensive polytechnic university, with a strong reputation for excellence in engineering, agriculture and architecture. Cal Poly has a student population of more than 22,000, and attracts high-quality faculty, staff and students from increasingly diverse backgrounds. The university also has a robust research and innovation agenda and enjoys strong and forward-focused partnerships with industry, alumni and community stakeholders.

Cal Poly's unquestioned expertise in strategic enrollment management, marketing and brand-building to drive application demand – and ultimately enrollment – will be of great benefit to Cal Maritime at this critical juncture. In addition, Cal Poly's strength in fundraising will bring additional philanthropic partners to Cal Maritime.

Cal Maritime currently has inadequate financial aid and scholarship resources for very high-investment majors at a destination campus. Moreover, it lacks sufficient student support required by a hands-on, "learn by doing" educational ethos. Applying Cal Poly's

enrollment management and fee model will bring much-needed revenue to Cal Maritime, which will enhance advising and other student-success programs, support the polytechnic model and greatly expand financial aid resources to improve access and success for new California residents, students from other western states including Oregon, Washington, Alaska and Hawaii, and those from U.S. territories in the Pacific, as well as a greater number of low-income and historically underrepresented students.

- *Synergies of Learning Ethos and Academic Programming*
While integration is a fiscal and operational imperative only for Cal Maritime, both institutions would benefit significantly from the recommendation. Cal Poly and Cal Maritime are similar institutions in many fundamental ways, but primarily in their academic missions and learning ethos. Both institutions rely upon a hands-on, “learn by doing” approach. Both offer degree programs within high- and very high-investment program areas and have demonstrated complementary expertise in forward-focused fields such as those comprising the “blue-green economy” and renewable and, more specifically, wind energy – both of which are state priorities. Clear synergistic opportunities exist in multiple academic programs, perhaps most obviously within the engineering, oceanography, logistics and marine science fields. Both institutions are involved in national and economic security issues that impact the western United States, the Pacific Rim and beyond. There is also untapped potential in the ability of the two institutions, if combined into one, to compete for greater funding for national security and renewable energy programs, as well as other federal funding.

For Cal Poly, this integration offers the opportunity to expand its nationally renowned engineering programs and enhance its excellent science offerings. Potentially, the facilities at Cal Maritime – including a new, federally funded \$360 million training vessel slated to arrive in 2026 – will offer additional opportunities for instruction, experiential learning and laboratory research for all Cal Poly students and faculty.

- *Advancing Critical Workforce, Economic and National Security Interests*
Cal Maritime is one of only six degree-granting state maritime academies in the nation and the only such institution serving the western United States and the Pacific Rim. The academies’ federal mandate is to produce graduates capable of and licensed to serve as officers in the Merchant Marine of the United States. In fact, the state maritime academies combined currently produce more than 70% of the Merchant Marine officers in the United States.

These officers operate the ships that move goods into and out of California’s 12 ports (as well as ports across the western United States and the Pacific Rim), which process approximately 40% of all containerized imports to the U.S. and about 30% of containerized exports. These goods – from petroleum to automobiles, agricultural products, iron, steel,

defense supplies, machinery and heavy equipment, electronics, plastics and industrial products, among many others – touch virtually every element vital to California’s and the United States’ economy. The state and nation rely upon Cal Maritime – as noted above, the only state maritime academy serving the West Coast and the Pacific Rim – for the Merchant Marine officers vital to the maritime industry that is essential to our nation’s economic security.

U.S. Coast Guard-licensed Merchant Marine officers also operate the ships of the Military Sealift Command and those that contract with the United States government to move supplies and military equipment around the world in times of war and peace, resupplying the military’s combatant ships and providing food, supplies and equipment to U.S. bases and embassies across the globe. Without the civilian mariners who operate these ships, the United States’ ability to project military power would suffer and the nation’s national security interests would be compromised.

The CSU stands unwaveringly committed to preserving Cal Maritime’s U.S. Coast Guard licensure-granting programs that are such vitally important resources for the state of California and the United States of America.

The Recommendation

The CSU is steadfastly committed to preserving the viability of Cal Maritime, which is one of the nation’s premier maritime academies and, as noted immediately above, meets vitally important workforce, economic and security needs for our state and nation. To honor this commitment, it is proposed that Cal Maritime integrate its operations, resources and governance into and under the leadership of Cal Poly. This would entail the following steps:

- As an academic unit and campus, the maritime academy would be led by a superintendent who will be part of the Cal Poly leadership team.
- The maritime academy would retain its campus in Vallejo, while sharing Cal Poly’s facilities, infrastructure and services. As noted above, maritime academy facilities – including a new, federally funded \$360 million training vessel and new pier slated for initial use in 2026 – could also provide additional laboratory space for instruction and research to benefit all Cal Poly students. Over time, an emphasis will be placed on locating additional majors at the maritime academy campus that are directly or strategically connected with the maritime industry.
- The unique degree programs leading to a Merchant Marine license issued by the U.S. Coast Guard – a critical CSU priority and commitment, as noted above – will continue to be offered.
- Ongoing Cal Maritime students will be able to complete their current academic programs.

- Ongoing Cal Maritime students will become part of the Cal Poly student body via a seamless and expeditious transition and integration process.
- Maritime academy, faculty and staff will be employees of Cal Poly.
- The maritime academy would leverage Cal Poly's expertise, networks and resources to enhance its academic quality, as well as drive student success and research impact.

Additional Benefits

Based on the comprehensive analysis, it is firmly believed that this integration will offer many additional benefits to both institutions, including:

- **Infrastructure and Associated Costs:** Cal Poly can provide essential services to support the facilities maintenance needs of the maritime academy's physical infrastructure. Cal Poly's full complement of facility maintenance and support services can leverage economies of scale to provide much-needed services to the maritime academy facilities at lower cost.
- **Student Support:** Cal Maritime's current operating expense challenges and low enrollment have led to significant reductions and may have an impact on the quality of essential student support services such as housing, dining, health and counseling, thus jeopardizing the quality of the overall student experience. The cost of essential student support services at Cal Maritime has become exorbitant, limiting the offerings the Vallejo campus is able to maintain. The proposed integration will enhance the overall student experience by providing maritime academy students access to Cal Poly's existing student support services.
- **Administrative Services:** Cal Maritime is challenged to provide staffing for essential administrative services such as accounting, payroll, HR, procurement, travel and other critical processes. The proposed integration will provide these services at a fraction of the costs required to do so as an independent university.
- **Financial Aid:** Cal Maritime lacks the resources to provide robust institutional financial aid to its students. As noted above, integration with Cal Poly will provide access to greater levels of institutional financial aid than the status quo, thus allowing the maritime academy to structure its financial aid within an overall framework that increases support for new California residents and students from other western states including Oregon, Washington, Alaska and Hawaii and from U.S. territories in the Pacific, as well as a greater number of low-income and historically underrepresented students.
- **Information Technology:** Cal Maritime no longer has the resources to adequately support the information technology needs of its students, faculty and staff. It is also vulnerable to

cybersecurity threats due to being below the “critical mass” required of a fully functioning campus. Integration with Cal Poly will provide these critical information technology and cybersecurity services.

- **Leading Academic Innovation:** Cal Maritime and Cal Poly are leaders in vital academic and workforce fields in California, the nation and the world. These include industries critical to engineering, logistics, national security and future-oriented fields such as wind energy and data science. The integration of these offerings will create greater opportunities for students, faculty and the broader communities to be at the forefront of national and international teaching, research and community impact.
- **Complementary Educational Philosophy:** Cal Poly’s teaching and learning philosophy, “Learn by Doing,” links rigorous academics and real-world applications. This same philosophy is embedded in the academic programs offered by Cal Maritime, in which classroom learning is combined with applied technology, leadership development and global awareness.
- **Dynamic Enrollment Growth and Development:** Cal Maritime offers a unique educational experience with tremendous return on investment for students and their families in terms of long-term career prospects. Cal Maritime’s ability to communicate meaningful career opportunities aligned with this unique educational opportunity has been constrained by the limited resources available for marketing, student outreach and recruitment. In contrast, Cal Poly has been able to build a robust and dynamic enrollment management and marketing program and will be able to amplify these benefits to more diverse students and families who may have been previously unaware of the opportunities presented by the maritime field. Additionally, and in keeping with Cal Maritime’s mission, this will allow for increased outreach across the western United States including Oregon, Washington, Alaska and Hawaii, as well as U.S. territories in the Pacific.

Estimated Transition Costs

There will be a one-time investment required for the integration of these institutions, estimated at approximately \$5 million per year over a period of seven years. This estimate will be adjusted once operational, logistical and regulatory aspects are fully determined and implementation begins. Two-thirds of those funds are expected to be used for financial aid and scholarships to support low-income and historically underrepresented students. It is important to note that these are one-time funds and not ongoing baseline funds.

Beyond funding enrollment growth for Cal Poly and the maritime academy, additional recurring support will not be required.

Next Steps and Timeline

It is advised that the Board of Trustees move expeditiously on this recommendation, beginning with the information item included in the July 2024 agenda and followed by an additional information item in September 2024 to address board questions and requests for additional information. The board would then consider action on this item at the November 2024 board meeting. If approved by the board, the integration would begin in July 2025 with the first maritime academy students enrolled as Cal Poly students in fall of 2026.

Sixteen critical topic areas have been identified and are being tentatively explored by subject matter experts from both institutions and the Chancellor's Office so that implementation can begin immediately and proceed expeditiously – guided by appropriate success metric targets – should the board approve the proposed integration in November.

The Higher Education Employer-Employee Relations Act (HEERA) requires that the CSU engage recognized bargaining units when changes are made that create an impact on our represented employees' pay, benefits or working conditions. The CSU has already notified the relevant unions of this proposal in order to prepare for the legally required meet-and-confer process, which will begin once the impacts are identified. In addition, the CSU commits to appropriate consultation with various shared governance partners related to the implementation of the recommendation, should it receive board approval.

In conclusion, this proposed integration is an imperative to immediately address Cal Maritime's vulnerabilities in order to provide a long-term solution to the institution's unviable and unsustainable fiscal circumstances. But, moreover, the integration will benefit the students, faculty and staff of both institutions; synergistically enhance the quality, diversity and sustainability of the CSU's academic programs and services; and improve access and success for an increasingly diverse student body. And more broadly, the proposed integration will serve the workforce needs of the state of California and the nation's maritime industry while protecting critical U.S. economic and national security interests.

INFORMATION ITEM FROM SEPTEMBER 2024 CSU BOARD OF TRUSTEES MEETING

JOINT COMMITTEE ON FINANCE AND EDUCATIONAL POLICY

Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo

Presentation By

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Background

At its July 2024 meeting, the CSU Board of Trustees was presented with a recommendation for the integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo.

While the reasons and justification for integration are compelling and multifold, the primary reason is as clear as it is stark. Given Cal Maritime's longstanding enrollment challenges and rapidly worsening fiscal and operational circumstances, the CSU is faced with a binary decision with only two options: proceed with the proposed integration or immediately initiate planning for the closure of Cal Maritime.

Integration is recommended as an imperative to immediately address Cal Maritime's vulnerabilities to provide a long-term solution to the institution's unviable and unsustainable fiscal circumstances. Furthermore, careful and comprehensive analysis indicates that this proposed

action will benefit the students, faculty and staff of both institutions, as well as advance the broader CSU mission by enhancing the quality, diversity and sustainability of the CSU's academic programs and services. And of equal and broader importance, the proposed integration will serve the workforce needs of the state of California and Pacific-facing states and territories, as well as those of the nation's maritime industry. Moreover, it will protect critical U.S. economic and national security interests, most specifically by preserving the unique and vitally important Cal Maritime degree programs leading to a Merchant Marine license issued by the U.S. Coast Guard – a longstanding CSU priority and commitment.

As outlined in the July 2024 meeting, the recommendation proposes that Cal Maritime integrate its operations, resources and governance into and under the leadership of Cal Poly, pursuant to the following steps:

- As integrated, overall operations on the maritime campus will be led by a vice president and CEO who will report directly to the Cal Poly president.
- As an academic unit on the campus offering specialized instruction, theory, and at-sea training programs leading to a Merchant Marine license issued by the U.S. Coast Guard, the maritime academy will be led by a superintendent reporting to the above-mentioned vice president and CEO. The maritime academy would remain on the current Cal Maritime campus, while sharing Cal Poly's facilities, infrastructure and services.
- Maritime academy facilities – including a new, federally funded \$360-million training vessel and new pier slated for initial use in 2026 – could also provide additional laboratory space for instruction and research to benefit all Cal Poly students.
- Over time, an emphasis will be placed on locating additional majors at the maritime academy campus that are directly or strategically connected with the maritime industry.
- The unique degree programs leading to a Merchant Marine license issued by the U.S. Coast Guard – a critical CSU priority and commitment, as noted above – will continue to be offered.
- Ongoing Cal Maritime students will be able to complete their current academic programs.
- Ongoing Cal Maritime students will become part of the Cal Poly student body via a seamless and expeditious transition and integration process.
- Maritime academy, faculty and staff will become employees of Cal Poly.
- The maritime academy would leverage Cal Poly's expertise, networks and resources to enhance its academic quality, as well as drive student success and research impact.

Executive Summary

The written item in support of the July 2024 presentation outlined in considerable detail the justifications for the integration; the anticipated benefits for both institutions, the state and nation; the anticipated costs; and proposed next steps with an associated timeline. For brevity and for your convenient reference, we will not repeat that information in detail here, but rather attach the July 2024 written item hereto as Attachment A and incorporate it into this document by reference.

The purpose of this item is to provide an update of the fiscal and operational circumstances at Cal Maritime that continue to grow increasingly dire and underscore the need for urgent and timely action. Given the complexities of the integration process and the exigencies that call for expeditious action, this item will also outline the steps that are being taken so that we will be “implementation ready” should this board approve the recommendation at its November 2024 meeting. Finally, the item will review recommended next steps, the associated timeline and the factors and pressures that drive that timeline.

Fiscal and Operational Circumstances at Cal Maritime: An Urgent Situation Grows Increasingly Dire

Personnel Losses Exacerbate Existing Fiscal and Operational Challenges

The factors combining to create the unviable fiscal and operational circumstances were outlined in detail in the July item, incorporated hereto as Attachment A. They include, but are not limited to: steeply declining enrollment (31% over the past seven years), skyrocketing compensation and operating costs for its very high investment degree programs, and costs associated with maintaining aging STEM-related infrastructure. Also as detailed in the July item, these fiscal pressures have led to a significant depletion of Cal Maritime’s available reserve funds, making it infeasible for the university to operate safely.

Exacerbating these unsustainable financial and operational circumstances is a spate of recent and pending personnel losses, including the CFO, chief budget analyst and controller; the head of Enrollment Management; the Student Health Center director; the vice president for Student Affairs; the director of Advancement and manager of Advancement Operations; the director of university advising and tutoring; and the registrar, among others.

Obviously, this loss of critical personnel across key university divisions and departments has complicated and intensified Cal Maritime’s existing operational challenges. To meet the operational requirements and student service needs associated with the departed or soon-to-depart personnel, Cal Maritime has entered into multiple shared-service agreements with Cal Poly. While these agreements are necessary and appropriate, they have created the problematic misperception that leadership is moving ahead with the integration before board action in November.

Quantifying the Scope of the Budget Shortfall

As detailed in the July item and recapped immediately above, Cal Maritime faces an unsustainable financial condition. Its current base budget of \$52.3 million is insufficient to support the quantity and quality of university activities needed for a successful maritime academy program. Using an analysis that modeled actual 2023-24 expenditure and enrollment levels within the CSU system – methodology consistent with that of the Sustainable Financial Model workgroup – we estimate that it would require a *minimum* additional expenditure of \$29.9 million in ongoing funds, on top of Cal Maritime’s \$52.3 million ongoing base budget, for it to continue as a stand-alone university. It should be emphasized that this estimate does not include the resources such as financial aid and increased marketing required to address Cal Maritime’s most fundamental challenges or to foster sustained enrollment growth. Put in the simplest and most blunt terms, the \$29.9 million of additional ongoing funds is perhaps best considered as the amount necessary to maintain a minimally funded, baseline university, likely only to delay its eventual closure.

Also of importance and as outlined in July, the integration proposal does require the investment of one-time funds of about \$5 million per year for seven years, for a total of \$35 million. After this seven-year investment of one-time funds, the integration is expected to result in enrollment growth, increased yield, and greater access for low-income and underrepresented students such that additional recurring funds, beyond normal CSU allocations, will not be necessary.

So, while the proposed integration will avoid the nearly \$30 million of additional, ongoing dollars required to temporarily sustain Cal Maritime, the proposed integration, therefore, is really not about cost-cutting; it is about the smart, prudent allocation and the strategic investment of resources, and preserving Cal Maritime’s vital degree programs and their contributions to national and economic security.

Actions Taken Since July Board Meeting – Becoming “Implementation Ready”

We have carefully researched all relevant federal and state law and regulations to ensure that all elements of the proposed integration will be implemented in conformity with those directives. In addition, Presidents Dumont and Armstrong have prioritized meetings with key federal and state maritime stakeholder representatives. To that end and informed by those meetings, Presidents Dumont and Armstrong have developed and recommended a specific organizational structure.

What is the vision for the administrative structure and naming conventions associated with the current Cal Maritime, post-integration?

Broadly speaking, Cal Maritime currently offers two types of degree programs at its current

Vallejo campus: programs leading to a Merchant Marine license issued by the U.S. Coast Guard and those in fields closely related to the maritime industry, but which do not lead to a license.

Upon integration, it is contemplated that overall operations at the Maritime site will be administered under the leadership of a vice president and CEO, who will report directly to the Cal Poly president and serve on the president's cabinet.

The academic unit responsible for the administration of the license-granting programs and the training vessels will be led – as required by federal law – by a superintendent, who will report to the VP and CEO leading overall operations at the Maritime site, as noted immediately above.

While additional positions and structure will be developed over time, it is currently envisioned that the Cal Poly Maritime Academy superintendent will be directly supported by a director of marine programs who will also serve as captain of Training Ship *Golden Bear* (later, *Golden State*) and a director of cadet leadership and development.

The naming conventions associated with the overall Maritime site and with the academic unit administering the licensure-track degree programs and training ship are yet to be determined. Multiple factors impacting these decisions – including the California Education Code, federal legislation regarding state maritime academies, the Maritime Administration's State Maritime Academy Support Program, branding and name recognition considerations, and both institutions' rich histories – are currently being evaluated.

Pre-Integration Workgroups

To advance our goal of being “implementation ready” on day one, should the board approve the proposed integration, we have formed 23 pre-integration workgroups comprised of subject matter experts from the Chancellor's Office and both universities across 23 operational areas identified as most critical to a seamless and timely integration. Initially, they have been tasked with identifying and examining the top five, most essential integration-related topics areas or issues that should be considered relative to their subject matter expertise.

The 23 Pre-integration Workgroups are as follows:

- Phase One (Formed June 2024)
 - Institutional Accreditation
 - Post-integration Student Academic Degree Program Offerings
 - Continuing Student Academic Program Transitions
 - Metrics for Success Post-integration
 - Workforce Transitions
 - Integrating Administrative Functions and Systems
 - Legal and Regulatory Compliance
 - Institutional Financial Aid and Fees
 - Student Support Services

- Naming Legal and Accreditation Requirements
- Athletics
- Ongoing External Advocacy Efforts
- Phase Two (Formed August 2024)
 - Public Safety/Risk Management
 - Facilities Integration
 - Auxiliaries
 - Academic Calendar
 - Summer Programs
 - Philanthropic Foundations
 - Student Affairs
 - Associated Students
 - Alumni
 - Faculty Governance
 - Represented Employees Meet-and-Confer Process Initiated

With specific regard to faculty governance, the faculty governance workgroup – comprised of academic senate leaders from both universities – has begun regular meetings. During these meetings, we have facilitated productive discussions as the workgroup identifies pathways – both formal and informal – toward developing the single, unified academic senate that would be created if the integration proposal is approved.

Consultant

After carefully vetting multiple nationally renowned firms with experience in this highly specialized area, we have engaged the firm of Baker Tilly to serve as a consultant, informing, coordinating and guiding the work of the pre-integration workgroups. Should the proposed integration be approved by the board, Baker Tilly would remain engaged to help coordinate the comprehensive and complex implementation process. Baker Tilly has more than five decades of experience serving higher education and has partnered with more than 600 institutions nationwide. The firm is notably acclaimed for the instrumental role it played in service to the Pennsylvania State System of Higher Education which, in 2022, successfully consolidated six existing institutions into two multi-campus universities. Importantly, Baker Tilly is deeply committed to keeping student experience and outcomes at the center of integration strategy, while driving institutional efficiencies.

Continued Cost-Savings Measures at Cal Maritime

In Cal Maritime's ongoing efforts to address its fiscal and operational challenges, travel budgets and all non-essential expenses have been reduced across the campus. Infrastructure upgrades have been paused and the only repairs or upgrades being undertaken are those essential to safety, security and student services. The university has also taken steps to preserve foundation funds for critical expenses.

A hiring freeze has been in place since March 2024. Over the past year, 17 positions have been left vacant and another 14 have been eliminated.

In another effort to contain costs, President Dumont has reduced Cal Maritime's administrative structure based on his assessment that the university was overly administered given its enrollment decline and relatively small size. All vice president positions (4) and all associate vice president positions (6) were eliminated. In sum, all executive positions except for the president have either been eliminated or downgraded with a corresponding reduction in salary. The position of president will be eliminated if the proposed integration is approved.

As noted above, since the announcement of the integration recommendation, the university has seen an increase in retirements and resignations, including the CFO, chief budget analyst, Health Center director and chief medical officer, director of Advancement, Advancement manager and the head of the Cal Maritime Corporation, among multiple others.

To continue providing essential student support services despite the personnel losses, the university has focused on applying limited financial resources to obtain shared services from other campuses. These include human resources support, financial services assistance, website support, enrollment management support, and marketing and communications support. Given their capacity and expertise, as well as the pending recommendation, the president has pursued several shared services arrangements with Cal Poly.

Next Steps and Timeline

In the weeks following the September meeting, we will continue to engage in discussion with this board and with stakeholder groups, in an effort to answer as many questions as possible, and to provide sufficient information for the board to be able to make the binary decision before it in November.

We will also continue the work of the pre-integration workgroups through October, so that we can immediately, strategically and efficiently begin the extremely complex implementation process should approval be granted.

That decision will be made in November, when this board will be asked to take action on the proposed integration at its next meeting.

Should the board grant approval, implementation will begin immediately, with administrative integration taking effect in July 2025, at which point Cal Maritime and Cal Poly will be administered as a single institution.

Finally, in fall 2026, academic and enrollment integration will take effect and enrollment of Cal

Maritime students would occur through Cal Poly.

Why is the Timeline so Critical?

Multiple factors combine to drive the above timeline, and make adherence to it critically important, should the proposed integration be approved.

First, to achieve future enrollment goals, the academic calendar dictates that substantial investments in recruitment and marketing must be launched focusing on high school students who are/will be juniors in fall 2024 and spring 2025. We anticipate that these investments will be covered by the one-time transitional funding noted above.

Curricular development is another time pressure. Campus curricular committees complete their annual curricular processes by mid-spring in order to publish new college catalogs. To modify the curriculum, changes will need to be in process by the end of the fall term.

The universities' accrediting commission – the Western Association of Schools and Colleges Senior College and University Commission – requires a substantive change process that is prescribed as at least nine months.

Also, Cal Maritime has already begun initial planning for its 2025 summer sea term. Because of significant lead times required for trip planning, adjustments to academic programming, foreign country clearances, fuel and port servicing contracts, staffing needs, and financial commitments from the federal government, it is necessary for Cal Maritime to project requirements one to two years in advance. Additionally, with CSU slated to receive the new larger training ship in 2026, we must begin analysis of staffing requirements and curriculum changes to accommodate an increased number of students and faculty for future summer sea terms. This will also require advance consultation with faculty representatives.

Finally, to achieve the enrollment goals necessary to support the new, 600-student Training Ship Golden State arriving in 2026, a turnaround in new student enrollment must begin this fall.

Conclusion

As noted above and in the July 2024 presentation, the justifications for the integration are compelling. It is an imperative to immediately address Cal Maritime's vulnerabilities in order to provide a long-term solution to the institution's unviable and unsustainable fiscal circumstances. Moreover, the integration will benefit the students, faculty and staff of both institutions; synergistically enhance the quality, diversity and sustainability of the CSU's academic programs and services; and improve access and success for an increasingly diverse student body. And more broadly, by preserving the unique and critically important Cal Maritime degree programs leading

to a Merchant Marine license issued by the U.S. Coast Guard, the proposed integration will serve the workforce needs of the state of California and the nation's maritime industry while protecting vital U.S. economic and national security interests.

Since July and as described in detail above, the operational and fiscal circumstances at Cal Maritime have grown increasingly dire. A stark reality has emerged: no other feasible strategies exist – the alternative option to the proposed integration is closure of the California State University Maritime Academy. And it must be noted: Closure of Cal Maritime must not be considered a divestment – there will be very significant costs associated with closing such a highly specialized university.

Given these exigencies and the scope and complexity of the proposed integration, we have taken and continue to take all appropriate steps to address considerations and concerns raised by this board and the constituents and stakeholders of both institutions and the communities they serve. We recommend that the board approve this proposal at its November 2024 meeting. And if approval is granted, we will be – we must be – implementation ready.

JOINT COMMITTEE ON EDUCATIONAL POLICY AND FINANCE

Annual Systemwide Report on Hate Incidents on Campus

Presentation By

Steve Relyea
Executive Vice Chancellor and Chief Financial Officer

Ray Murillo
Assistant Vice Chancellor for Student Affairs, Equity, and Belonging

Melinda Latas
Chief Compliance Officer

Summary

This item provides a required annual report on hate violence incidents reported on California State University campuses pursuant to California Education Code § 67380(a)(5). The statute requires the CSU to report annually the number of reported incidents of criminal and non-criminal hate violence. During the 2023 calendar year, there were 13 reported hate crimes and 3 reported acts of hate violence.

More importantly, the presentation of this item also addresses the detrimental effects of hate incidents that occur beyond those that fit narrow regulatory definitions and how the California State University works to prevent such incidents and respond with care and compassion when they do occur.

Background

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

Hate Incidents Reported for Calendar Year 2023

For the year ending December 31, 2023, 13 reported hate crimes and 3 reports of noncriminal hate violence will be published by the California State University according to the specific definitions of the California Education Code §67380(a)(5). The table below includes the number of hate incidents reported over the past three years.

Reported Hate Incidents on CSU Universities

<u>Year Ending</u> <u>December 31</u>	<u>Hate Crimes</u>	<u>Hate Violence</u>
2021	7	0
2022	13	6
2023	13	3

Reporting

These reports are collected from law enforcement and from individuals categorized as Campus Security Authorities, as defined by Section 34 CFR 668.46. Campus Security Authorities are identified by each campus based on their roles and are provided with information about their responsibilities and mechanisms for reporting.

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

- (1) Disability.*
- (2) Gender.*
- (3) Nationality.*
- (4) Race or ethnicity.*
- (5) Religion.*
- (6) Sexual orientation.*
- (7) Association with a person or group with one or more of these actual or perceived characteristics.*

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

Actions to Prevent and Respond to Hate Incidents

The CSU will maintain and enhance its efforts to prevent hate crimes and hate violence, responding with care and compassion when incidents occur. Our strategy focuses on three key approaches: education and training, support, and communication. Across all 23 CSU universities, various divisions and departments are committed to reducing the incidence and prevalence of hate crimes and violence through their dedicated efforts.

Education and Training

We are mindful of the negative impacts of hate crimes, hate incidents, and violence on our campus climate. Both the campus and systemwide office civil rights teams provide training and outreach to promote equity and inclusion and ensure compliance with the CSU Nondiscrimination Policy that prohibits discrimination, harassment, retaliation, and violence. Residential life and housing operations also provide educational programming designed to combat discrimination, harassment, and retaliation, and promote welcoming communities. Many universities also provide bystander education to help prevent hate violence incidents and crimes. Education and training on inclusivity and effective discourse are key to effective prevention efforts. Campus Senior Diversity Officers play a critical role in building the capacity of campuses to build inclusivity and belonging for students, faculty, and staff.

Support

University multicultural and identity-based student centers, as well as offices of student life, provide ongoing support for students. By supporting and advocating for students these spaces encourage the inclusion of diverse perspectives and experiences in the campus community, enriching the campus culture, and promoting a more inclusive, equitable environment for all students.

Counseling and Psychological Services staff, Senior Diversity Officers, Dean of Students Office representatives, and members of campus-based critical incident response teams coordinate responses to reported hate violence incidents and promote healing, sense-making, and reconciliation after a reported incident has occurred and throughout investigation.

Communication

CSU employees recognize that even the mere perception of a hate crime can have a profoundly detrimental effect on the campus community. In response to reported incidents, they approach the situation with care, compassion, and concern. Discriminatory acts target LGBTQIA+ individuals and communities, manifest as anti-Black violence, and exhibit overt racism toward Asian Americans, Pacific Islanders, and Latinx individuals. Moreover, individuals who are immigrants or undocumented often face unjust targeting. The ongoing violence in Israel and the Gaza Strip has also precipitated troubling confrontations on CSU campuses and across the nation.

ED POL / FIN
Agenda Item 3
November 20-21, 2024
Page 4 of 4

In the event of hate violence incidents, CSU universities promptly implement strategic communication initiatives under the guidance of university presidents. These efforts include issuing timely alerts to inform the campus community of incidents, conducting forums or town hall meetings to facilitate dialogue and address concerns, and providing appropriate resources to support affected individuals. Such initiatives aim to enhance awareness, underscore the availability of support services, and reinforce community cohesion.

AGENDA

COMMITTEE ON EDUCATIONAL POLICY

Meeting: 3:35 p.m., Wednesday, November 20, 2024
Glenn S. Dumke Auditorium

Diego Arambula, Chair
Darlene Yee-Melichar, Vice Chair
Raji Kaur Brar
Douglas Faigin
Wenda Fong
Mark Ghilarducci
Lillian Kimbell
Jonathan Molina Mancio
Sam Nejabat
Yammilette Rodriguez
Christopher Steinhauser

- Consent** 1. Approval of Minutes, *Action*
- Discussion** 2. CSU's Commitment to Fostering Healthy Discourse and Exchange of Ideas, *Information*
3. Graduation Initiative 2025 Data Reveal, *Information*
4. Year of Engagement: Reimagining Student Success, *Information*
5. The California Cradle-to-Career Data System and CSU Enrollment Planning, *Information*

**MINUTES OF THE MEETING OF THE
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 25, 2024

Members Present

Diego Arambula, Chair
Darlene Yee-Melichar, Vice Chair
Douglas Faigin
Wenda Fong
Mark Ghilarducci
Lillian Kimbell
Sam Nejabat
Yammilette Rodriguez
Christopher Steinhauser

Mildred García, Chancellor
Jack B. Clarke, Jr., Chair of the Board

Public Comment

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

Chair Arambula called the meeting to order.

Consent Agenda

The minutes of the meeting on July 23, 2024, were approved as submitted.

Item 2, Resolution Approval for Academic Planning Summer Projects and Updates, was approved as submitted (REP 09-24-04).

The CSU's Commitment to Fostering Healthy Discourse and the Exchange of Ideas

Deputy Vice Chancellor of Academic and Student Affairs Dilcie D. Perez began the presentation with an overview of the CSU's ongoing work to support and foster opportunities for robust discourse and the free exchange of ideas. Recently passed legislation mandated the CSU to "develop a systemwide framework to provide for consistency with campus implementation and enforcement" of a time, place and manner policy. In addition, the CSU is required to notify all students prior to the start of the 2024 fall term about policies and regulations applicable to freedom of speech and expression activities. Dr. Perez explained that in response, the chancellor organized an interdisciplinary workgroup to draft an interim systemwide Time, Place and Manner policy that compiles language drawn from existing university policies, as well as other related CSU systemwide policies, the Education Code and Title 5 regulations. In observance of the legislative deadline, the interim policy was published ahead of the fall term on August 15, 2024.

Dr. Perez briefly described a series of resources established to support members of the CSU community in exercising their right to engage in free speech activities. These resources include a website dedicated to informing the public about systemwide and university policies and regulations, trainings hosted by the CSU Chancellor's Office and funding allocated to helping universities develop and implement educational plans that support free speech activities on campus. Dr. Perez concluded the presentation by highlighting two university initiatives that promote positive civic engagement and demonstrate the potential for programs that can be adopted on a systemwide level.

Following the presentation, the trustees engaged in a broad discussion that encompassed consideration for public comments and examined the policy in further detail. Trustee Fong encouraged the inclusion of faculty and students in future listening sessions. Trustee Yee-Melichar asked how further input can be submitted and what metrics for success are in place to inform a permanent Time, Place and Manner policy in the future. Trustee Lopez advocated for contextualizing certain aspects of the policy and making the intent of the policy's procedures clear. Trustee Guajardo suggested clarification on the enforcement of certain procedures, particularly around those requiring individuals to identify themselves to administrators and/or law enforcement officers.

Year of Engagement: Reimagining Student Success

Dr. Perez began the presentation by describing how the Year of Engagement connects the CSU community's effort to redefine student success with the CSU's larger strategic planning efforts. The Year of Engagement is a comprehensive and intentional consultation process focused on building on the achievements of Graduation Initiative 2025, the systemwide initiative launched to increase graduation rates and close equity gaps. Dr. Perez noted the transformative power that arises from observing different viewpoints and perspectives, further demonstrating the

significance of the information that will be provided through the Year of Engagement activities. In response to feedback received from the board in July, Dr. Perez affirmed that the process is student-centered and data-informed, and that the board will be actively engaged in this work.

Associate Vice Chancellor for Student Success and Inclusive Excellence Jennifer Baszile described the five principles guiding the consultation process and elaborated on the outcomes expected through various engagement opportunities. Dr. Baszile summarized several milestones that have been reached through preliminary inquiries made in partnership with the Deloitte consulting firm. To date, a comprehensive online survey has been made available to individuals across the CSU community and an in-depth review has been conducted of quantitative student data on a variety of metrics. Notably, more than one million individuals representing all major stakeholders across the CSU have been surveyed.

Correspondingly, universities continue to carry out the work of Graduation Initiative 2025 as it draws to its conclusion in May 2025. Dr. Baszile called attention to the Graduate365 tool that universities can use to support student degree progression and address achievement barriers. The Graduate365 tool is a comprehensive degree progression monitoring tool that also allows the universities to share what is learned. Dr. Baszile explained that the ability to share best practices reinforces the CSU's strategic effort to identify effective ideas that can be scaled across the system. The presentation concluded with Dr. Baszile describing a series of themes in eight broad categories that emerged during the initial discovery phase, as well as an overview of next steps through January.

Following the presentation, Trustee Fong asked for more detailed information about the data available through the Graduate365 tool and how it is used to support students in graduating. Trustee Yee-Melichar suggested including a broader range of external stakeholders in discovery sessions and stakeholder convenings, such as high school students, parents, community leaders and local industry leaders. Trustee Lopez requested that the committee periodically share an analysis of the Graduate365 data with the board, with an emphasis on aggregate and systemwide data to facilitate benchmarking, trends in student demographics and strategic planning. Chair Arambula highlighted the broad stakeholder groups engaged in the CSU's student success work, particularly the population of students who started but did not complete a degree. He emphasized how considering their input is illustrative of the CSU's commitment to finding more opportunities for growth and strategies for educational enrichment.

Chair Arambula adjourned the Committee on Educational Policy.

COMMITTEE ON EDUCATIONAL POLICY

CSU's Commitment to Fostering Healthy Discourse and Exchange of Ideas

Presentation By

Dilcie D. Perez
Deputy Vice Chancellor
Academic and Student Affairs

Jamillah Moore
Vice President of Student Affairs and Enrollment Management
San Francisco State University

Summary

The CSU seeks to foster academic freedom, freedom of expression and the free exchange of ideas in a manner that complies with state and federal law and CSU policies, while always protecting student, staff, and faculty safety and access to educational opportunities. CSU seeks to support healthy discourse and vigorous debate that includes all viewpoints, including ones that are ideologically different, to best promote CSU's educational mission, and to have dialogue occur in a safe and peaceful manner. In the California State Budget Act of 2024, the Legislature mandated that the California State University (CSU) develop a "systemwide framework to provide for consistency with campus implementation and enforcement" of regulations governing when, where and how protests, rallies, leafletting and other forms of speech activities may occur, in a manner that will not disrupt the educational activities and work of the CSU. Drawing on many of those existing policies as well as best practices across the country, CSU issued an interim systemwide time, place, and manner policy on August 15, 2024. The interim policy includes a separate addendum for each university and the Chancellor's Office that describes campus-specific information for time, place, and manner regulations and other information.

The information contained in the policy is not new and it restates and clarifies what have been well-established values, rules and expectations throughout the CSU for decades. Namely, to uphold the constitutionally protected rights of all students, employees and community members regarding free expression, speech, and assembly, and to do so safely and without disrupting university operations and activities. Freedom of expression is a cherished right; however, it is not an absolute right. It coexists with other rights and the need for public order and safety. The exercise of freedom of expression and assembly rights must comply with all applicable federal, state, and local laws, and university policies, including CSU's Nondiscrimination Policy. Prohibited activity not protected by the First Amendment nor permitted by the systemwide policy includes unlawful discrimination, harassment, defamation, terrorist threats, false advertising, vandalism, property

damage, trespass, occupation of a building or facility, refusal to disperse, and the promotion or incitement of actual or imminent violence or harm.

The Chancellor's Office created a systemwide website (<https://www.calstate.edu/tpm>) where all applicable policies, a student facing informational video, and resources can be found. All campus addenda to the Interim Systemwide Time, Place, and Manner Policy can also be found on this website (which includes information regarding campus-based webpages as well). All students were informed of the systemwide policy through a systemwide message signed by the Chancellor and all twenty-three university presidents and an additional directive was sent by the Chancellor for clarification to all employees.

The policy remains interim as the Chancellor's Office participates in the meet and confer process with bargaining units.

Educational Programs, Activities and Communications that Support the Balance of Free Speech Activities, Educational Mission, and Campus Safety

The CSU is committed to ensuring that students, faculty, and staff are aware of and understand the policies and regulations that govern the use of all university property. The intention of this policy is to encourage and support all members of our university community to participate in a wide range of expressive activity while also advancing our educational mission and ensuring campus safety.

The Chancellor's Office has allocated two million dollars in academic year 2024-2025 to support campuses as they enhance existing programs or create new programs and activities that support the balance of free speech activities, educational mission, and campus safety. Since the policy's implementation, the Chancellor's Office and universities have hosted trainings, townhalls, listening sessions, and educational workshops related to time, place and manner, freedom of expression, and difficult dialogue.

This presentation will highlight the work that San Francisco State University is doing to advance educational programming, activities, and communication to support the balance of free speech, educational mission and campus safety.

Conclusion

On October 1, 2024, the Chancellor's Office reported all activities and progress to date to the Legislature.

COMMITTEE ON EDUCATIONAL POLICY

Graduation Initiative 2025 Data Reveal

Presentation By

Dilcie D. Perez
Deputy Vice Chancellor
Academic and Student Affairs

Jennifer Baszile
Associate Vice Chancellor
Student Success and Inclusive Excellence

Summary

The California State University (CSU) has led the nation in its commitment to public measurement and systemwide evaluation of progress on graduation rates and educational achievement gaps for all students. Students of all backgrounds have seen significant gains in persistence, retention, and graduation rates while student demographics shifted significantly. At the same time, educational achievement gaps have not closed. Many key insights have emerged and been applied through intentional efforts made across the system. Scaling proven practices, reimagining our student success efforts, deepening the work of data disaggregation hold promise for increasing the impact of commitment to student success.

Graduation Initiative 2025 Goals

The California State University has been guided by its Graduation Initiative 2025 to set a new national standard for providing high quality affordable degree opportunities. The initiative's bold goals are to achieve the following milestones by 2025:

- A 40 percent 4-year graduation rate goal for first-time students;
- A 70 percent 6-year graduation rate goal for first-time students;
- A 45 percent 2-year graduation rate goal for transfer students;
- An 85 percent 4-year graduation rate goal for transfer students;
- Elimination of equity gaps between CSU students who identify as African American, Native American or Latinx and their peers; and
- Elimination of equity gaps between Pell recipient students and their peers.

2024 Graduation Rate Data

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

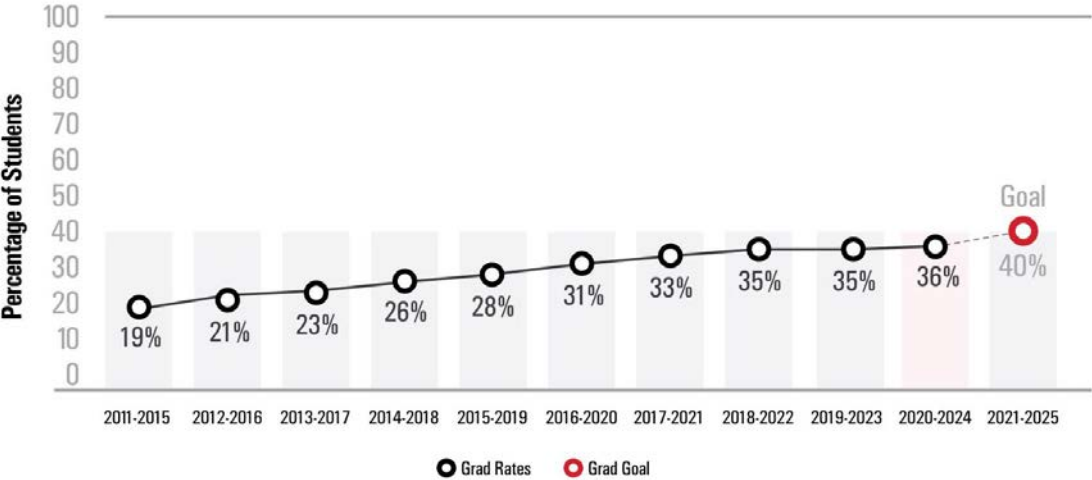
Please note numbers have been rounded up in all graphs.

4-Year Graduation Goal for First-Time Students

The 4-year graduation rate for the first-time student cohort that began in 2020 and graduated in 2024 or earlier was 36.2 percent.

Cohort	Grad Rate (%)
2009-2013	17.9
2010-2014	18.7
2011-2015	19.3
2012-2016	20.7
2013-2017	22.7
2014-2018	25.5
2015-2019	27.7
2016-2020	31.0
2017-2021	33.3
2018-2022	35.1
2019-2023	35.5
2020-2024	36.2
2025 Goal	40

FIRST-TIME 4-YEAR GRADUATION RATE

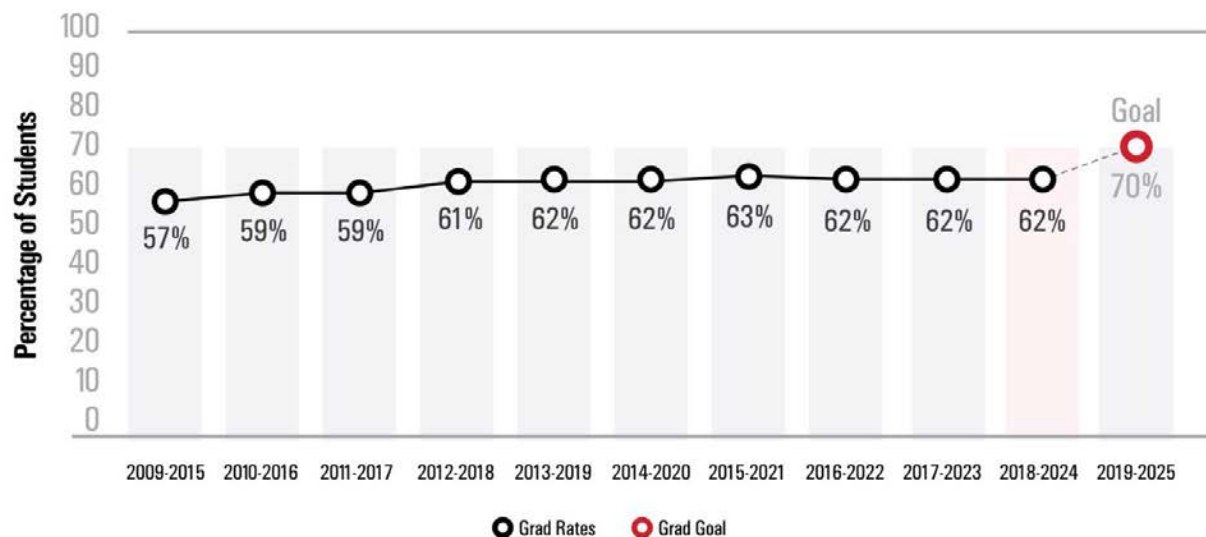


6-Year Graduation Goal for First-Time Students

The 6-year graduation rate for the first-time student cohort that began in 2018 and graduated in 2024 is at 62.1 percent.

Cohort	Grad Rate (%)
2009-2015	57.3
2010-2016	59.3
2011-2017	59.4
2012-2018	61.2
2013-2019	62.1
2014-2020	62.4
2015-2021	63.2
2016-2022	62.4
2017-2023	62.2
2018-2024	62.1
2025 Goal	70

FIRST-TIME 6-YEAR GRADUATION RATE

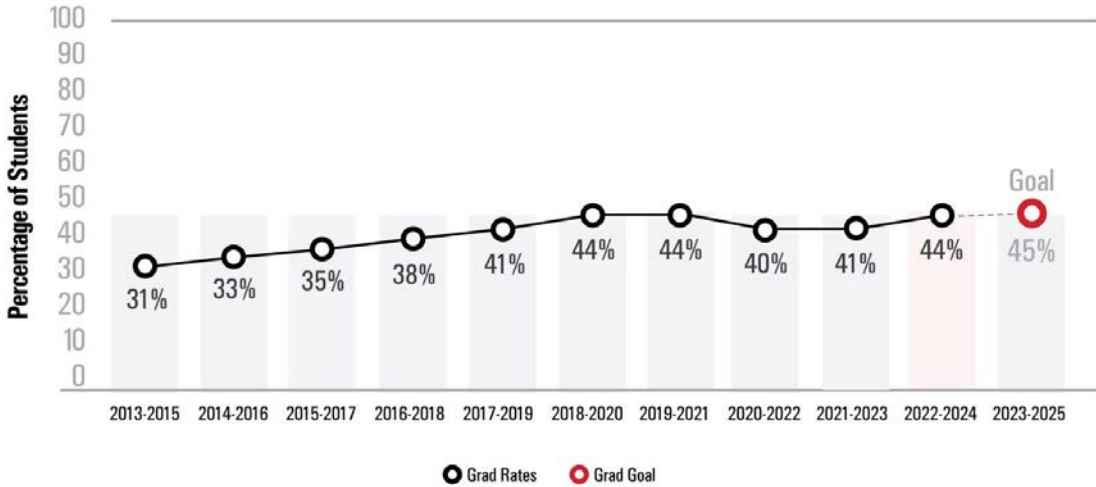


2-Year Graduation Goal for Transfer Students

The 2-year graduation rate for the transfer cohort that began in 2022 and graduated in 2024 or earlier was 44.3 percent.

Cohort	Grad Rate (%)
2009-2011	24.5
2010-2012	27.8
2011-2013	26.7
2012-2014	28.4
2013-2015	30.6
2014-2016	32.6
2015-2017	35.1
2016-2018	38.0
2017-2019	40.7
2018-2020	43.6
2019-2021	44.3
2020-2022	40.3
2021-2023	41.5
2022-2024	44.3
2025 Goal	45

2-YEAR TRANSFER GRADUATION RATE

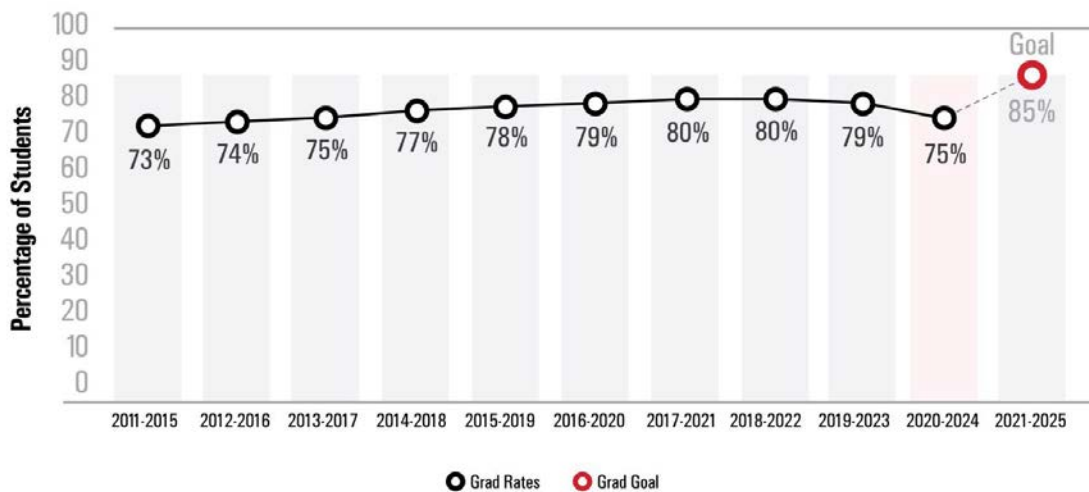


4-Year Graduation Goal for Transfer Students

The 4-year graduation rate for the transfer cohort that began in 2020 and graduated in 2024 was 75.6 percent.

Cohort	Grad Rate (%)
2009-2013	69.3
2010-2014	72.8
2011-2015	73.0
2012-2016	74.0
2013-2017	75.3
2014-2018	77.1
2015-2019	77.6
2016-2020	78.9
2017-2021	79.6
2018-2022	80.4
2019-2023	79.4
2020-2024	75.6
2025 Goal	85

4-YEAR TRANSFER GRADUATION RATE

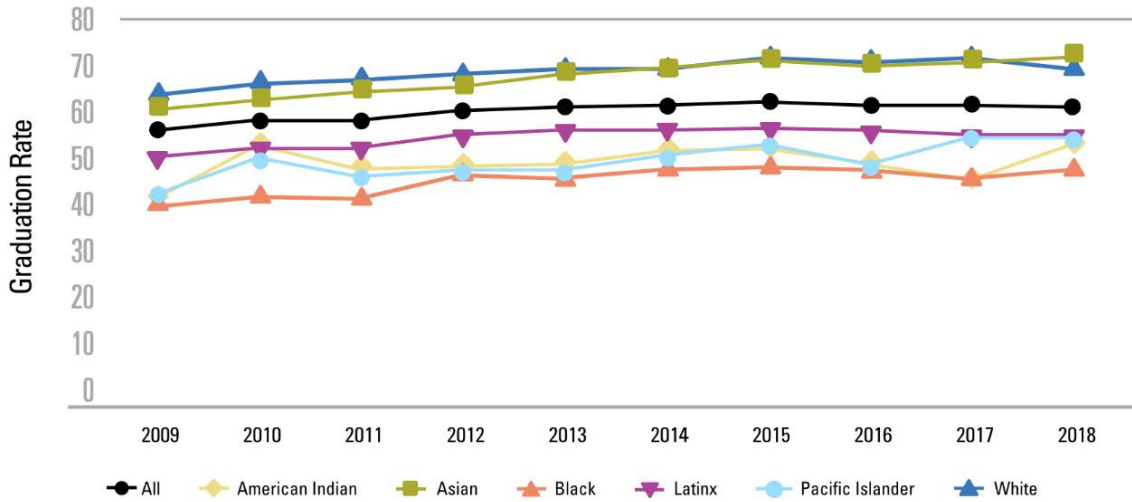


Underrepresented Students of Color Equity Gap Goal

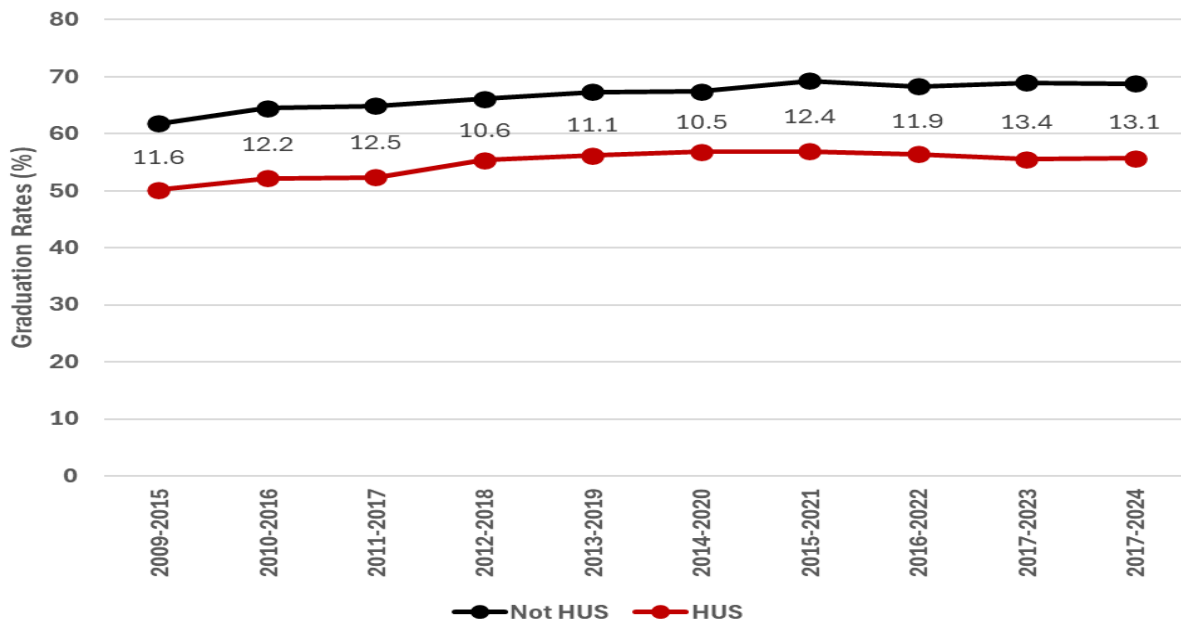
The CSU’s commitment to student success is a commitment to equal opportunity for all students who seek to earn a degree regardless of their family income or background. Equity gaps are measured on the 6-year graduation rate for the first-time student cohort. Disaggregated graduation rate data for each student group can be found at <https://www.calstate.edu/public-dashboard> and is also provided in the following graphs. Please note that “underrepresented minority” was the category used at the beginning of the Graduation Initiative 2025 to refer to Black, Latino and Native American students, and has been replaced by the term “historically underserved students.”

Cohort	Grad Rate Gap (percentage points)
2009-2015	11.6
2010-2016	12.2
2011-2017	12.5
2012-2018	10.6
2013-2019	11.1
2014-2020	10.5
2015-2021	12.4
2016-2022	11.9
2017-2023	13.4
2017-2024	13.1
2025 Goal	0

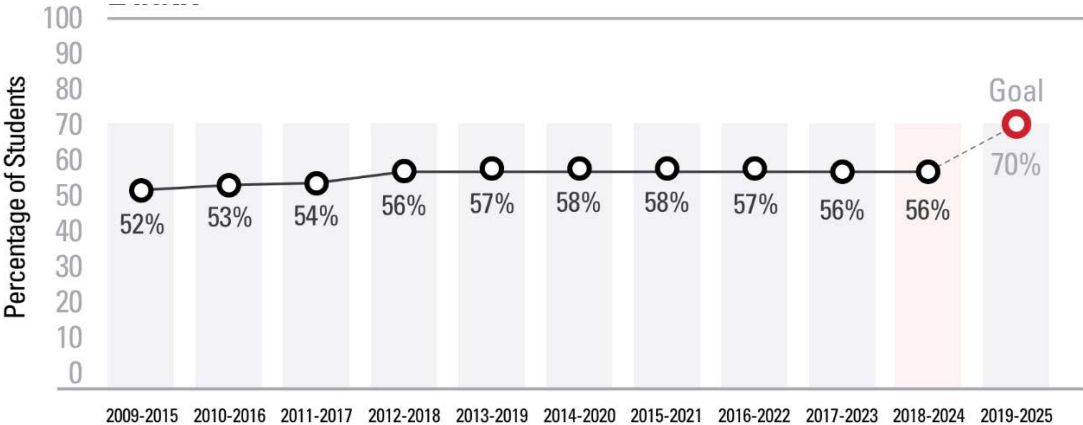
6-YEAR GRADUATION RATE BY RACE/ETHNICITY



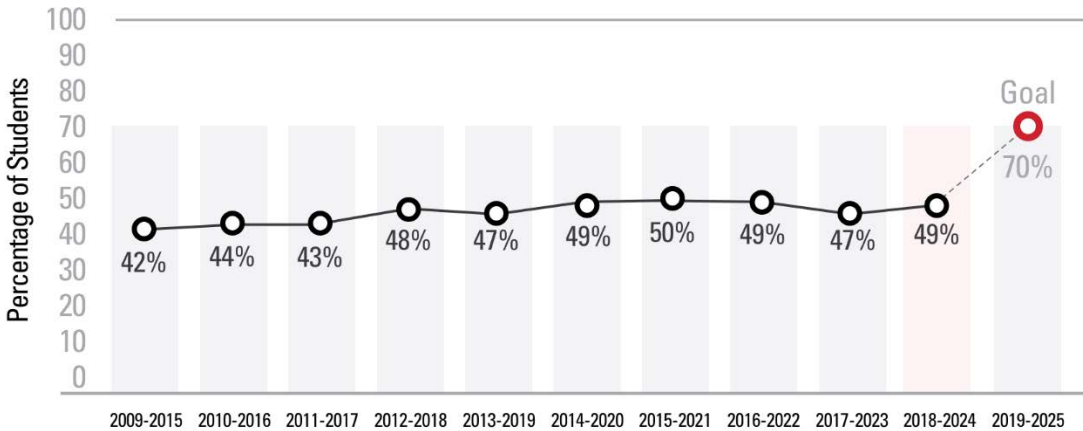
UNDERREPRESENTED/ HISTORICALLY UNDERSERVED EQUITY GAP



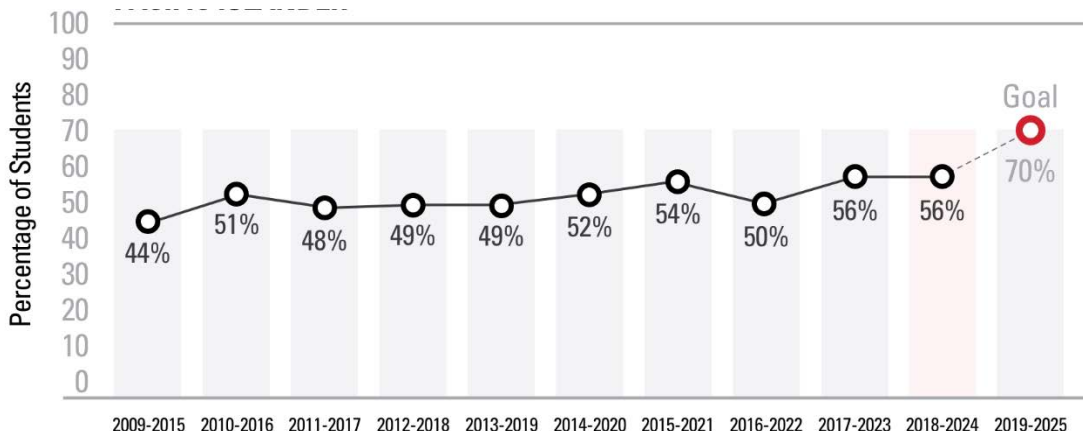
6-YEAR GRADUATION RATE FOR LATINX STUDENTS



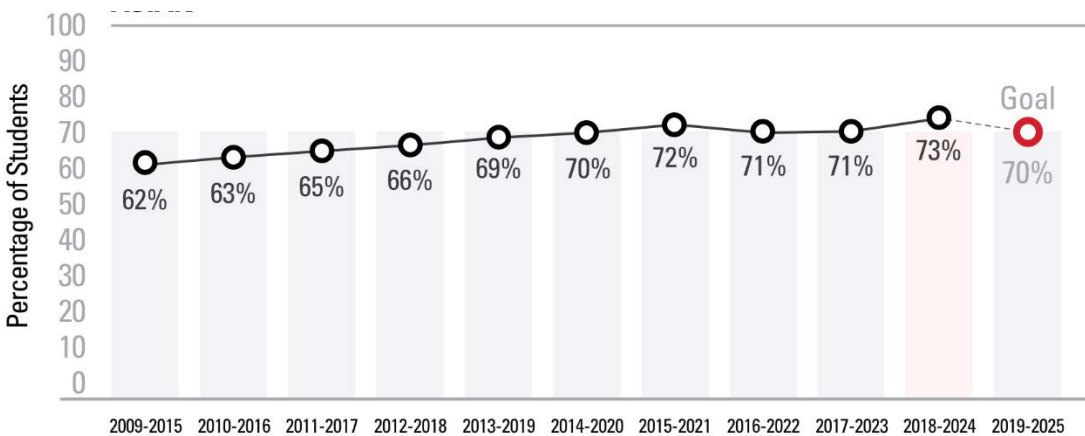
6-YEAR GRADUATION RATE FOR BLACK/AFRICAN AMERICAN STUDENTS



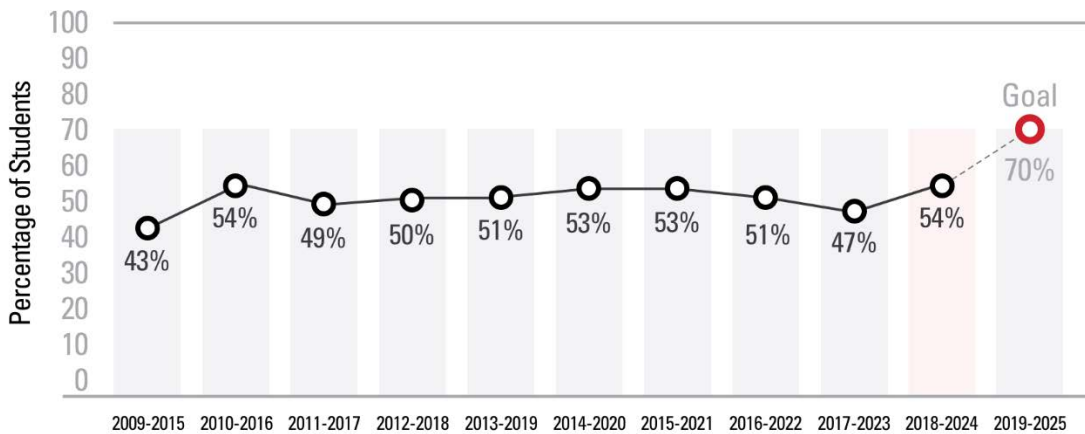
6-YEAR GRADUATION RATE FOR PACIFIC ISLANDER STUDENTS



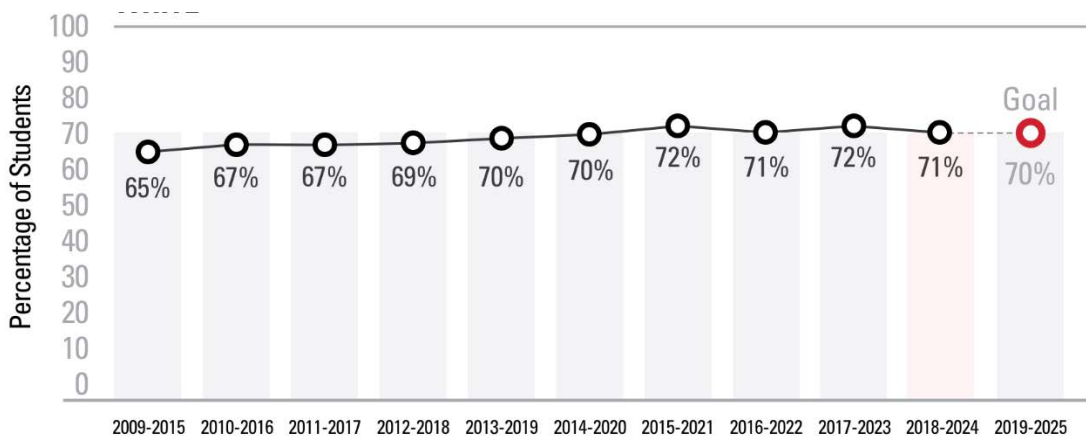
6-YEAR GRADUATION RATE FOR ASIAN AMERICAN STUDENTS



6-YEAR GRADUATION RATE FOR NATIVE AMERICAN STUDENTS



6-YEAR GRADUATION RATE FOR WHITE STUDENTS

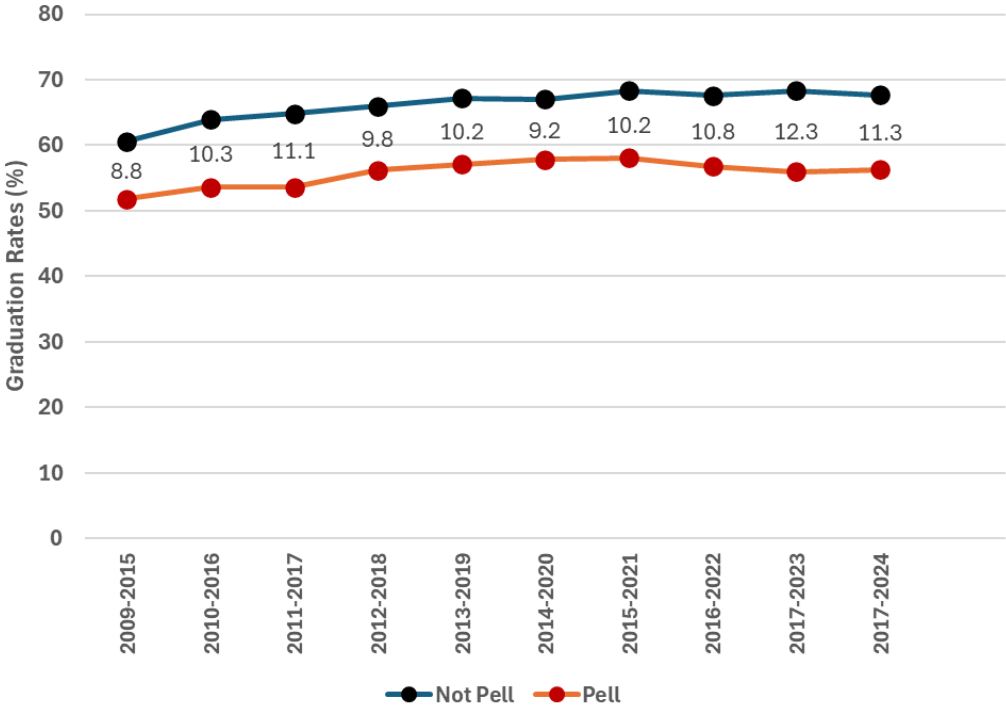


Pell Equity Gap Goal

The data also indicates that 6-year degree improved slightly but remains far from the goal of no gap.

Cohort	Grad Rate Gap (percentage points)
2009-2015	8.8
2010-2016	10.3
2011-2017	11.1
2012-2018	9.8
2013-2019	10.2
2014-2020	9.2
2015-2021	10.2
2016-2022	10.8
2017-2023	12.3
2018-2024	11.3
2025 Goal	0

PELL EQUITY GAP



Conclusion

In the final year of the Graduation Initiative 2025, the California State University remains committed to maximizing the outcomes of the current work. The significant gains in graduation rates for students of all backgrounds hold promise for additional improvement in the ongoing work of student success.

COMMITTEE ON EDUCATIONAL POLICY

Year of Engagement: Reimagining Student Success

Presentation By

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Pete Fritz
Lead Engagement Partner
Deloitte Consulting

Summary

The CSU's Year of Engagement has conducted historic levels of outreach to involve the entire community in reflecting on student success opportunities for current and future students. Activities to date have included surveys sent to over one million recipients, 23 university discovery sessions, conversations with Trustees, and participation from over 400 additional stakeholders. Additionally, the discovery phase involved data asset analyses, NACADA Global Academic Advising Community report analyses, and executive presentations to identify core strengths and challenges and inform the Student Success Framework. These activities revealed a number of scalable practices and exemplar programs already in place across the CSU and dedicated teams working diligently in support of student success. The analysis also revealed several core challenges across the CSU system including untapped partnerships, uneven academic advising experiences, insufficient support for inclusive student needs, disconnected systemwide technology systems, and low external awareness of CSU accomplishments. Addressing these challenges within the Framework will be critical for advancing student success.

At the end of October, the CSU hosted its annual Graduation Initiative 2025 Symposium to build momentum to finish strong. On the final day of the Symposium, the conversation shifted from the progress that has been made to the work that still is to be done for student success across the system. This conversation represented a culminating moment in the discovery phase of the Year of Engagement/Student Success Framework collaboration between the CSU and Deloitte Consulting.

In the month of October, the Deloitte team also met one-on-one with the Trustees to discuss the current state of student success across the CSU. These conversations allowed us to deepen our understanding of where the individual and collective priorities of the Board align with the priorities of other stakeholder groups that have been engaged. These discussions also provided insight into

the role that the Board can play in supporting the future framework and setting the systemwide vision for student success. It was apparent from each conversation that student success is the highest priority of the Board and the discussions highlighted four key themes that will help to shape the development of the Student Success Framework.

First, in order to meet the diverse needs of students, the Trustees stressed how essential it is for the CSU to place equity and inclusion at the core of its mission and work. Trustees urged the CSU to develop an equitable definition of student success and to meet students where they are, which could include initiatives such as advocating for undocumented student rights or incorporating families into academic advising practices.

In alignment with the Trustees' expressed priority, developing an equitable definition of student success was the closing activity at the Graduation Initiative 2025 Symposium, where over 200 CSU and community stakeholders collaborated to draft a systemwide definition of student success and identify interventions for new majority learners. The definition of student success and interventions to achieve it took into consideration the emerging and dynamic attributes of the new majority learner, who are increasingly first-generation, low-income students, historically underserved students, full-time working commuter students, transfer students, graduate students, and students with dependents.

Second, working with universities to collaboratively develop and leverage data-based targets is seen as crucial for closing equity gaps and enabling socioeconomic mobility for students. This approach not only will hold the CSU accountable, but will also help to strengthen its brand as well as the public perception of its efficacy in delivering transformative educational experiences for all students. This will also encourage investment from state, philanthropic, and industry partners.

Third, trustees emphasized the importance of engaging alumni and the local community to both address affordability issues as well as to supply talent to meet regional economic demands. By fostering positive and productive relationships with service area communities, the CSU can more effectively support student needs. One trustee noted that alumni might be able to recruit from the system for internships/jobs and contribute to phone call campaigns to admitted students, thereby reinforcing from the start that CSU students are joining part of a lifelong family. Increasing two-way engagement with alumni—in which alumni support the universities, and the universities continue to provide connection, programming, and a community presence to alumni—represents an immediate channel to amplify support for students.

Finally, collaboration with intersegmental partners was identified as a means to differentiate the CSU within the state's higher education landscape. Examples of this include expanding dual enrollment offerings and streamlining graduate school admissions, both of which can position the CSU as a bridge among California's education sectors.

Looking ahead, the CSU will continue to engage stakeholders to gain a deeper understanding of the current student success ecosystem. Based on the insights gathered, the draft Student Success Framework will be developed and refined. Stakeholder input and feedback will be sought throughout this process and contextualized within established and emerging research and best practices nationally to ensure the framework effectively addresses the needs of all students.

In summary, the CSU is committed to enhancing student success through data-driven strategies, community engagement, educational partnerships, and a strong focus on equity and inclusion. The ongoing efforts to develop and refine the Student Success Framework reflect a collaborative and comprehensive approach to meeting the diverse needs of the CSU student body.

Additional Details

I. Trustee Conversations Overview:

While each conversation was unique given each Trustee's experience and area of focus, several clear themes emerged across all conversations. The following four priorities were cited within 50-75% of the discussions.

1. Leverage Data-Based Targets to Grow Community Investment:

Trustees discussed the role that real-time and public facing targets could continue to serve in the future framework. These targets will be developed collaboratively with each university as a way to hold CSU accountable to close equity gaps and contribute to socioeconomic mobility for students, both collectively and at the level of individual universities. This accountability will also serve as a channel by which to broadcast the CSU's progress as a system to build the CSU's brand and to stimulate investment from state, philanthropic, and industry partners.

2. Engage Alumni & the Local Community to Serve the Regional Economy

Trustees stressed the importance of developing or strengthening relationships with their alumni and with the residential and economic communities they serve. With the support of alumni community resources, the CSU would be better equipped to address issues related to affordability and basic needs, and to advance its mission to supply talent to meet regional economic demands.

3. Collaborate with Intersegmental Partners to Differentiate the CSU

Trustees positioned the CSU as the bridge between California's education partners, including PK-12, community college, and graduate schools. The CSU can differentiate itself in the PK-12 landscape, for example, through expanded dual enrollment offerings and enhanced presence on PK-12 campuses. For students interested in pursuing graduate study, the CSU might also differentiate itself by offering streamlined school admissions for students with diplomas from in-state public universities.

4. Center Equity & Inclusion to Meet Diverse Student Needs

In the development of an equitable student success definition, Trustees urged the CSU to understand and meet the needs of the current student body, meeting students where they are by ensuring services and resources as accessible and culturally informed. This may shape the form of specific academic or basic needs resources or may take the form of more aggressive advocacy for the rights of undocumented student rights or incorporating families into the academic advising process.

II. Graduation Initiative 2025 Symposium Recap

During the Graduation Initiative 2025 Symposium, we engaged over 200 stakeholders from across the CSU community, including University Presidents and members of Cabinet, Trustees, Leadership of the Academic Senate of the California State University (ASCSU), Leadership of the Cal State Student Association (CSSA), Chancellor’s Office representatives, and critical philanthropic and regional partners. Together this diverse group worked to better understand the experience of CSU students, to strategize approaches to meeting student needs, and to craft a reimagined definition of student success for the system.

Shared Definition of Student Success

The following themes were the top recurring themes for inclusion in a definition of student success accompanied by the percentage of stakeholders that supported theme:

- 1. Community Impact (76%)**
Empower students to be “glocal” citizens and make a difference in both their global and local communities
- 2. Mobility & Career Success (74%)**
Provide post-degree opportunities to achieve social and economic mobility
- 3. Graduation and Academic Achievement (70%)**
Equip students with the resources and support to thrive academically and graduate
- 4. Equitable, Individualized Experiences (62%)**
Recognize individual student experiences and ensure equity is at the forefront of all student success work
- 5. Belonging (61%)**
Foster a sense of community and belonging among all students

Student Support Structures

Symposium attendees also worked in small groups to discuss current and aspirational support structures to improve the student experience across four specific domains: Academic Advising, Classroom, Financial Aid, and Career Services. After identifying five high priority practices, attendees voted on the approaches that were most promising in supporting the new majority learner. The practices that received the highest votes were:

- 1. Academic Advising:**
 - a. Centralized advising models with specific transfer hubs and specialists
 - b. One-stop-shop approach with personalized case management
 - c. Developing or expanding orientation programs for transfer students
- 2. Classroom:**
 - a. Engaging faculty to better understand and support student needs to help them succeed academically
 - b. Tailoring advising to assess previous work, including credit for prior learning
 - c. Creating opportunities to network with faculty in degree programs of interest
- 3. Financial Aid:**
 - a. Improving articulation agreements to expedite transfer credit processing for more accurate financial aid eligibility
 - b. Establishing a one-stop-shop of support services with dedicated financial aid advisors and coordinators
 - c. Offering pre-college financial literacy counseling
- 4. Career Services:**
 - a. Offering career assessments to identify majors and career opportunities of interest
 - b. Creating individual career plans for students and connecting them with faculty mentors
 - c. Increasing on-campus employment and paid internship opportunities

Metrics for Student Success

Symposium attendees closed the morning with a brief discussion of the role metrics would play in a new framework and what additional measures or metrics might be collected to assess progress toward an expanded definition of student success. Working in small groups of colleagues from their home campuses, attendees prioritized potential measurements of post-degree outcomes, graduation and persistence, service utilization, financial need, and reasons for student departure in the next phase of student success. Half of all participants identified post-degree outcomes as the most critical metric to incorporate into a new framework.

III. Discovery Phase Findings:

The Graduation Initiative 2025 Symposium represented a final chapter in the Discovery Phase in which Deloitte has been engaged for several months. This phase has included collection and analysis of both qualitative and quantitative data from within the CSU and from national research and resources. Quantitative data that has been taken into consideration includes figures available from the National Center for Education Statistics, the U.S. Bureau of Labor Statistics, National Student Clearinghouse, raw and analyzed data from the CSU's internal dashboards, and anonymized student data provided by CSU's Office of Institutional Research. Qualitative research included a student success survey sent to over 1 million recipients, as well focus groups, interviews, and discovery sessions with over 700 participants representing faculty, staff, students, and leadership from all 23 universities and the Chancellor's Office. The team also conducted meta-analysis of 13 university self-studies conducted in collaboration with NACADA. Below is a selection of initial findings from the synthesized research.

A. Growing Educational Resources Through Improved Stopout Rates

The CSU continues to welcome larger and more diverse cohorts of first-time students. Over the last several years, the stopout rate for students has stayed consistent: approximately 30% of CSU students face challenges that lead them to stop out. Within the 2018 cohort, nearly half of the stopouts occurred during the first year of enrollment and those who left received significantly more DFW grades.

Key Takeaway: By focusing on first-year student success and reducing DFW rates, we can help an additional 10% of each cohort persist toward their degrees. This improved student retention would generate over \$251M in additional resources to grow and expand educational programs and support services, creating a continuous cycle of student achievement and institutional excellence.

B. Unrealized Lifetime Earnings of Student Stopouts

California has the highest wage gap and third-highest cost of living in the US. In 2017, workers with a bachelor's degree earned a median annual wage of \$81K in California, significantly higher than the \$36K median for high school graduates. CSU students who currently stop out and do not enroll in a different institution lose \$11B per cohort in unrealized lifetime earnings. By supporting these students to persist through to completion of their degree programs, the CSU could help them capture these lifetime earnings in support of economic mobility across our California communities.

Key Takeaway: California college graduates are projected to earn \$1.4M more over their lifetime than if they did not complete an undergraduate degree, illustrating the long-term financial advantages of completing a Bachelor's degree and reinforcing the importance of higher education in achieving socioeconomic mobility.

C. Impact of Stopouts on California's Economy

The state of California has the opportunity to recoup \$1.5B in lifetime income tax revenue per cohort by reducing stopouts who do not re-enroll at another college. This deficit has dramatically risen between the 2011 and 2018 cohorts due to a 20% rise in cohort size and a six-percentage point increase in the proportion of student departures not enrolling in a different 2-year or 4-year institution following the CSU. Given that this analysis is limited to only income tax revenue, the full economic benefit to the state is significantly higher.

Key Takeaway: A 1% reduction in the 2018 cohort stopout rate for students not enrolling in a different academic institution would have translated into \$122 million dollars in state income tax revenue. Given the size and impact of the CSU, investing in the success of CSU students is an investment in the future health of the California economy.

COMMITTEE ON EDUCATIONAL POLICY

The California Cradle-to-Career Data System and CSU Enrollment Planning

Presentation By

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Assistant Vice Chancellor, Strategic Enrollment Management

Mary Ann Bates
Executive Director, California Cradle-to-Career Data System

Summary

In fall 2024, the California State University (CSU) reached a systemwide all-time high for new first-time, first-year student enrollment, surpassing the previous enrollment record set in fall 2023. At the conclusion of the spring 2025 term, the system is projected to have enrolled more than 377,000 California residents during academic year 2024-25. New transfer student enrollments have seen year-over-year growth as well. The universities have also experienced growth in students' average unit loads (that is, students are enrolled in more units per term), resulting in further gains in enrollment numbers for full-time equivalent students (FTES) and growth in enrollment systemwide.

These outcomes are the result of intentional efforts by the system and its 23 universities to expand enrollment through the use of data-informed strategies for planning, outreach and recruitment. As the CSU system continues to rebuild enrollment after the Covid-19 pandemic, California's investment in resources to support more equitable outcomes for all residents offers a new opportunity for alignment with CSU strategic planning and resources.

California's Cradle-to-Career Data System (C2C) was named in state legislation to be California's source of actionable data and research on education, economic and health outcomes for individuals, families and communities. C2C is envisioned to be the most inclusive data system of its kind in the nation. The launch of C2C creates innovative opportunities to inform and expand the CSU's strategic enrollment planning efforts to connect PK-12, community college and workforce data, and to better serve California's diverse population in connecting to educational opportunities and sustaining careers. The CSU's new direct admissions pilot with the Riverside

County Office of Education demonstrates the power of these new opportunities to fundamentally create more equitable access to a CSU education.

The California Cradle-to-Career Data System (C2C)

The California Cradle-to-Career Data System, one of the CSU's most important data-sharing partners, was established in 2021 by Assembly Bill 132 to serve as "a source for actionable data and research on education, economic and health outcomes for individuals, families and communities, and provide for expanded access to tools and services that support the navigation of the education-to-employment pipeline."

C2C collects data from multiple state agencies and institutions, including the CSU, the University of California, the California Community Colleges, the California Student Aid Commission, the California Department of Education, the Commission on Teacher Credentialing and the Bureau for Private Postsecondary Education, as well as independent postsecondary institutions. As an indication of the breadth and depth of the data collected, in its initial exchange with C2C, the CSU shared more than 21 million rows of data and more than 330 million individual data points.

One of the strategic tools that is part of the C2C ecosystem is the CaliforniaColleges.edu online platform, which is managed by the California College Guidance Initiative (CCGI). The CaliforniaColleges.edu platform helps students and families prepare for their college and career journeys by providing college and career planning resources, CSU admissions-eligibility monitoring, electronic transcript requests and an integration feature that allows students to transfer their high school and course information to the Cal State Apply application for admission. During the 2023-24 academic year, 41,562 students launched 162,746 Cal State Apply applications connected to CaliforniaColleges.edu. This represents a roughly 30% increase in both the number of students using CaliforniaColleges.edu to launch their applications and in the number of applications received, as compared to the 2022-23 academic year. By July 2026, this tool will be expanded to every California public school district that serves the ninth through twelfth grades.

C2C is also working to expand eTranscript California, an automated transcript exchange that supports electronic transcript requests and delivery across all California postsecondary systems as a systemic solution to more easily allow community college students to share their coursework with the CSU. This, in turn, will support these students in the transfer process. This eTranscript California expansion will also allow high school students who participate in dual-enrollment courses to share their college coursework through the system.

The CSU is now actively using data from C2C and other external sources to better inform its approaches to many important initiatives, such as:

- Enrollment management and planning, including:
 - analyzing the regional student pipeline;
 - aligning with workforce needs;
 - increasing access to educational programs; and
 - ensuring student progression through completion of an undergraduate degree; and
- Increasing student retention by:
 - turning faculty and staff eyes to real-time data to proactively address student needs; and
 - identifying areas for additional academic and other types of student support.

By utilizing the CSU's systemwide data and connecting it to the data provided by C2C, the CSU can identify trends and leverage insights to inform its ongoing enrollment planning strategy. The broad adoption of C2C data and community- and partner-facing tools also creates new opportunities never before possible in California.

Strategic Workgroup on CSU Enrollment Planning

In August 2022, Interim Chancellor Jolene Koester convened the Chancellor's Strategic Workgroup on CSU Enrollment Planning to address an unprecedented systemwide decline in enrollment in the wake of the Covid-19 pandemic and overall decreases in university enrollments, both in California and nationally. As part of the report it released in April 2023, the workgroup codified a CSU Student Enrollment Lifecycle, which is composed of five distinct phases:

1. Awareness: Outreach and Pipeline
2. Consideration: Recruit, Apply and Admit
3. Decision: Yield and Onboarding
4. Commitment: Engagement and Retention
5. Achievement: Success and Completion

The workgroup also identified five key areas as the focus for strategic, system-level enrollment planning to be driven by the Chancellor's Office:

- Leveraging consistent data-sharing and technology
- Promulgating best practices
- Sustained strategic marketing
- Re-envisioning Cal State Apply
- Aligning academic program planning

The achievements discussed below are examples of recent steps taken by the CSU to utilize the insights and implement the recommendations of the workgroup.

Developing the CSU Strategic Enrollment Plan

Building on the recommendations in the report from the Chancellor's Strategic Workgroup on CSU Enrollment Planning, in summer 2024, Chancellor Mildred García sponsored the CSU Strategic Enrollment Advisory Council to convene through June 30, 2025. CSU Trustee Christopher Steinhauser and Dr. Ellen Neufeldt, president of CSU San Marcos, serve as council co-chairs. Thirteen additional council members hold leadership positions at CSU campuses, the Cal State Student Association, the Academic Senate of the CSU, the California Community Colleges system, school districts, and community and educational organizations.

This new council will serve as the primary advisory body to Chancellor García and the Division of Academic and Student Affairs on matters related to long-range strategic enrollment and planning. The council is charged with providing a vision of excellence for the CSU in serving America's new majority: first-generation students, low-income students and students of color, as well as adult students looking for new and better opportunities. The council's initial goal will be to develop a multiyear, systemwide strategic enrollment plan that establishes a culture that engages decision-makers in the multiple dimensions of enrollment planning and that addresses changing enrollment patterns and workforce demands, lifelong needs for postsecondary education and the full student enrollment lifecycle.

The council, working with Education Strategy Group—a national thought partner organization for educational planning—will develop an initial systemwide strategic enrollment management plan and model, delivering a preliminary report to the board in January 2025 and a final report in summer 2025.

Lumina Foundation Grant for the Great Admissions Redesign

In February 2024, the CSU was named one of seven winners of the Great Admissions Redesign, a competition held by the Lumina Foundation to revolutionize the college admissions process and increase accessibility to higher education for all students. The Lumina Foundation, a private, independent foundation dedicated to making opportunities for learning beyond high school available to everyone, awarded the CSU a \$750,000 implementation grant to expand its partnership with the CCGI to increase outreach and support to high school students through a series of communications and opportunities via the [CaliforniaColleges.edu](https://www.californiaColleges.edu) platform.

As of October 1, 2024, the CSU has also expanded its Cal State Apply online application for admission to provide automatic admissions to most CSU campuses for high school seniors who have completed their application or are in the process of completing an application. The feature

provides an immediate assessment of the student's CSU eligibility within Cal State Apply. This feature will be expanded to include transfer applicants in 2025.

Ultimately, consistent guidance and support communications will be sent to ninth through eleventh grade students by leveraging the partnership with the CCGI. Qualified twelfth grade students will be offered direct admission to most CSU campuses and will also be given the opportunity to apply to more competitive universities and impacted majors. The partnership will also include the electronic delivery of final high school transcripts.

CSU Dual-Enrollment Programs

More than half (51%) of first-time, first-year students come to the CSU with some type of college credit—such as college coursework, Advanced Placement exam credits or International Baccalaureate exam credit—that can be articulated towards their bachelor's degrees, accelerating these students on their paths to graduation. Dual-enrollment programs, in which students take CSU courses while they are still in high school, are excellent for introducing the college experience to high school students and encouraging them to enroll at their local CSU upon graduation. Numerous universities are developing or expanding their dual-enrollment programs, including CSU Bakersfield, Cal State Long Beach, Cal Poly Humboldt, Sacramento State and CSU San Marcos, among others.

On-the-Spot Admissions

Seven universities—Bakersfield, Channel Islands, Humboldt, Northridge, San Francisco, San Marcos and Sonoma—offer programs that provide applicants with immediate admissions decisions when they apply. Current models include:

- San Francisco State conducts a *Fast Track to SF State* program in which students are provided assistance with completing their SFSU application and then SFSU staff hand-deliver the admissions-decision letters to students at their high schools.
- In November 2024, CSU Northridge will hold on-site admissions events at Pasadena City College, Los Angeles Mission College, Los Angeles Pierce College, Los Angeles Valley College and Antelope Valley College. At these on-site admissions events, community college students bring their transcripts for review by CSUN admissions and outreach staff to receive a same-day admissions decision.

Ongoing Outreach Efforts

Complementing campus-based outreach and student recruitment efforts, the Division of Academic and Student Affairs leads and supports numerous outreach and recruitment programs, including

partnerships with K-12 schools, the California Community Colleges system and community organizations, to reach future students.

CSU Counselor Conferences and College Nights: Multiple virtual and in-person CSU Counselor Conferences are scheduled each fall at locations across the state for high school and community college counselors, educators and community-based organizations to connect with CSU outreach and enrollment specialists. Attendees are provided with both systemwide and campus-specific updates, as well as details about unique academic programs and specialized pathways available to future CSU students. CSU College Nights are held in conjunction with the CSU Counselor Conferences, allowing students and families to connect with representatives from all 23 universities. Informational presentations about the admissions process for both first-year, first-time students and transfer students are available, as well as financial aid workshops.

CSU Partnerships: The CSU holds events with the Los Angeles Unified School District and the Oakland Unified School District called College Admissions Nights, where students and their families can meet with representatives of all 23 campuses at one time.

High School and Community College Admissions Fairs: The CSU and its 23 universities participate in college fairs across California, including supporting the coordination of the statewide Transfer Days and College Nights program. CSU campuses are also actively promoted at the Black College Expos and Latino College Expos organized through the National College Resources Foundation.

CCGI Convenings: In early 2024, the Chancellor's Office and the CCGI began hosting leadership teams from local feeder high schools on CSU campuses for a series of two-day meetings focused on developing student pipelines to support enrollment. These convenings were designed to support relationships with CCGI partner districts to leverage the reporting from CaliforniaColleges.edu to: identify CSU-eligible and potentially CSU-eligible students for targeted outreach; support students through a streamlined application experience; and reduce the time it takes to verify courses for the purposes of admission. The convenings also provide an overview and training on CaliforniaColleges.edu to non-CCGI partner districts to better understand how to use the platform to support students in their college planning.

Direct Admissions Pilot with the Riverside County Office of Education

In October 2024, the CSU announced its first-ever direct admissions pilot program with the Riverside County Office of Education (RCOE), which offers eligible students at every public high school in Riverside County direct admission to the CSU for the fall 2025 term, before they even initiate an application for admission. This will streamline and simplify the CSU application and admissions process for approximately 15,000 high school seniors, potentially leading to higher fall 2025 enrollment numbers for the 10 universities participating in the pilot: Channel Islands, Chico,

East Bay, Humboldt, Maritime Academy, Monterey Bay, San Bernardino, San Francisco, San Marcos and Sonoma.

Qualifying high school seniors in Riverside County—those on track to meet college preparatory courses (i.e., a-g requirements)—are offered immediate, conditional admission to the 10 participating universities, although additional criteria may need to be met if a student applies to an impacted program or campus. Students then use CaliforniaColleges.edu to launch their Cal State Apply application and select their preferred CSU campus(es), complete any remaining questions (such as intended major) and submit their information. The application fee is waived via a code provided to the student. No essays, letters of recommendations or portfolios are required in support of the application. Students must continue to meet the a-g requirements and graduate from high school, as well as completing the necessary enrollment steps.

Riverside County was chosen for the direct admissions pilot because it includes a population of more than two million residents, with more than 431,000 students from a variety of diverse backgrounds, and is racially, ethnically and economically representative of California. In addition, the RCOE was an early adopter of C2C's CaliforniaColleges.edu platform. Since 2020, all school districts in the RCOE use data-informed CaliforniaColleges.edu accounts for their high school students, which provides the RCOE with the data needed to determine which students meet the CSU's minimum eligibility requirements.

This pilot program is a prime example of how data-sharing strategies with organizations such as C2C are informing the CSU's innovative recruitment and enrollment initiatives.

Conclusion

The CSU continues to support and promote strategic partnerships to fulfill its mission to educate the new majority in California. The partnerships described above with the Cradle-to-Career Data System, the California College Guidance Initiative, the Riverside County Office of Education, the Los Angeles Unified School District, the Oakland Unified School District and other organizations across the state are just a few examples of how the CSU is consistently working to promote admissions and enrollment opportunities at its 23 universities. The system continues to work purposefully through initiatives such as the systemwide strategic enrollment management plan, the Lumina Foundation Grant for the Great Admissions Redesign and the future implementation of direct admission for all eligible California students.

The CSU constantly strives to expand access to eligible students and to ensure that the system is educating the future workforce the State of California needs to continue to be a national and worldwide leader.

AGENDA

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Meeting: 8:30 a.m., Thursday, November 21, 2024
Glenn S. Dumke Auditorium

Wenda Fong, Chair
Lillian Kimbell, Vice Chair
Larry L. Adamson
Diego Arambula
Raji Kaur Brar
Jean Picker Firstenberg
Julia I. Lopez
Sam Nejabat

- Consent**
1. Approval of Minutes, *Action*
 2. Annual Report on Outside Employment for Senior Management Employees, *Action*
 3. Annual Report on Vice President Compensation and Executive Relocation, *Information*
- Discussion**
4. Annual Report on Executive Transition Assignments, *Information*
 5. Update on Civil Rights (Title IX and Other Nondiscrimination) Programs and Services, *Information*

**MINUTES OF THE MEETING OF THE
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 25, 2024

Members Present

Wenda Fong, Chair
Lillian Kimbell, Vice Chair
Larry L. Adamson
Diego Arambula
Raji Kaur Brar
Jean Picker Firstenberg
Julia I. Lopez
Sam Nejabat

Jack B. Clarke, Jr., Chair of the Board
Mildred García, Chancellor

Public Comment

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

Trustee Wenda Fong called the meeting to order.

Consent Agenda

A motion to approve the consent agenda passed without discussion. The minutes from the meeting of July 24, 2024 were approved as submitted.

Executive Compensation: President – California State University, Bakersfield

Chancellor Mildred García introduced Dr. Vernon B. Harper, Jr. as president of California State University, Bakersfield. He had been serving as interim president of the university. The chancellor recommended an annual salary of \$429,981 effective September 25, 2024, the date of Dr. Harper's

U&FP

Agenda Item 1

November 20-21, 2024

Page 2 of 4

appointment as president. She noted that the proposed salary does not exceed the former incumbent's salary by more than 10% and is consistent with CSU Board of Trustees Policy on Compensation. CSU Bakersfield does not have an official residence for the president; therefore, an annual housing allowance of \$50,000 is provided. This is the same housing allowance as the former president. A monthly auto allowance of \$1,000 is also provided. A motion to approve the resolution was passed by the committee (RUF 09-24-15).

Executive Compensation: Interim President – California State Polytechnic University, Humboldt

Chancellor Mildred García introduced Dr. Michael E. Spagna as interim president of California State Polytechnic University, Humboldt. He had been serving as acting president. The chancellor recommended an annual salary of \$396,156 effective September 25, 2024, the date of Dr. Spagna's appointment as interim president. Cal Poly Humboldt does not have an official university residence for the president; therefore, an annual housing allowance of \$50,000 is provided. This is the same salary and housing allowance as the former president. A monthly auto allowance of \$1,000 is also provided. A motion to approve the resolution was passed by the committee (RUF 09-24-16).

Executive Transition Assignment

Chancellor Mildred García presented the executive transition assignment for President Tom Jackson, Jr. who stepped down from the presidency of California State Polytechnic University, Humboldt in August 2024 and entered into a one-year executive transition assignment. She explained eligibility criteria for the Transition II Program and noted that Dr. Jackson met program requirements. The chancellor reported that, in accordance with CSU policy, she approved his transition assignment following consultation with the committee chair.

During the transition period, Dr. Jackson's duties include collaborating on projects related to building and strengthening partnerships with tribal communities and addressing strategies pertaining to intercollegiate athletics. Dr. Jackson is also preparing to retreat to the faculty at the conclusion of his transition assignment.

Consistent with CSU practice for executives participating in this transition program, Dr. Jackson was appointed into the Management Personnel Plan and his annual salary is \$303,012 (the mid-point between his final salary as president and the maximum salary for a full professor). Chancellor García concluded by thanking Dr. Jackson for his leadership and contributions to the CSU and his continued efforts on behalf of the California State University.

Update on Civil Rights (Title IX and Other Nondiscrimination) Programs and Services

Interim Vice Chancellor of Human Resources Albert Liddicoat introduced Associate Vice Chancellor for Civil Rights Programming and Services, Hayley Schwartzkopf, to present the

update on civil rights work at the Chancellor's Office and across the CSU. A separate presentation on trauma-informed practices in civil rights cases followed the regular report.

Associate Vice Chancellor Schwartzkopf began the presentation with an overview of the vision, mission, and values for civil rights programs and services at the CSU; developed in collaboration with the chancellor, the oversight committee, and other stakeholder groups. Emphasizing a people-first approach, the vision for civil rights is to create a safe and supportive environment for all community members, free from discrimination and harassment. The mission focuses on ensuring fair and compassionate processes while prioritizing the humanity of those involved. The vision and mission are reflected in values such as respect, dignity, and holistic support for both students and employees. To achieve these goals, CSU will foster collaboration across campuses, enhancing support for individuals accessing civil rights processes. A steering committee will be formed to establish a framework that strengthens interconnectivity among various stakeholders.

Associate Vice Chancellor Schwartzkopf reviewed the CSU's progress in implementing the California State Auditor's recommendations with a target completion date of July 2024 and reported that 10 out of 12 recommendations are fully implemented. In the two cases partially implemented (the Annual Report Survey and the requirement to implement regular program reviews for university campuses), the State Auditor agreed that the CSU has created the processes that were required by the audit but decided to wait and see the processes in action at the university level before they consider the recommendations fully complete.

The Annual Report Surveys from the 23 universities and Chancellor's Office are due on October 1, 2024, with the summarized results to be presented to the Board in November 2024. A comprehensive systemwide report to the legislature will be completed by December 1, 2024. Therefore, this recommendation will be fully implemented by December 2024.

Program reviews are underway at five CSU campuses: Chico State, Cal Maritime, CSU Bakersfield, Cal Poly Pomona, and Cal State Long Beach. Upon completion of the reviews, a report detailing areas of strength and opportunities for growth will be shared with the university president and other stakeholders. Information from the campus program reviews will be aggregated into a systemwide report which will be publicly posted. This recommendation is expected to be fully implemented by mid-December. The next update to the State Auditor is anticipated to take place in January 2025, during which the CSU expects the two partially implemented recommendations to be recognized as fully complete.

On August 14, 2024, Chancellor García and Associate Vice Chancellor Schwartzkopf presented the CSU's achievements related to the State Auditor's report at a hearing before the Joint Legislative Audit Committee, the Assembly Higher Education Committee, and the Senate Education Committee. Chancellor García's remarks at the hearing emphasized the need for cultural change within CSU and announced a significant investment of \$15.9 million to enhance civil rights

U&FP

Agenda Item 1

November 20-21, 2024

Page 4 of 4

programs this academic year. The chair of the Joint Legislative Audit Committee also recognized the progress made by the CSU in the past year.

Interim Vice Chancellor Liddicoat and Associate Vice Chancellor Schwartzkopf provided a high-level presentation on trauma-informed practices and illustrated their integration into the daily operations of our university campuses. The overview explained the critical role these practices play in empowering individuals affected by trauma, enabling them to engage in processes at their own pace and in a manner that feels safe and comfortable. CSU also extends support and counseling for employees who handle these sensitive processes.

The complete report presented to the board is available on the CSU's Civil Rights Status Updates web page at:

<https://www.calstate.edu/csu-system/administration/systemwide-human-resources/civil-rights/Pages/status-update.aspx>

During the discussion that followed, Chair Clarke remarked that he appreciated the information on trauma-based interventions and requested similar presentations related to Title IX and DHR that will enhance the board's understanding (such as privacy rights and confidentiality requirements). Trustee Gilbert-Lurie inquired about supportive measures for impacted parties in civil rights cases and how the CSU is ensuring sufficient mental health resources. She requested to revisit this topic in future oversight or steering committee meetings. Trustee McGrory's comments related to balancing the rights of complainants and respondents while creating a safe environment in cases of repeated bad actions is another area where a presentation would be beneficial to the board.

Chair Fong adjourned the meeting of the Committee on University and Faculty Personnel.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Annual Report on Outside Employment for Senior Management Employees

Presentation By

Albert A. Liddicoat
Interim 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 as of July 2024, that took place during the 2023 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 that 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 15 senior management employees with outside employment during the reporting period for the 2023 calendar year.

Recommended Action

The following resolution is recommended for adoption:

RESOLVED, by the Board of Trustees of the California State University, that the 2023 Senior Management Outside Employment Disclosure Report, as cited in Item 2 of the Committee on University and Faculty Personnel at the November 20-21, 2024 meeting of the Board of Trustees, is approved.

**California State University
Senior Management Outside Employment Disclosure Report*
Reporting Period: 2023 Calendar Year**

Employee Name (Campus)	CSU Working Title	Name of Outside Employer/Business	Role	Total Time Served (Hours)	Total Compensation Received	Comments
Mildred Garcia	Chancellor	Educational Testing Service (ETS)	Member, Board of Trustees (10/01/2017) / Vice Chair, Board of Trustees (04/28/2023)	32 hours (4 days per year)	\$79,000	
Thom Davis (Bakersfield)	Vice President and Chief Financial Officer, Business and Administrative Services	University of North Texas System	Associate Controller for system-wide reporting	416-520 hours	\$26,000	Part-time, Remote work
Monique Sendze (Chico)	Vice President, Information Technology and Chief Information Officer	Attain Partners	Reviewed contract and scope of work for a public library project in Arizona	4 hours	\$400	
Deborah Wallace (Dominguez Hills)	Vice President & Chief Financial Officer, Administration & Finance	Wallace & Associates Realty, Inc.	Real Estate Broker/ Owner	25 hours	\$1,500	
William Franklin (Dominguez Hills)	Vice President, Student Affairs	CSUDH Toro Auxiliary Partners	PI for the CSU Young Males of Color Consortium	500 hours	\$23,000	
Bobbie Porter (Dominguez Hills)	Vice President & Chief Diversity, Equity, and Inclusion Officer	City of Ontario	Keynote speaker for agency event	2 hours	\$2,500	
Cathy Sandeen (East Bay)	President	The Chronicle of Higher Education	Panelist on a Webinar	1 hour	\$250	
Beth Lesen (Long Beach)	Vice President, Student Affairs	City of Long Beach	Health & Human Services Commission	24 hours	\$600	
Tomas Morales (San Bernardino)	President	United Health Group New York	Director on Board of Directors	10 hours	\$12,000	
Agnes Wong Nickerson (San Diego)	Vice President, Business & Financial Affairs, and Chief Financial Officer	San Diego County Regional Airport Authority	Audit committee member	24 hours	\$1,000	
Jamillah Moore (San Francisco)	Vice President, Student Affairs and Enrollment Management	Los Rios Community College District	Adjunct Faculty Member	52 hours	\$5,000	
Cynthia Teniente-Matson (San Jose)	President	Japan-U.S. Friendship Commission	Commissioner	30 hours	\$0	Any funds for service as Commissioner are diverted directly to SJSU Foundation.
Terrance Harris (San Luis Obispo)	Vice President, Strategic Enrollment Management	Diocese of Monterey	Coach	500 hours	\$4,000	
Denise Isom (San Luis Obispo)	Interim Vice President, Diversity and Inclusion and Chief Diversity Officer	UC Santa Barbara	Keynote Speaker	5 hours	\$1,000	
Jacob Yarrow (Sonoma)	Executive Director, Green Music Center	Center for Cultural Innovation	Make recommendations to advance Sonoma County arts and culture workers on programming activations with four areas: economic, space, education and health and wellness.	12 hours	\$750	
Jacob Yarrow (Sonoma)	Executive Director, Green Music Center	Kimzin Creative	Consulting services on the Sonoma County Artists Project, attend meetings, and make recommendations about program development	19 hours	\$1,000	
Jacob Yarrow (Sonoma)	Executive Director, Green Music Center	Association of Performing Arts Professionals	Consult, develop, and co-facilitate the Emerging Leaders Institute	12 hours	\$750	

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

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Annual Report on Vice President Compensation and Executive Relocation

Presentation By

Mildred García
Chancellor

Albert A. Liddicoat
Interim Vice Chancellor
Human Resources

Summary

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

This agenda item will share with the board the annual report on vice presidential appointments and compensation (changes) and executive relocations; executive transition assignments are presented in item 4.

Vice President Compensation

Current policy requires the chancellor to review and approve recommendations for vice presidential compensation at the initial appointment and subsequently. Additionally, the chancellor is to provide an annual report on vice president compensation if a campus has made changes to their compensation. Attachment A shows vice president appointments and compensation actions reported during the period of September 1, 2023 – August 31, 2024.

As previously shared with the board, the chancellor authorized a 5% compensation pool for eligible non-represented employees (MPP and Confidential) for fiscal year 2024-2025. As a result, eligible vice presidents received a merit salary increase. These increases are not reflected in Attachment A.

Executive Relocation

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

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

Britt Rios-Ellis
President, Stanislaus State
Relocation of household goods and property: \$26,718
Relocation travel expenses: \$16,977
(RUF 03-24-05)

Mildred García
Chancellor
Relocation of household goods and property: \$66,935
(RUF 07-23-10)

Albert Liddicoat
Interim Vice Chancellor for Human Resources
Relocation travel expenses: \$2,165
(RUF 07-24-12)

Vice President Compensation Actions

Filled Vacancies (14)

Campus	Name	Title	Effective Date	Salary at Appt	Other Compensation
Channel Islands	Olin, Bradley	Vice President for Business and Financial Affairs	7/15/2024	\$303,000	
Chico	Cornick, Leslie	Provost & Vice President for Academic Affairs	1/31/2024	\$320,004	
Monterey Bay	Lawson, Andrew	Provost & Vice President for Academic Affairs	5/1/2024	\$307,008	
Pomona	Gomez, Terri	Provost & Vice President for Academic Affairs	5/31/2024	\$342,504	
Pomona	Teves, Frances	Vice President for University Advancement	4/1/2024	\$278,526	Auto Allowance \$500/mo. Non-Gen Fund
Sacramento	Mitchell, Aniesha	Vice President for Student Affairs	12/18/2023	\$270,000	
Sacramento	Reza, Michael	Vice President for University Advancement	9/16/2024	\$280,000	
San Bernardino	Dufault-Hunter, David	Vice President for Strategic Enrollment and Marketing	9/3/2024	\$249,996	
San Diego	Frazee, James	Vice President for Information Technology and Chief Information Officer	9/24/2024	\$325,000	
San Diego	Manning, Christopher	Vice President for Student Affairs and Campus Diversity and Chief Diversity Officer	2/29/2024	\$300,000	Auto Allowance \$750/mo. Housing Allowance \$2,500/mo. for 12 mos. Non-Gen Fund
San José	Fuentes-Martin, Maria	Vice President for Student Affairs	5/31/2024	\$295,008	Housing Allowance \$2,800/mo. for 3 mos. \$10,000 recruitment bonus Non-Gen Fund
San Luis Obispo	Baird-James, Allison	Senior Vice President for Administration & Finance/CFO	9/3/2024	\$344,208	Auto Allowance \$800/mo. Housing Allowance \$4,000/mo. for 24 mos. University membership to SLO Country Club \$15,120 value Non-Gen Fund
San Luis Obispo	Darin, Jessica	Vice President for Strategic Initiatives and Advocacy	7/1/2024	\$312,336	Housing Allowance \$3,500/mo. for 6 mos. Non-Gen Fund
Stanislaus	Joseph-Mathews, Sacha	Vice President and Chief Diversity, Equity, and Inclusion Officer	10/1/2023	\$196,800	

Other Changes (16)

Campus	Name	Title	Description of Change	Effective Date	New Salary or Amount Paid
San Francisco	Wilson, Jeffery	Vice President of Administration and Finance/Chief Financial Officer	Assumed additional responsibilities	3/11/2024	\$320,004
San José	Del Casino Jr., Vincent	Provost & Senior Vice President for Academic Affairs	Assumed additional responsibilities	11/1/2023	\$339,408
Stanislaus	Ogle, Richard	Provost & Vice President for Academic Affairs	Assumed additional responsibilities	7/1/2023	\$269,064
Bakersfield	Davis, Thom	Vice President & CFO, Business and Administrative Services	Equity Increase	5/1/2024	\$305,004
Chico	Brundage, Isaac	Vice President for Student Affairs	Equity Increase	5/1/2024	\$290,004
Long Beach	Apel, Scott	Vice President, Administration & Finance	Equity Increase	7/1/2024	\$318,624
Long Beach	Lesen, Beth	Vice President, Student Affairs	Equity Increase	7/1/2024	\$298,600
Long Beach	Montoya, Daniel	Vice President, University Relations & Development	Equity Increase	7/1/2024	\$302,400
Long Beach	Yao, Min	Vice President and CIO	Equity Increase	7/1/2024	\$295,000
Monterey Bay	Corpus, Ben	Vice President for Enrollment Management and Student Affairs	Equity Increase	7/1/2024	\$279,840
San Luis Obispo	Jackson-Elmoore, Cynthia	Provost and Executive Vice President for Academic Affairs	Equity Increase	6/1/2024	\$356,376
San Luis Obispo	Liddicoat, Al	Vice President, University Personnel and Chief Human Resources Officer	Temporary increase in responsibilities extended and additional assignment.	7/1/2023 - 12/31/2023	\$3,718/mo.
Chico	Boura, Ahmad	Vice President for University Advancement	MPP Merit Bonus Program – met goals for FY 2023/2024	7/1/2023 - 6/30/2024	\$42,909
Bakersfield	Davis, Thom	Vice President & CFO, Business and Administrative Services	Change to existing auto allowance Non-Gen Fund	5/1/2024	\$675/mo.
San Luis Obispo	Jackson-Elmoore, Cynthia	Provost and Executive Vice President for Academic Affairs	Change to existing auto allowance Non-Gen Fund	6/1/2024	\$800/mo.
San Luis Obispo	Jackson-Elmoore, Cynthia	Provost and Executive Vice President for Academic Affairs	University membership to SLO Country Club Non-Gen Fund	6/1/2024	Value \$15,120

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Annual Report on Executive Transition Assignments

Presentation By

Mildred García
Chancellor

Summary

In accordance with CSU's Transition II Program (revised on November 16, 2022), annually at the November meeting of the Board of Trustees, the chancellor is required to present the activities of each executive in a transition assignment as an information item on the discussion agenda of the Committee on University and Faculty Personnel.

Background

The CSU currently offers two executive transition programs: The Executive Consulting Program and the Transition II Program. The Executive Consulting Program offers an assignment of no more than six months at a salary of no more than 50% of the executive's base pay at time of resignation. At this time, no former executives are participating in this program.

To be eligible to participate in CSU's Transition II Program, an executive must have been appointed prior to March 22, 2022. In addition, the executive must have served for at least five years in an executive position at the CSU; they must be in good standing at the commencement and duration of the transition assignment; they must have previously identified a position at the CSU to return to upon completion of the transition program; and they must not have accepted employment outside of the CSU. At this time, President Emeritus Tom Jackson, Jr. is participating in the Transition II Program.

Annual Report

Currently, there is one executive participating in an executive transition program following the resignation from their presidency in 2024. Additionally, transition programs for two former executives concluded in 2024.

U&FP
Agenda Item 4
November 20-21, 2024
Page 2 of 2

Participating in a transition program:

As reported to the board at the September 2024 meeting, President Emeritus Tom Jackson is collaborating on projects related to tribal engagement and intercollegiate athletics. He is also preparing to join the faculty at the conclusion of the transition period.

Dr. Tom Jackson, Jr.
President Emeritus, Cal Poly Humboldt
Transition Program: Transition II
Transition Period: August 12, 2024 – August 17, 2025
Salary: \$303,012

Transition programs ended:

Transition programs for President Emeritus Thomas Cropper and President Emeritus Framroze Virjee concluded in June 2024 and August 2024, respectively. Information on their assignments were presented to the board at the November 2023 meeting. During the transition period, President Emeritus Cropper and President Emeritus Virjee supported the transition of duties to new leadership at their respective campus. Their commitment to the CSU continued as they each advocated on behalf of the university through their relationships and engagements in the community. The emeriti presidents also provided input and consultation to the Chancellor's Office on systemwide policy related matters.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Update on Civil Rights (Title IX and Other Nondiscrimination) Programs and Services

Presentation By

Albert A. Liddicoat
Interim Vice Chancellor
Human Resources

Hayley Schwartzkopf
Associate Vice Chancellor
Civil Rights Programming and Services

Summary

In furtherance of the commitment to the CSU's transformation of its civil rights programming and services, this report provides the status and progress of the critical civil rights work being undertaken at the Chancellor's Office and across the CSU.

California State Student Association Plenary

On October 19–20, 2024, the California State Student Association (CSSA) held a plenary session at Cal State Monterey Bay. The Office for Civil Rights Programming and Services at the Chancellor's Office was invited to partner and engage with student leaders across the CSU system about the visibility of civil rights work on their individual campuses. It was an opportunity for the Chancellor's Office to determine how the process changes being implemented across the CSU are visible and impactful on campus to our students. Student leaders were asked to gather information in four different topic areas for discussion and reflection. It was refreshing to hear from students about the work of Civil Rights Offices at the university level, about engagement and visibility of Title IX Coordinators and DHR Administrators, and about the prevention education and awareness programming that was underway.

Student leaders also reflected on the work of university campuses with respect to their implementation plans. Our student leaders also presented excellent feedback for additional areas of improvement, including moving up the deadline to complete student training earlier in the semester so new students are aware of resources at the earliest opportunity, a desire to have dedicated respondent's advocates on each campus, and how to best identify the Title IX Coordinator / DHR Administrator on campus.

AMENDED

U&FP

Agenda Item 5

November 20–21, 2024

Page 2 of 2

Prevention Education & Awareness Events

As part of our effort to increase the visibility of our civil rights work, the CSU put a spotlight on various university events held in October in support of Domestic Violence Awareness Month. These events were designed to draw awareness to the issue of interpersonal violence, and also to inform university community members of the resources available if they or someone they know needs support. The events were organized and produced by numerous university offices including Civil Rights Offices; Survivor Advocacy Services; counseling and psychological services; and university women’s centers. This month’s report will include highlights from events at Cal State Fullerton, CSU San Marcos, San Diego State, San José State, and Stanislaus State.

Other Conduct of Concern

Since presentation to the Board of Trustees in May 2024, the Chancellor’s Office has established a new vision for how to address unprofessional behaviors that disrupt the living, learning, and working environment of the CSU (referred to as “Other Conduct of Concern”). Between May and October 2024, the Chancellor’s Office heard feedback from a wide variety of stakeholders across the CSU community, including the Academic Senate (Plenary), Faculty Affairs Committee, California Faculty Association, Associate Vice Presidents of Human Resources, Associate Vice Presidents of Faculty Affairs, Chief Business Officers, Senior Diversity Officers, Civil Rights Offices, Labor Managers, and University leadership.

Based on the feedback received, the Chancellor’s Office reconceptualized the guidance. The revised guidance has a people-centric focus, a tighter definition of OCC, clear expectations as to what students, faculty, staff, administrators, leadership, and volunteers can expect in response to behaviors that do not violate policy but are nevertheless disruptive, and the core standards that must be embedded in all CSU campus responses to OCC.

DRAFT

OTHER CONDUCT OF CONCERN: SYSTEMWIDE GUIDANCE

SYSTEMWIDE HUMAN RESOURCES

562-951-4455 Vice Chancellor Office



DRAFT

CSU'S COMMITMENT TO ADDRESSING OTHER CONDUCT OF CONCERN

As the nation's largest and most diverse four-year public university, the California State University's (CSU) mission is to provide students with access to quality education that empowers them to become leaders in the changing workforce and to contribute to the public good. CSU's mission is to create an inclusive, supportive and caring environment where concerns are addressed promptly and fairly.

In 2022, following concerns about how CSU handled Title IX and Nondiscrimination Policy violations, the Chancellor's Office (CO) partnered with the Cozen O'Connor Institutional Response Group to conduct a systemwide review. This review involved visits to the CO and the CSU's 23 universities, extensive interviews, surveys and feedback from the CSU community. The systemwide and individual university reports revealed that disruptive behavior(s) were not fully addressed in all cases. Cozen O'Connor recommended establishing processes for addressing these behaviors, which they referred to as "Other Conduct of Concern (OCC)."

Simultaneously, an audit by the California Joint Legislative Audit Committee (JLAC) revealed inconsistent handling of sexual harassment complaints and other disruptive conduct systemwide. In some cases, disruptive behaviors did not result in corrective action, even when they harmed the workplace or academic environment. JLAC requested that CSU establish policies and procedures by January 2025 to address such matters.

OCC refers to behaviors that do not violate CSU policies or local, state, or federal laws and are therefore not subject to disciplinary action but nevertheless disrupt CSU's learning, living, or working environments and hinder students, employees, and other community members from thriving. OCC may include behaviors considered abusive under California law.¹ Examples of OCC include:

- Verbal abuse
- Intimidating behavior
- Microaggressions that are not persistent, pervasive, or severe
- Bullying
- Hostile language
- Acts of bias, intolerance, or harassment that do not violate CSU's Nondiscrimination Policy

If OCC behaviors are found to violate CSU policy or warrant discipline, the matter must be referred to the appropriate university office to be addressed through the disciplinary process.²

Addressing OCC has always been a core responsibility of supervisors and authorities in higher education. By formalizing guidelines and core expectations for how OCC is addressed across all of its universities, the CSU strengthens our commitment to ensuring all community members have the opportunity to succeed personally and professionally. This guidance also adheres with the US Office of Civil Rights Guidance on Race and National Origin, instructing universities to maintain non-discriminatory environments while protecting free speech rights.³

¹ Cal. Gov't Code § 12950.1(h)(2) (West 2024).

² Education Code section 89535 identifies grounds for formal discipline, which is defined as dismissal, demotion, or suspension.

³ U.S. Department of Education, Office for Civil Rights. (2024, May 7). *Dear colleague letter: Protecting students from discrimination based on shared ancestry or ethnic characteristics* (Publication No. ED-202405).

DRAFT

TABLE OF CONTENTS

PRINCIPLES OF THE CSU'S GUIDANCE ON OTHER CONDUCT OF CONCERN	3
INFORMATION FOR THE CSU COMMUNITY	3
PROCESSES AND PROCEDURES FOR SUPERVISORS AND ADMINISTRATORS	4
RESPONSIBILITIES OF EACH UNIVERSITY	9
RELEVANT CSU POLICIES	11
OTHER RESOURCES	11

PRINCIPLES OF THE CSU'S GUIDANCE ON OTHER CONDUCT OF CONCERN

- In alignment with CSU's commitment to equity, inclusion and accountability, the CSU will address reports of OCC, regardless of race, gender, age, sexual orientation, disability, religion or any other protected characteristic. Reports will be taken seriously, and appropriate follow-up will be conducted to ensure that all individuals are treated fairly.
- All members of the CSU community are expected to communicate with sensitivity and care. Individuals are responsible for their words and actions and should be mindful of how their behavior impacts others.
- Disruptive behaviors do not have to violate formal policies to require attention; even minor inappropriate actions and behaviors can negatively impact work and learning environments.
- This guidance does not establish new standards of conduct. Behaviors considered to be OCC are identified as inappropriate in existing CSU policies, practices and expectations. The guidance clarifies and affirms core expectations, processes and structures for addressing such behaviors.
- Any member of the CSU community, including senior leaders, managers, staff, faculty, students and volunteers, can report OCC. Individuals who experience or witness OCC are encouraged to promptly discuss their experience with a supervisor, professional in student affairs, faculty affairs, human resources, or any administrator identified by their university with this responsibility.
- Those who report OCC should be treated with care and provided with appropriate support. Supportive arrangements should be reasonable, temporary and responsive, ensuring a respectful environment is maintained while the OCC is addressed.
- How OCC is addressed will depend on the nature of the behavior(s). Potential outcomes could include education, counseling, coaching, mentoring, training and restorative processes.
- CSU will not discipline individuals for engaging in legally protected activities provided they comply with university policies, including any applicable CSU Time, Place and Manner policies. However, the impact of such actions on the community will not be ignored and should be addressed through non-disciplinary measures.
- CSU is committed to ensuring that all members of its community, including those in leadership and upper management roles, are held to the same standards of conduct. Any instance of OCC involving senior administrators, deans, vice presidents or other executive leaders will be addressed with the same level of seriousness and scrutiny as any other member of the CSU community.
- The CSU will continue to offer training to supervisors and academic leaders on management and communication to ensure personnel are equipped to address conflict and possess knowledge of resources at their university who can assist with more complicated instances of OCC.

INFORMATION FOR THE CSU COMMUNITY

Responsibility for addressing Other Conduct of Concern (OCC) depends on each university's structure, administrative roles, and the nature of the issue. University leadership designates who is responsible for reviewing and addressing OCC and will ensure employees and students are informed about how to report concerns.

- **Students:** Should report to a dean (if the behavior(s) occurred in class), a resident advisor (for residence hall incidents), or other student affairs professionals.
- **Staff and faculty:** Should report OCC to their supervisor, Human Resources, Faculty Affairs or other designated administrator identified by their university.
- **Senior leaders** Should report OCC that cannot be addressed by a neutral party at their university to the Vice Chancellor of Human Resources.
- **Volunteers or visitors:** Should report OCC to Human Resources or Faculty Affairs.

After reporting Other Conduct of Concern (OCC), employees and students (reporting party) can expect the following actions:

- **Acknowledgment.** The report will be acknowledged promptly and with sensitivity and care, and the reporting party will be informed of the next steps.
- **Initial review.** A supervisor or administrator will assess the reported behavior(s) and determine if immediate action or referral is needed. They will also determine who should address the behavior(s).
- **Confidentiality and support.** Confidentiality will be maintained to the extent possible throughout the process. The reporting party will be informed about available support services such as employee assistance programs (EAPs), student counseling, or temporary arrangements to ensure a safe and supportive environment. The reporting party will be informed when the report is addressed, but it may not be appropriate or permissible to share the outcome due to confidentiality requirements.
- **Factfinding.** Depending on the situation and where a supervisor cannot address the behavior, an objective factfinder may be assigned to conduct interviews and gather information. This may involve speaking with the reporting party, respondent and witnesses to evaluate the situation impartially. Factfinding may not be necessary if there is no dispute over facts.
- **Communication and expectation setting.** Regular communication with the reporting party will be maintained. The reporting party will be informed of confidentiality standards and will be updated as the OCC is addressed. All parties will be informed when the issue is addressed, though specific outcomes will not be disclosed. Individuals will also be reminded that retaliation for reporting OCC or participating in activities addressed in this guidance is prohibited.
- **Action.** A supervisor, student affairs professional or administrator will recommend appropriate corrective action, such as training, mediation or restorative processes. Supervisors will continue monitoring the environment to prevent any recurrence of the behavior.
- **Follow-up:** The reporting party will be informed that the issue has been addressed, and the working or learning environment will be monitored to ensure that it does not recur.

PROCESSES AND PROCEDURES FOR SUPERVISORS AND ADMINISTRATORS

Actions taken to address Other Conduct of Concern will depend on the specific instance of OCC, the administrative structures of each university, and the individuals involved. This guidance outlines 14 actions administrators may take in addressing OCC. Nine of these actions are expected in all instances of OCC; five are applicable in more complicated instances.

Note: Instances of OCC identified during investigations led by Title IX and DHR will be referred to an appropriate university resource. If, at any point during the OCC process, behaviors are found to violate policy, they must be referred to Human Resources, Faculty Affairs or Student Affairs to be addressed. Procedures for responding to OCC are outlined after this section of the guidance.

Core expectations and recommended actions in addressing OCC are as follows:

IN ALL INSTANCES OF OCC, CSU UNIVERSITIES WILL:

- **Acknowledge the concern:** With sensitivity and concern for the student or employee, and as soon as possible, the supervisor or professional should schedule a meeting with the reporting individual to discuss supportive measures and learn all relevant details.
- **Assess the report.** Initial considerations may include:

Could the behavior(s) pose imminent harm to community members?

If so, adhere to campus safety protocols or call 911 immediately.

Do the behaviors potentially violate systemwide or university policy?

If the behavior(s) potentially violates a university policy or law or otherwise could lead to disciplinary action, should be directed to the appropriate university office, such as Human Resources, Faculty Affairs, Civil Rights (Title IX, Nondiscrimination, DHR) or Student Affairs. If the behavior represents a potential violation of the [Student Conduct Code](#), refer the report to the appropriate office (see below). If the reported behavior might violate CSU's Nondiscrimination Policy, the person receiving the report must quickly contact the university office responsible for handling Discrimination, Harassment, and Retaliation (DHR) cases. The Title IX Coordinator and DHR Administrator will assess whether the reported actions, if proven true, would violate CSU's Nondiscrimination Policy. If, during the evaluation process, it is found the behavior(s) are not based on a protected status or were not "persistent, pervasive or severe" enough to be considered a violation of the Nondiscrimination Policy, the concern will—with sensitivity and care—be referred back to the initiating individual or appropriate office to address the OCC. In cases where some of the behavior may violate the Nondiscrimination Policy and other parts are considered OCC, the Title IX Coordinator and DHR Administrator will work collaboratively to ensure a complete and appropriate response to all issues raised. Referrals and coordinated responses should be memorialized.

Is the behavior(s) protected by principles of free speech or academic freedom?

If yes, consult with General Counsel before taking next steps.

If the OCC involves a student, is that student acting in their capacity as a student or as a student worker employed by the university?

If the student involved is acting in their capacity as a student, refer to Student Affairs. If the student is acting in their capacity as a student worker employed by the university, refer to Human Resources.

Who is best positioned to address the behavior(s) and provide support?

Supervisors with the most direct contact with employees and student affairs professionals trained to support students should address concerns wherever possible. If all information is known, OCC can be addressed without factfinding or additional university partners. In such cases, supervisors (for employees) may address the behavior as part of regular performance management processes and in alignment with any applicable CBAs. Human Resources and Student Affairs professionals will follow university process in supporting students. If additional input is needed, other university resources may be engaged. Complex instances of OCC may require collaboration with university partners—especially where multiple CSU populations (students, faculty, staff, leadership, volunteers and guests) are involved.

- **Provide support:** Support is intended to ensure the well-being of all individuals impacted by OCC. Examples of such forms of support include:
 - Separating the involved parties, if necessary, to maintain a safe and neutral environment.
 - Temporary reassignment of duties.
 - Implementing temporary modifications to working, learning or living arrangements as needed.
 - Facilitating open communication between all parties, led by supervisors, Human Resources, Faculty or Student Affairs, to ensure normal operations continue while the matter is addressed.
 - Providing information on accessing mental health support and the university's Employee Assistance Program (EAP.)

Support should be reassessed periodically to determine effectiveness, whether additional actions or adjustments are required, and when they may be concluded. Support provided should be documented in writing by the supervisor or administrator.

IF RELEVANT TO THE SPECIFIC INSTANCE OF OCC, IT MAY BE NECESSARY TO:

- **Identify university partners.** Refer cases involving potential violations of Title IX or the [Nondiscrimination Policy](#) to the appropriate office. Engage partners such as professionals in Civil Rights, Student or Faculty Affairs and Human Resources as needed. Collaborative approaches will be necessary where for example:
 - The individuals involved are from different community populations (i.e., students, student workers, faculty, staff, administration, senior leadership, volunteers and the public);
 - OCC is discovered during other university investigations (such as by Title IX, DHR, or Audit).

IN INSTANCES WHERE FACTFINDING IS NECESSARY:

- **Identify a factfinder.** The factfinder should be an objective, knowledgeable and trained third party, have no prior involvement in the reported conduct, and be equipped to conduct a thorough, unbiased process.
- **Address confidentiality.** Remind all involved parties of the importance of maintaining confidentiality to the extent possible throughout the process. In addition, remind all parties that information regarding the report, factfinding process, and any findings will only be shared with individuals directly involved in handling or resolving the case, such as HR personnel, factfinders or student services professionals. Bystanders and witnesses may, however, be interviewed if additional relevant information is necessary.
- **Conduct factfinding.** Factfinding is typically initiated when more information is needed, there are conflicting accounts of what occurred, or the behavior(s) involves multiple CSU populations, or when bystanders and witnesses have first-hand knowledge of the reported OCC. In these cases, interviews with the reporting individual, the person engaged in the behavior(s), and any witnesses or bystanders will be necessary. Be respectful and impartial in questioning, ensuring each individual's perspective is heard.

If, in the process of conducting factfinding, violations of policy are discovered, those findings will be reported to the appropriate university office or individual to be addressed through disciplinary

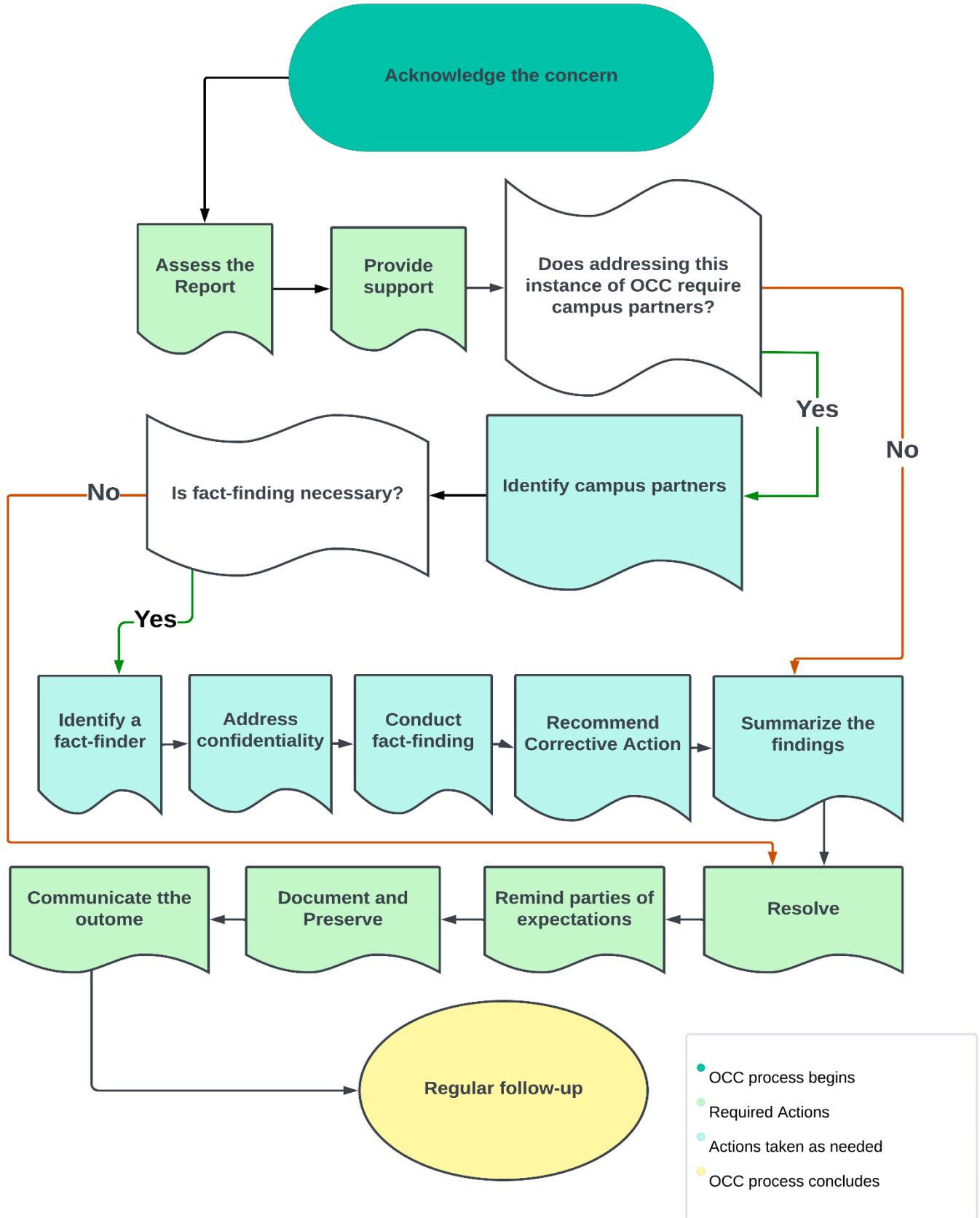
procedures in alignment with any applicable collective bargaining agreements. Common violations that may be revealed during inquiries into OCC include CSU's Nondiscrimination Policy, Time, Place, and Manner Policy, California [Education Code 89535\(b\)](#), the relevant [Collective Bargaining Agreements](#), the [Student Conduct Code](#).

- **Recommend corrective actions.** Actions may include coaching or training to enhance communication or workplace behavior(s) and facilitated discussions to address conflicts and repair relationships. In some instances, a restorative process may be appropriate, depending on the nature of the OCC. These processes are facilitated by a supervisor or a professional trained in conflict resolution and are voluntary for all parties involved.
- **Summarize the findings.** A final summary report should include all relevant evidence, testimonies and an evaluation of whether the conduct qualifies as OCC.

ALL INSTANCES OF OCC WILL CONCLUDE WITH THE FOLLOWING ACTIONS:

- **Address.** Determine the appropriate outcome (considering conversation, training, mediation or restorative processes).
- **Remind parties of expectations.** All All parties are expected to continue working, living and learning without disrupting the university community and causing further harm to the reporting party.
- **Document and preserve.** OCC addressed through factfinding may be documented in an annual performance evaluation or as determined by Student Affairs. OCC that involves factfinding or collaboration between offices should be documented more comprehensively. Communications and correspondence should be retained according to each university's policies, practices and relevant Collective Bargaining Agreements. The level of detail in documenting incidents will vary based on the scale and scope of the behavior(s). Documentation in more complex instances of OCC will typically include summaries of the initial report and a summary review describing communications with all parties, the parties' positions, the evidence considered, findings and the outcome.
- **Communicate the outcome.** After an outcome has been determined, all parties should be notified that the matter has been concluded. This communication ensures that individuals understand that the university has taken appropriate action to address the report.
- **Regular follow-up.** Ensure corrective actions lead to meaningful behavioral improvements. Regularly check in with the involved parties and offer additional resources as needed. After the instance has been addressed, supervisors, student affairs professionals and administrators should continue monitoring the environment—in the workplace, classroom, or dormitory—to prevent recurrence.

Based on the nuances of each instance, there are several ways to address OCC.



RESPONSIBILITIES OF EACH CSU

Each university is responsible for informing their communities of this guidance and providing information about how to report OCC. Such information should be prominently available on a website and include contact information for offices and individuals charged with responding to OCC. Universities are also responsible for:

- **Promoting awareness and education:** Awareness campaigns about OCC through communications, websites, and other media ensure students, faculty and staff understand how to report concerns and what to expect during the process.
- **Educational initiatives** regarding university and satellite campus efforts are essential for maintaining a culture of respect and professionalism. Prevention efforts may include training on subjects such as:
 - Understanding and applying policies and procedures governing workplace behavior(s).
 - Supervising and management.
 - Recognizing and reducing implicit bias.
 - Healthy relationships.
 - Effective communication.
 - Effective conflict resolution.
 - Effective performance management.
 - Having difficult conversations.
- **Encouraging feedback.** Create opportunities for the university community to provide input on the OCC process.
- **Monitoring trends and continuous improvement.** Regularly review university reports and data to identify trends in behavior and enhance processes. Data collection methods, such as supervisor surveys and skill assessments, can inform improvements in university culture and help address recurring issues. Share insights with university and systemwide leadership to address potential concerns proactively.
- **Assessing success.** All universities are encouraged to evaluate success in improving the climate and culture of their communities. Cultural change can be measured via several methods, including:
 - **Surveys and feedback:** Climate surveys, exit interviews and focus groups can help track perceptions of inclusion, respect, and overall university satisfaction over time.
 - **Diversity metrics:** Changes in student enrollment, faculty hiring, and leadership diversity, along with retention and graduation rates for underrepresented groups, can indicate greater inclusion and improved satisfaction and well-being within the university community.
 - **Behavioral indicators:** Tracking OCC reports will gauge cultural initiatives' effectiveness. Behavioral indicators can be measured through competency assessments, which are described in the next section. They may be used to measure and improve behaviors around skills such as communication skills, conflict management, performance management, inclusive behavior, etc.

- **Peer comparisons:** Benchmark cultural indicators, such as employee and student satisfaction, engagement, awareness of resources, and perceptions of leadership, against peer institutions to identify strengths and areas for improvement.

Additional initiatives universities may consider include:

- Establishing a **central reporting hotline**.
- **Recognition programs** to reward individuals, programs and units that exemplify positive cultures or show significant improvements in culture (may be subject to bargaining).
- **Competency assessments.** In 2021, the CSU identified a standard set of competencies for universities to utilize for their specific needs and culture. These core competencies are intended to:
 - Align competencies with each university's organizational strategy, culture and vision to increase employee engagement and motivation.
 - Map training and professional development activities to competencies to ensure these opportunities are cost-effective, goal-oriented and productive.
 - Define the competencies required for each role to identify the workforce's skill gaps.

By measuring improvement across seven competencies with CSU's Systemwide Learning and Development, universities may track progress in the administrative skills necessary to facilitate cultural change. CSU's core and leadership competencies include:

- **Inclusiveness:** Employees should promote the engagement, development and equitable treatment of all staff; demonstrate awareness of and respect for individual differences; support, through action and example, equal treatment and opportunity for all; actively engage in the rich background and diverse talents of staff to propel the organization forward; speak out against words or actions that are insensitive or inconsistent with the organization's mission and values.
- **Integrity:** Employees should act professionally and calmly when interacting with others; treat all with dignity, respect and fairness; honor commitments to others and model and maintain high ethical standards; earn trust by consistently aligning words and actions.
- **Communication.** Employees should communicate effectively with all audiences, both verbally and in writing; actively listen to others and incorporate new knowledge or perspectives into thinking; ensure that others have access to the information needed to work effectively; encourage open exchange of ideas and different points of view; communicate the truth with empathy, even when it is challenging or uncomfortable; solicit and value honest input.
- **Accountability.** Employees should plan and prioritize work to meet deadlines and outcomes; provide clear direction and delegate as needed; communicate roles, expectations and timelines; monitor work to ensure goals and deadlines are consistently met; execute work to quality standards.
- **Mission orientation.** Managers should develop priorities for areas of responsibility and formulate and implement effective strategies aligned with the organization's mission, values and priorities; demonstrate a personal commitment to student success and the organization.
- **Strategic thinking and alignment.** Managers should understand market, industry and environmental trends; address issues to create or sustain competitive advantage; uncover new opportunities to

create value and leverage the organization's strengths; anticipate change and develop long-term plans.

- **Team building.** Managers should create an environment where people feel cared for and valued; foster collaboration and team effectiveness; work cooperatively and effectively with others; and build a group identity characterized by pride, trust and commitment.

RELEVANT CSU POLICIES

To maintain an inclusive and positive environment where students and employees thrive, and by federal and state law, CSU prohibits discrimination, harassment, and retaliation based on a person's protected status:

- [CSU Policy Prohibiting Discrimination, Harassment, Sexual Misconduct, Sexual Exploitation, Dating Violence, Domestic Violence, Stalking and Retaliation \(Nondiscrimination Policy\)](#)
- [Complaint Procedures for Allegations of Retaliation for Having Made a Protected Disclosure under the California Whistleblower Protection Act](#)
- [Interim Systemwide Time, Place, and Manner Policy](#)
- [CSU's Student Conduct Code](#)

OTHER RESOURCES

- [Cal. Education Code section 89535](#)
- [Collective Bargaining Agreements](#)
- [Title 5, Cal. Code Regs., Section 42723 \(a\)](#)



AGENDA

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Meeting: 10:00 a.m., Thursday, November 21, 2024
Glenn S. Dumke Auditorium

Jack McGrory, Chair
Mark Ghilarducci, Vice Chair
Larry L. Adamson
Raji Kaur Brar
Douglas Faigin
Jazmin Guajardo
Anna Ortiz-Morfit
Sam Nejabat
Jose Antonio Vargas

- Consent** 1. Approval of Minutes, *Action*
- Discussion** 2. California State University San Marcos Integrated Science and Engineering Building Schematic Design Approval, *Action*

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

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

September 25, 2024

Members Present

Jack McGrory, Chair
Mark Ghilarducci, Vice Chair
Larry L. Adamson
Douglas Faigin
Sam Nejabat
Jose Antonio Vargas
Jack B. Clarke, Jr., Chair of the Board
Mildred García, Chancellor

Trustee Jack McGrory called the meeting to order.

Public Comment

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

Consent Agenda

The minutes of the July 23, 2024, meeting of the Committee on Campus Planning, Buildings and Grounds were approved as submitted.

Item 2, Approval of the 2025-26 Five-Year Capital Outlay Plan, was removed from the consent agenda for discussion.

Discussion Agenda

Item 2, Approval of the 2025-26 Five-Year Capital Outlay Plan

This item requested approval of the Five-Year Capital Outlay Plan covering the period from 2025-2026 through 2029-2030.

Trustee Adamson expressed concern that the CSU is not requesting full funding from the state for the first year of the plan which may be sending a message that the CSU does not need the funding. Trustees Adamson, McGrory, and Lopez along with Executive Vice Chancellor Relyea discussed various approaches to address the gap with the legislature, the Department of Finance, and the Governor's office, including more communication and negotiation about alternatives, modifying the budget request, and introducing a general obligation bond. Trustee Adamson stated that identified deferred maintenance now exceeds \$31 billion because 'we have kicked the can down the road' every year. Chair Clarke recommended that the funding gap be a subject of discussion with the Chancellor's Council, and he stated that the Board Trustees need a better understanding of basic principles and values regarding this issue. Trustee McGrory requested that an item be scheduled for an upcoming Board of Trustees meeting to discuss funding alternatives and that an action plan be developed. He also mentioned the possibility of developing a joint CSU-UC statewide ballot initiative with the support of alumni from both systems. Assistant Vice Chancellor Storm shared various approaches to modifying the budget request to include more for capital improvements and deferred maintenance.

The committee recommended approval of the proposed resolution (RCPBG 09-24-07).

Item 3, San Diego State University Approval of the Fenton Parkway Bridge Project and EIR Certification

This agenda item requested the following actions by the Board of Trustees concerning the San Diego State University (SDSU) Fenton Parkway Bridge project:

- Certification of the Environmental Impact Report (EIR) dated September 2024.
- Approval of the Fenton Parkway Bridge project.

Following the presentation, Trustee Ghilarducci expressed concern about the high project cost and asked if it is possible to obtain an additional bid. President de la Torre reiterated that San Diego State has independent parties monitoring the costs, and Associate Vice President Schulz shared industry data which indicates institutional construction costs have increased by 40% since 2020, and by more than 80% for horizontal construction types such as bridges. He reiterated that the CSU has the option to pursue a fixed price bid, although doing so would present risks. Additionally, he shared that building in a protected waterway introduces challenging complexities and the current contractor has experience and a successful record building in protected waterways.

Finally, he shared that the project team has explored various design options and there is little remaining opportunity for design changes which would lead to measurable project cost reductions. Trustee Adamson commended the team on the quality of work on the EIR, and he reiterated the need to reconfirm that the current bid is the best option.

The committee recommended approval of the proposed resolution (RCPBG 09-24-08).

Item 4, California State University, Fullerton Engineering and Computer Science Innovation Hub Schematic Design Approval

This agenda item requested approval of schematic plans for the California State University, Fullerton Engineering and Computer Science Innovation Hub project.

Following the presentation, Trustee McGrory reconfirmed that the project is being funded by a bond supported by the state, and that while the project cost is high, it is lower than recent science building projects.

The committee recommended approval of the proposed resolution (RCPBG 09-24-09).

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

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

California State University San Marcos Integrated Science and Engineering Building Schematic Design Approval

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Ellen Neufeldt
President
California State University San Marcos

Paul Gannoe
Assistant Vice Chancellor
Capital Planning, Design and Construction

Summary

This agenda item requests the California State University Board of Trustees approve schematic plans for the California State University San Marcos (CSU San Marcos) Integrated Science and Engineering building project.

Integrated Science and Engineering Building

Construction Manager at Risk Contractor: C.W. Driver
Project Architect: HGA

Background and Scope

California State University San Marcos proposes to design and construct a three-story, 46,262 assignable square foot (ASF)/70,649 gross square foot (GSF) Integrated Science and Engineering building (#36A¹) on an undeveloped site adjacent to an existing hillside, east of the existing University Hall (#15) and Arts Building (#26), and north of Markstein Hall (#13). The new building will become the home of the College of Science, Technology, Engineering, and Mathematics (CSTEM), providing essential teaching, learning, and research spaces with state-of-the-art technology and flexible classroom and laboratory configurations.

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

CPB&G

Agenda Item 2

November 20-21, 2024

Page 2 of 7

CSU San Marcos is uniquely positioned to develop and supply the region with science and engineering talent. An engineering feasibility study revealed that for every engineering graduate in the state, there are up to four job opportunities available in the San Diego region. According to the Demand, Capacity Assessment, and Cost Analysis for Campus Sites report which was transmitted to the Legislature and presented to the CSU Board of Trustees at the July 2020 meeting, over the next 15 years, CSU enrollment in San Diego Cluster is projected to increase by 5,700 Full-Time Equivalent Students (FTES), or 13%. Strong projected occupational demand in the San Diego Cluster offers many opportunities for CSU graduates, with the greatest demand for computer science and math workers and engineers. The shares of degrees to occupational demand in 2026 are 23% for computer science and math workers and 38% for engineers.

Since the launch of the Software Engineering program in 2018, followed by Electrical Engineering in 2019, and Computer Engineering in 2024, the university has experienced consistent enrollment growth in computer science and engineering majors, driven by the increasing regional demand in engineering and technology fields. The number of undergraduate students has surged by 64%, from 839 in fall 2019 to 1,377 in fall 2024. Notably, from fall 2023 to fall 2024, enrollment headcount rose by 8%. The College of Science, Technology, Engineering, and Mathematics projects continued rapid growth in enrollment, anticipating 1,773 computer science and engineering majors by 2029 and 2,219 by 2034.

The engineering programs are currently housed in the 11,000 GSF Viasat Engineering Pavilion (#55 and #56), temporary buildings opened in 2019-2020 academic year. These facilities, which include one lecture room, three teaching labs, two research labs, and a few faculty offices, are insufficient to accommodate the growing computer science and engineering programs. The significant space deficit, especially in teaching lab capacity, means that without additional space, the computer science program will be forced to seek impacted status, and the electrical engineering program will need to enforce its current impaction criteria for the first time in fall 2025. This underscores the urgent need for a new, permanent facility to support the continued growth and success of these programs.

The new Integrated Science and Engineering building is essential to address current space deficits, accommodate newly established engineering programs, support teaching, learning, research, and collaboration in active-learning environments, and promote innovation in the science and engineering programs. The project will accommodate a total of 558 FTES, including three lecture rooms (156 stations, 363 FTES), three lower division teaching labs (78 stations, 41 FTES), and 13 upper division labs (395 stations, 154 FTES). Additionally, the project will feature research labs, lab support and equipment rooms, instructional support space, student support and collaboration areas, student club space, and faculty offices. The outdoor hardscape and landscape areas are designed to provide students with additional opportunities for study and collaboration. The building is designed to create an environment where students, faculty, and staff can thrive, fostering opportunities for interaction, collaboration, and spontaneous connections. CSU San Marcos is

well-positioned to develop and prepare future engineers, providing them with advanced knowledge and skills to successfully launch their careers.

The new building will be a terraced, three-story steel-frame structure utilizing buckling-restrained brace frames (BRBF) for lateral resistance. The exterior façade design comprises three main materials: storefront glazing, light colored plaster, and darker-colored fiber cement board as a base for the building. The smaller, western glass façade utilizes vertical fins to minimize solar heat gain, and the main entries at the west and south are protected by overhangs. The proposed project is currently designed to meet the CSU's Sustainability Policy requirements. Notable sustainability features include low-energy glazing, high-efficiency irrigation, drought tolerant landscaping, water-efficient plumbing, and energy-efficient lighting and appliances. Additionally, off-site solar energy will be generated through solar panels installed in parking lots B and C, in alignment with CSU Sustainability Policy. The sustainability features will pay for themselves over the life of the project through lower operations and maintenance costs.

Timing (Estimated)

Preliminary Plans Completed	January 2025
Working Drawings Completed	March 2025
Construction Start	June 2025
Occupancy	July 2027

Basic Statistics

Gross Building Area	70,649 square feet
Assignable Building Area (CSU ²)	46,262 square feet
Net Useable Building Area (FICM ³)	64,283 square feet
Efficiency (CSU)	65 percent
Efficiency (FICM)	91 percent

² Assignable building area is based on CSU policy.

³ Net usable building area is greater than assignable building area by including corridors, restrooms, mechanical rooms, etc., based on the definitions of the Postsecondary Education Facilities Inventory & Classification Manual (FICM).

Cost Estimate – California Construction Cost Index (CCCI) 9907⁴

Building Cost (\$918 per GSF)	\$64,872,000
<i>Systems Breakdown (\$ per GSF)</i>	
a. Substructure (Foundation)	\$ 25.58
b. Shell (Structure and Enclosure)	\$ 205.83
c. Interiors (Partitions and Finishes)	\$ 148.83
d. Services (HVAC, Plumbing, Electrical, Fire)	\$ 291.79
e. Built-in Equipment and Furnishings	\$ 29.16
f. Special Construction & Demolition	\$ 40.07
g. General Requirements/Conditions and Insurance	\$ 176.96
Site Development	<u>13,787,000</u>
Construction Cost	\$78,659,000
Campus Project Contingency (CSU)	1,726,000
Fees & Services	<u>25,224,000</u>
Total Project Cost (\$1,607 per GSF)	\$105,609,000
Fixtures, Furniture & Movable Equipment	<u>5,000,000</u>
Grand Total	<u>\$110,609,000</u>

Cost Comparison

The project’s building cost of \$918 per GSF is lower than the \$1,067 per GSF for the Engineering and Computer Science Innovation Hub at California State University, Fullerton approved in September 2024, the \$1,126 per GSF for the Engineering & Technology Commons project at California State Polytechnic University, Humboldt approved in January 2024, and the \$1,132 per GSF for the Science Replacement building at San Francisco State University approved in November 2020, all adjusted to CCCI 9907.

The itemized building costs for this project are either in line with or lower than those of other comparable CSU projects.

⁴ The July 2023 *Engineering News-Record* California Construction Cost Index (CCCI) with 4% projected annual increase. The CCCI is the average Building Cost Index for Los Angeles and San Francisco.

Multiple cost factors have increased the site cost, including the granitic rock soil conditions on the project site, relocation of an existing fire access road to comply with state and local fire department requirements, and the extension of underground utilities.

During the design process, CSU San Marcos achieved significant cost savings totaling approximately \$16 million in direct construction costs. The campus is built on a hillside. By strategically placing the building on a flat site, the university saved \$2.4 million on earth-moving operations and site retaining walls. Opting for minimal or no blasting for granite removal resulted in a \$1.5 million saving. The project team re-evaluated the building structure and proposed a steel structure instead of a concrete structure, placing vibration-sensitive spaces on level 1 and less vibration-sensitive spaces on upper floors, which saved approximately \$1 million. Additionally, CSU San Marcos saved \$3.1 million by utilizing a higher amount of non-fire-rated tempered glass instead of all fire-rated tempered glass around the exterior of the building, while still meeting fire safety requirements. Furthermore, the university proposed additional cost reduction totaling up to \$8 million. Major reductions include converting the utility tunnel to a utilidor, deferring the completion of the Dean's suite and Café, changing exterior curtainwall to storefront, and reducing Group II equipment. These strategic decisions have collectively resulted in substantial cost reductions.

Funding Data

The project will be funded with CSU Systemwide Revenue Bonds (\$4,786,000), CSU systemwide one-time capital funding (\$85,000,000), campus designated reserves (\$15,000,000), and donor (\$5,823,000).

California Environmental Quality Act (CEQA) Action

An Initial Study/Mitigated Negative Declaration (IS/MND) was prepared to analyze the potential significant environmental impacts of the Integrated Science and Engineering building project, in accordance with the requirements of CEQA and the CEQA Guidelines.

The IS/MND concluded that the project would result in potentially significant impacts on Biological Resources, due to the removal of 0.04 acre of coastal sage scrub, which serves as habitat for the federally threatened coastal California gnatcatcher and potentially other special status avian species, and Tribal Cultural Resources, related to the potential for the unanticipated discovery of a tribal cultural resource on the site. Mitigation measures incorporated into the IS/MND as conditions of project approval reduce both potentially significant project impacts to a less than significant level. The IS/MND further determined the proposed project would result in less than significant impacts on the remaining environmental impact categories.

The Draft IS/MND was made available for public review and comment for a 30-day period from July 17, 2024, to August 16, 2024. No public comments on the IS/MND were received. The Final MND is available for review at:

https://www.csusm.edu/pdc/projects_construction/ise_csusm_is.fmnd.pdf

Recommendation

The following resolution is presented for approval:

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

1. The California State University San Marcos Integrated Science and Engineering building project will benefit the California State University.
2. An Initial Study/Mitigated Negative Declaration (IS/MND) was prepared to evaluate the environmental effects of the California State University San Marcos Integrated Science and Engineering building and confirms that the project will not result in significant impacts that cannot be mitigated, pursuant to the requirements of CEQA (Public Resources Code Sections 21000 et seq.) and the CEQA Guidelines. The IS/MND was prepared in compliance with CEQA (Public Resources Code Section 21080 and the CEQA Guidelines Sections 15070 et. seq.).
3. This resolution is adopted pursuant to the requirements of Public Resources Code Section 21081 and the CEQA Guidelines Section 15091, which require that the Board of Trustees make findings regarding significant project effects prior to the approval of a project.
4. The Board of Trustees finds that the IS/MND reflects its independent judgment and analysis and hereby adopts the IS/MND and approves the project.

5. Mitigation measures contained within the Final IS/MND and applicable mitigation measures adopted in conjunction with the Campus Master Plan Update EIR certified in 1988 shall be implemented, monitored, and reported in accordance with the requirements of CEQA (Cal. Pub. Res. Code Section 21081.6).
6. The schematic plans for the California State University San Marcos Integrated Science and Engineering building project are approved at a project cost of \$110,609,000 at CCCI 9907.

AGENDA

COMMITTEE ON FINANCE

Meeting: 10:45 a.m., Thursday, November 21, 2024
Glenn S. Dumke Auditorium

Julia I. Lopez, Chair
Jonathan Molina Mancio, Vice Chair
Larry L. Adamson
Douglas Faigin
Mark Ghilarducci
Leslie Gilbert-Lurie
Jack McGrory
Anna Ortiz-Morfit
Christopher Steinhauser
Darlene Yee-Melichar

- Consent**
1. Approval of Minutes, *Action*
 2. Approval to Issue Debt for an Affordable Student Housing Project at California State University, Long Beach, *Action*
 3. Approval to Issue Debt for an Affordable Student Housing Project at California State University, Fresno, *Action*
- Discussion**
4. California State University Annual Investment Report, *Information*

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

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

September 24, 2024

Members Present

Julia Lopez, Chair
Jonathan Molina Mancio, Vice Chair
Larry L. Adamson
Douglas Faigin
Mark Ghilarducci
Leslie Gilbert-Lurie
Jack McGrory
Anna Ortiz-Morfit
Christopher Steinhauser
Darlene Yee-Melichar

Jack B. Clarke, Jr., Chair of the Board
Mildred García, Chancellor

Trustee Julia Lopez chaired and called the meeting to order.

Public Comment

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

Consent Agenda

The minutes of the July 24, 2024, meeting of the Committee on Finance were approved as submitted.

Item 2, California Polytechnic State University, San Luis Obispo Approval to Issue Debt for an Auxiliary Acquisition of a Housing Project was approved as submitted (RFIN 09-24-08).

Discussion Agenda

The committee had two items on the discussion agenda.

FIN

Agenda Item 1

November 20-21, 2024

Page 2 of 3

Item 4, Approval of the 2025-2026 Operating Budget Request, Action

The State of California intends to cut funding to the CSU by \$397 million in 2025-2026 and delay \$252.3 million in compact funding during the same year. It was reported that these cuts will significantly underfund the CSU's essential priorities and unavoidable expenditures for 2025-2026. The 2025-2026 CSU Operating Budget Request was presented for approval and totals \$593 million. It includes \$164 million for unavoidable costs and \$429 million for essential priorities as outlined on Attachment A to this item. Together with the state budget cut and delay of compact funding this will create a budget gap of approximately \$800 million for the CSU in 2025-2026.

The presentation also focused on the significant and negative consequences of these cuts on CSU programs, services, and the students we serve. Presidents Ellen Neufeldt of CSU San Marcos and Cynthia Teniente-Matson of San José State University shared some of the ways their respective universities are planning to further cut back on expenditures as well as some of the strategies they will use to manage through these challenges. President Teniente-Matson shared some of the rationale that university presidents consider when prioritizing their budgets and determining which programs and services to fund, as well as considering where to pull funds from to meet these essential priorities. Both presidents agreed that effective advocacy and outreach by all CSU constituents and supporters will be critical to visibly demonstrate to the State that a budget reduction of this size will have serious negative impacts on our students, the support we provide them, and the quality of their education.

Following the presentation President Tomás Morales of CSU San Bernardino and President Vanya Quiñones of CSU Monterey Bay also provided examples of how their universities have adjusted their budgets and services to cover funding gaps over the last few years and explained how they will be extremely challenged to continue to reduce budgets further. Chancellor Mildred García spoke about the social and economic impact of the CSU on the State of California and its diverse workforce. She called upon all CSU constituents to help in advocating for investment in, and full funding of the CSU budget request.

Several trustees stressed the importance of effective and concerted advocacy efforts. They shared their support for more aggressive marketing strategies to help convey to the legislature how budget cuts are affecting students, faculty, and staff and also to highlight the benefits and value of investing in the CSU. It was suggested that one strategy be to quantify the effects of budget cuts on CSU operations year over year, such as cuts to personnel, academic programs, and courses. The need for the state to fulfill its compact funding agreement was raised, in particular for the CSU to be able to deliver salary increases that were supported and approved during the last bargaining cycle contingent on funding from the compact. The trustees acknowledged that faculty, staff, and students are already being impacted by ongoing reductions in funding and hiring freezes. Other concerns raised included how cuts will impact enrollment growth, faculty retention, program offerings, and mental health support.

The committee recommended approval of the proposed resolution (RFIN 09-24-09).

Item 5, Overview of California State University Debt and Impact on Operating Budget, Information

Background information on how the CSU received authority from the State to finance its self-support and academic facilities was reviewed, including a summary of legislation in 2014 that shifted responsibility for the financing of academic facilities to the Board of Trustees and granted additional authorities to fulfill that responsibility, such as the authority to pledge operating revenues to secure the repayment of CSU debt, including student tuition revenues. Details of the process for reviewing and evaluating issuance of new debt were also shared. It was reported that ongoing operating funds committed to debt service for the 2024-2025 fiscal year are approximately \$440 million, or 5.2% of the CSU's total \$8.5 billion operating budget.

Following the presentation Trustee Jack McGrory commended the Financing and Treasury team for delivering outstanding financing with low interest rates and for their management of the CSU's investments portfolio. He also asked about the difference between the \$440 million and \$514 million referenced in the agenda item. It was clarified that the \$514 million includes self-support, while the \$440 million focuses on the core operating budget being reported on. Other trustees asked about the CSU's capacity to issue more debt and were advised that technically there is capacity to issue more debt, however it would require reallocating funds from other areas to cover those debt payments. Trustee Yee-Melichar asked how rising interest rates will affect the CSU's borrowing. She was informed that interest rates are one variable considered when deciding on borrowing, but higher rates can put pressure on projects and Financing and Treasury staff is mindful of these variables when considering structuring debt.

Staff committed to continue to keep the Board of Trustees updated on the impact of university debt on the CSU operating budget by adding this information to the annual debt report presented every year in March.

Trustee Lopez concluded the business of the Committee on Finance.

COMMITTEE ON FINANCE

Approval to Issue Debt for an Affordable Student Housing Project at California State University, Long Beach

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 that the California State University Board of Trustees authorize the issuance of long-term Systemwide Revenue Bond (SRB) financing and related debt instruments, including shorter term and variable rate debt, floating and fixed rate loans placed directly with banks, and bond anticipation notes (BANs) to support interim financing under the CSU commercial paper (CP) program, in an aggregate principal amount not-to-exceed \$57,720,000 to provide financing for a campus capital project:

California State University, Long Beach Hillside North Student Housing

Background

The SRB program provides capital financing for projects of the CSU – student housing, parking, student union, health center, 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 BANs issued by the CSU in support of its 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.

California State University, Long Beach Hillside North Student Housing

The California State University, Long Beach Hillside North Student Housing project (the “Project”) was approved for schematics during the September 2023, Board of Trustees meeting of the Committee on Campus Planning, Buildings and Grounds. The Project, (building #103A-C) also referred to as La Playa Residence Hall, will consist of 412 affordable student beds and 12 resident advisor beds, totaling 108,760 gross square feet across three five-story buildings. The Project will be located northeast of the existing Hillside Village student housing complex. A typical residence floor will include dormitory rooms, restrooms, showers, lounges, and study rooms. The ground floor will provide shared kitchens, a multi-purpose room, community laundry room, and small music practice rooms. The Project will also house a Counseling and Psychological Services satellite office, student housing administrative offices, and three housing staff apartments.

The not-to-exceed principal amount of the proposed bonds is \$57,720,000, based on a total project budget of \$122,221,000 with additional funding of \$53.3 million from the State’s Higher Education Student Housing Grant Program and \$15 million from housing program reserves. Additional net financing costs, such as capitalized interest and costs of issuance (estimated at \$3,799,000), are expected to be funded from bond proceeds. The Project is scheduled to start construction in February 2025 with completion expected in August 2026.

The funding from the State’s Higher Education Student Housing Grant Program was initially expected to be in the form of a one-time cash grant, which was awarded in the 2022-2023 fiscal year. However, the 2023-2024 state budget for the CSU clawed back the cash grants for all previously awarded projects in the program and replaced them with an increase in CSU’s annual support appropriation, which will allow CSU to replace the cash grants with a like amount of additional SRB net proceeds. This additional SRB funding in the amount of \$53.3 million for the Project was approved by the Board of Trustees during its July 2023 meeting. This related debt shall be issued under the SRB program and will be repaid from the additional support appropriation from the state (rather than campus resources).

The following table summarizes key information about this financing transaction.

Not-to-exceed principal amount	\$57,720,000
Amortization	Approximately level debt service over 30 years
Projected maximum annual debt service	\$3,999,772
Projected debt service coverage ratio including the new project:	
Net revenue – Long Beach pledged programs: ¹	3.31
Net revenue – Projected campus housing program:	1.80

1. Combines projected 2027-2028 information for all campus pledged revenue programs with 2027-2028 information for the project.

The not-to-exceed principal amount for the Project, the maximum annual debt service, and the financial ratios above are based on an estimated all-in true interest cost of 5.70%, 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 campus financial plan projects a housing program net revenue debt service coverage of 1.80 in fiscal year 2027-2028, the first year of operations with full debt service, which is better than the CSU benchmark of 1.10 for the program. When combining the Project with information for all campus pledged revenue programs, the campus's overall net revenue debt service coverage in 2027-2028, the first year of operations with full debt service, is projected to be 3.31, which is better than the CSU benchmark of 1.35 for a campus.

In coordination with CSU's Office of General Counsel, Orrick, Herrington & Sutcliffe LLP, as outside bond counsel, is preparing resolutions to be distributed to the Board of Trustees prior to this meeting that authorize interim and permanent financing for the Project described in this agenda. The proposed resolutions will achieve the following:

1. 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 principal amount not-to-exceed \$57,720,000 and certain actions relating thereto.
2. 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 bond anticipation notes, the revenue bonds, and the related debt instruments.

Approval of the financing resolutions for this project as described in this Agenda Item 2 of the Committee on Finance at the November 20-21, 2024, meeting of the CSU Board of Trustees is recommended for:

California State University, Long Beach Hillside North Student Housing

COMMITTEE ON FINANCE

Approval to Issue Debt for an Affordable Student Housing Project at California State University, Fresno

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 that the California State University Board of Trustees authorize the issuance of long-term Systemwide Revenue Bond (SRB) financing and related debt instruments, including shorter term and variable rate debt, floating and fixed rate loans placed directly with banks, and bond anticipation notes (BANs) to support interim financing under the CSU commercial paper (CP) program, in an aggregate principal amount not-to-exceed \$19,770,000 to provide financing for a campus capital project:

California State University, Fresno Affordable Student Housing Project

Background

The SRB program provides capital financing for projects of the CSU – student housing, parking, student union, health center, 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 BANs issued by the CSU in support of its 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.

California State University, Fresno Affordable Student Housing Project

The California State University, Fresno Affordable Student Housing project (the “Project”) was approved for schematics during the November 2023, Board of Trustees meeting of the Committee on Campus Planning, Buildings and Grounds. The Project (building #89) will consist of a four-story residence hall of approximately 82,838 gross square feet to be located on the southern portion of existing Parking Lot 27, at the southwest corner of the campus (corner of Cedar Avenue and Shaw Avenue). The Project will include approximately 228 new apartment-style beds including units for resident advisors and six units for students with children. The first floor will provide learning community and recreational spaces, as well as accessible housing units. The three upper residence floors are identical, which will include student housing units, shared study/gathering spaces, laundry facilities, and space for a resident advisor on each floor. The outdoor hardscape and landscape areas will provide additional space for studying and recreation.

The not-to-exceed principal amount of the proposed bonds is \$19,770,000, based on a total project budget of \$52,179,000 with additional funding of \$33,750,000 from the State’s Higher Education Student Housing Grant Program. Additional net financing costs, such as capitalized interest and cost of issuance (estimated at \$1,341,000), are expected to be funded from bond proceeds. The Project is scheduled to start construction in December 2024 with completion expected in May 2026.

The funding from the State’s Higher Education Student Housing Grant Program was initially expected to be in the form of a one-time cash grant, which was awarded in the 2022-2023 fiscal year. However, the 2023-2024 state budget for the CSU clawed back the cash grants for all previously awarded projects in the program and replaced them with an increase in CSU’s annual support appropriation which will allow CSU to replace the cash grants with a like amount of additional SRB net proceeds. This additional SRB funding in the amount of \$33,750,000 for the Project was approved by the Board of Trustees during its July 2023 meeting (\$31,050,000 as listed directly for the project and an additional \$2.7 million project augmentation from the \$157 million of pending approvals). This related debt shall be issued under the SRB program and will be repaid from the additional support appropriation from the state (rather than campus resources).

The following table summarizes key information about this financing transaction.

Not-to-exceed principal amount	\$19,770,000
Amortization	Approximately level debt service over 30 years
Projected maximum annual debt service	\$1,371,198
Projected debt service coverage ratio including the new project:	
Net revenue – Fresno pledged programs: ¹	1.61
Net revenue – Projected campus housing program	2.17

1. Combines projected 2027-2028 information for all campus pledged revenue programs with 2027-2028 information for the project.

The not-to-exceed principal amount for the Project, the maximum annual debt service, and the financial ratios above are based on an estimated all-in true interest cost of 5.70%, 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 campus financial plan projects a housing program net revenue debt service coverage of 2.17 in fiscal year 2027-2028, the first year of operations with full debt service, which is better than the CSU benchmark of 1.10 for the program. When combining the Project with information for all campus pledged revenue programs, the campus’ overall net revenue debt service coverage for fiscal year 2027-2028, the first year of operations with full debt service, is projected to be 1.61, which is better than the CSU benchmark of 1.35 for a campus.

In coordination with CSU’s Office of General Counsel, Orrick, Herrington & Sutcliffe LLP, as outside bond counsel, is preparing resolutions to be distributed to the Board prior to this meeting that authorize interim and permanent financing for the Project described in this agenda. The proposed resolutions will achieve the following:

1. 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 principal amount not-to-exceed \$19,770,000 and certain actions relating thereto.
2. 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 bond anticipation notes, the revenue bonds, and the related debt instruments.

FIN

Agenda Item 3

November 20-21, 2024

Page 4 of 4

Approval of the financing resolutions for this project as described in this Agenda Item 3 of the Committee on Finance at the November 20-21, 2024, meeting of the CSU Board of Trustees is recommended for:

California State University, Fresno Affordable Student Housing Project

COMMITTEE ON FINANCE

California State University Annual Investment Report

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

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

Summary

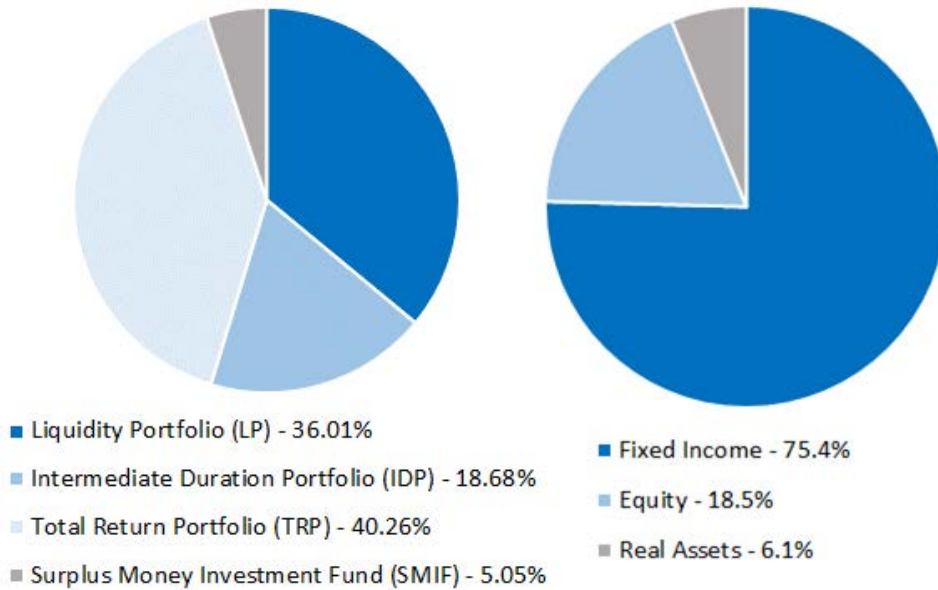
This item provides the annual investment report to the California State University Board of Trustees for the year ended June 30, 2024. The information in Attachment A provides the entire annual investment report regarding CSU investments as required by Education Code § 89726.

Background

The California State University Master Investment Policy is posted publicly to: <https://calstate.policystat.com/policy/11691689/latest>. Pursuant to the CSU Master Investment Policy, CSU investments as of June 30, 2024, consisted of investments in the Liquidity Portfolio (LP), the Intermediate Duration Portfolio (IDP), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). Except for amounts held at the state in SMIF, all CSU investments are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in the figures reported. In addition, this report does not include approximately \$1.26 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, 2024**

	<u>Balance</u>	<u>% of CSU Investments</u>	<u>Twelve Month Returns</u>
Liquidity Portfolio (LP)	\$2.523 billion	36.01%	5.42%
Intermediate Duration Portfolio (IDP)	\$1.308 billion	18.68%	4.20%
<u>Total Return Portfolio (TRP)</u>	<u>\$2.820 billion</u>	40.26%	11.00%
CSU Investment Portfolios	\$6.65 billion		
Surplus Money Investment Fund (SMIF)	\$0.354 billion	5.05%	3.83%
Total CSU Investments	\$7.00 billion	100%	



CSU Investment Performance

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

CSU Liquidity Portfolio (LP)

The purpose of the LP is to provide sufficient and immediate liquidity to meet the operating needs of the CSU. The investment objectives are safety of principal and liquidity.

The LP is managed through contracts with two investment management firms, BlackRock Financial Management and Payden & Rygel, each of whom provides investment management services for the program. While the custodian, US Bank, holds the funds invested in the LP 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 LP investment policy. Consistent with state law, the LP is restricted to high quality, fixed income securities.

CSU Intermediate Duration Portfolio (IDP)

The purpose of the IDP is to provide opportunity for modest, additional risk adjusted returns on CSU funds not needed for immediate liquidity. The investment objectives are safety of principal, liquidity, and return. The IDP is managed through contracts with three investment management firms, Western Asset Management Company, PGIM Fixed Income, and Income Research & Management, each of whom provides investment management services for the program. While the custodian, US Bank, holds the funds invested in the IDP, for investment management purposes, additions to the portfolio are split evenly between the investment managers and invested according to permitted investments outlined in the Government Code of the state and the IDP investment policy. Consistent with state law, the IDP is restricted to high quality, fixed income securities.

CSU Total Return Portfolio (TRP)

The purpose of the TRP is to provide the 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 65% 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	

With the passage of AB 2422, effective January 1, 2023, up to 65% of CSU investments may be invested in the TRP and the TRP may additionally invest in commingled funds and exchange-traded funds. Considering these legislative changes, in January of 2023 the IAC took two actions and in March of 2023 the Board of Trustees took one action. First, the IAC approved a recommendation to the Board of Trustees to revise the CSU Master Investment Policy. These recommended revisions were presented to and approved by the Board of Trustees at the March 2023 meeting. The IAC also approved a revised funding schedule for the TRP calling for an additional \$1.25 billion to be invested in the TRP from January of 2023 to December of 2024. At present, \$892.7 million of the additional \$1.25 billion has been invested in the TRP. The investment schedule may also be adjusted by the IAC at any time depending on market conditions and staff will ensure the TRP does not exceed its statutory limit as a percent of CSU investments.

Since the TRP Inception date¹ through June 30, 2024, the TRP investment earnings were approximately \$560.5 million. During this period, the TRP total return exceeded the LP total return by 4.52% annualized (net of fees) or a cumulative \$391.8 million, which was about 3.3 times higher than LP investment earnings.

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. To facilitate certain expenditures, the CSU maintains modest amounts of funds with the state. Consistent with state law, the portfolio is restricted to high quality, fixed income securities.

¹ The TRP Inception Date was April 1, 2018.

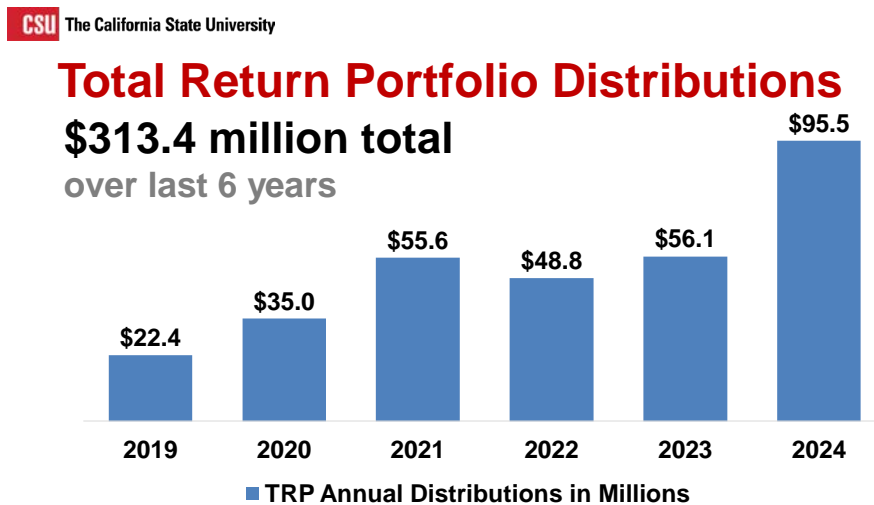
Reporting Requirements

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.

Recent Actions/Next Steps

In April 2024, the CSU returned \$1.029 billion to the State of California because of the State's action in the 2023-2024 budget to change funding for certain capital projects from one-time funds to CSU debt financing supported by an increase in ongoing state appropriation. The Liquidity Portfolio was reduced by this amount accordingly when the funds were returned to the State.

In October 2024, the IAC approved the sixth annual TRP distribution to the system of approximately \$95.5 million, bringing total TRP distributions to the system since inception to \$313.4 million. TRP distributions are allocated to the campuses annually for capital outlay or maintenance. Consistent with state law, specifically Education Code § 89726, earnings from the TRP shall be used only for capital outlay or maintenance and shall not be used for ongoing operations.



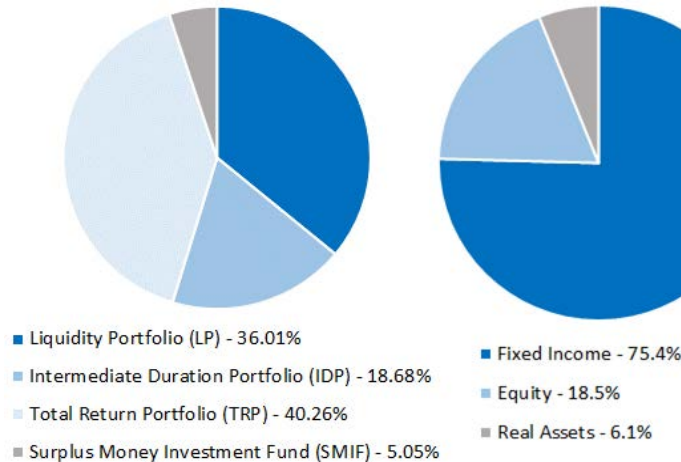
The next investment report to the Board of Trustees is scheduled for the March 2025 meeting and will provide information on the CSU Quarterly Investment Report for the fiscal quarter ending September 30, 2024.

CSU Annual Investment Report For the Fiscal Year Ended June 30, 2024

California State University investments as of June 30, 2024, consisted of investments in the CSU Liquidity Portfolio (LP), the Intermediate Duration Portfolio (IDP), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). All CSU investments (except for funds invested in SMIF) are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$1.26 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, 2024

	Balance	% of CSU Investments
Liquidity Portfolio (LP)	\$2.523 billion	36.01%
Intermediate Duration Portfolio (IDP)	\$1.308 billion	18.68%
Total Return Portfolio (TRP)	\$2.820 billion	40.26%
Surplus Money Investment Fund (SMIF)	\$0.354 billion	5.05%
CSU Investments	\$7.00 billion	100%



For the twelve months ending June 30, 2024, direct investment management fees¹, advisory, and custodial fees totaled just over \$4.2 million, or about 0.054% on CSU investments' average balance for the twelve months ending June 30, 2024.

¹ Direct investment management fees exclude TRP mutual fund investment management fees. TRP mutual fund investment management fees are included as mutual fund expenses and reported as a percent of total fund assets. See TRP Fund Expense Ratio (Fee) in the table on page 6.

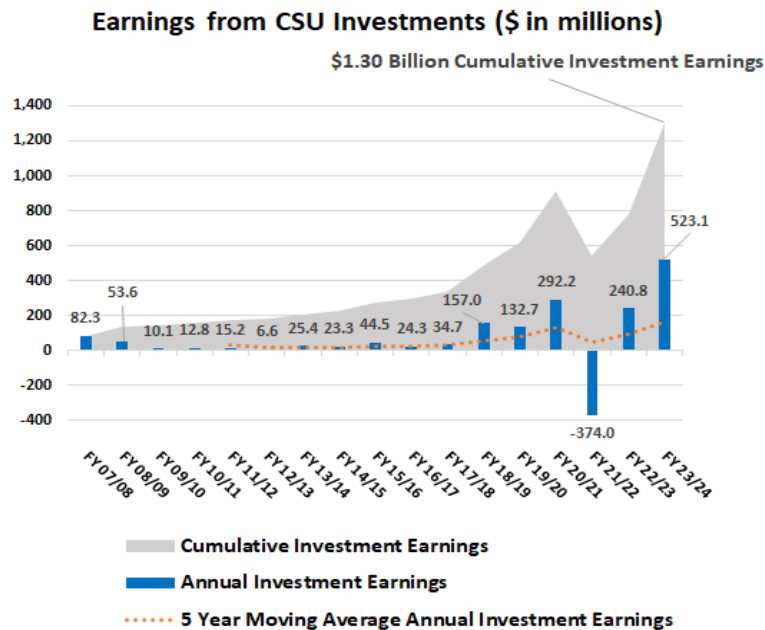
CSU Consolidated Investment Portfolio

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

	CSU Consolidated Investment Portfolio	CSU Total Return Portfolio (TRP)	CSU Intermediate Duration Portfolio (IDP)	CSU Liquidity Portfolio (LP)
1 Year Return	7.21%	11.00%	4.20%	5.42%
3 Year Annualized Return	1.67%	1.54%	N/A	1.74%
5 Year Annualized Return	2.90%	6.04%	N/A	1.76%
10 Year Annualized Return	2.13%	N/A	N/A	1.52%
Since Inception Return ³	1.86%	6.46%	-1.73%	1.50%

As of June 30, 2024, the TRP since inception investment earnings were approximately \$560.5 million. During this period, the TRP total return exceeded the LP total return by 4.52% annualized (net of fees) or a cumulative \$391.8 million, which was about 3.3 times higher than LP investment earnings.

Investment Earnings from CSU Investments Support Campus Operations and Student Experience



² CSU Consolidated Investment Portfolio returns exclude SMIF.

³ Inception Dates for the CSU portfolios were: Consolidated Investment Portfolio, July 1, 2007; LP, July 1, 2007; IDP, October 1, 2021; and TRP, April 1, 2018. CSU Consolidated Investment Portfolio, LP, and IDP returns reported gross of fees and as total return, including income and gains (realized and unrealized).

CSU Liquidity Portfolio (LP)

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

	<u>CSU Liquidity Portfolio</u>	<u>Benchmark⁴</u>
1 Year Return ⁵	5.42%	4.81%
3 Year Annualized Return	1.74%	1.15%
5 Year Annualized Return	1.76%	1.40%
10 Year Annualized Return	1.52%	1.27%
Annualized Since Inception Return ⁶	1.50%	1.58%
Yield	4.95%	4.97%
Duration (Years)	1.18	1.38
Average Credit Rating	AA-	AA+

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

Treasuries	55.27%	Agency MBS	2.29%
U.S. Corporate Bonds	29.37%	U.S. Government Agencies	0.69%
Commercial Paper	10.00%	CA Municipal Obligations	0.09%
Cash Equivalents	2.29%		

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

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

⁶ Inception Date for the LP was July 1, 2007.

CSU Intermediate Duration Portfolio (IDP)

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

	CSU Intermediate Duration Portfolio	Benchmark⁷
3 Months Return ⁸	0.61%	0.48%
1 Year Return	4.20%	3.86%
Annualized Since Inception Return ⁹	-1.73%	-1.83%
Yield	5.21%	5.07%
Duration (Years)	4.60	4.59
Average Credit Rating	A+	AA-

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

U.S. Corporate Bonds	53.6%	CA Municipal Obligations	1.2%
Agency MBS	31.0%	Cash Equivalents	0.7%
Treasuries	10.2%	U.S. Government Agencies	0.6%
Agency ABS	2.6%	Supranationals	0.1%

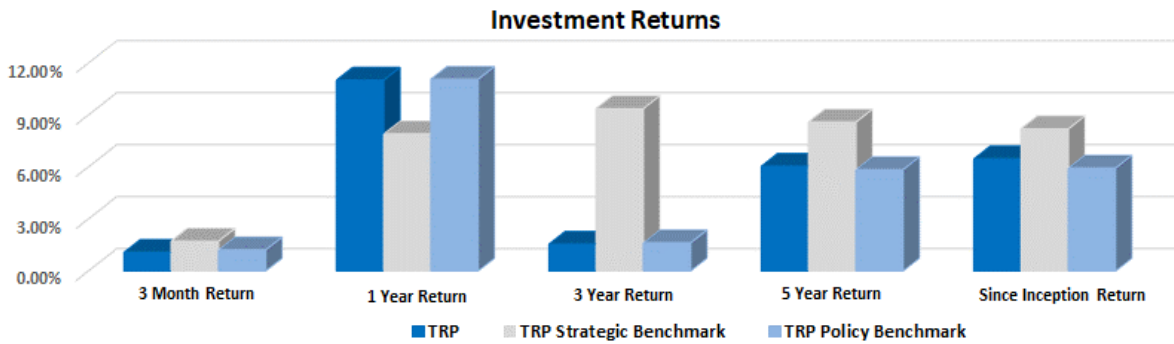
⁷ Benchmark for the IDP is 50% Bloomberg Barclays US Corporate 1-10 Year A or Better Ex-Yankee / 30% Bloomberg Barclays US MBS / 20% Bloomberg Barclays US Intermediate Treasury Index.

⁸ IDP Returns reported gross of fees and as total return, including income and gains (realized and unrealized).

⁹ Inception Date for the IDP was October 1, 2021.

CSU Total Return Portfolio (TRP)

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. Consistent with state law, the TRP is invested in mutual funds subject to registration by, and under the regulatory authority of, the United States Securities and Exchange Commission or in United States registered real estate investment trusts.



	CSU Total Return Portfolio	Strategic Benchmark¹⁰	Policy Benchmark¹¹
3 Months Return	1.07%	1.71%	1.21%
1 Year Return	11.00%	7.90%	11.05%
3 Year Annualized Return	1.54%	9.36%	1.62%
5 Year Annualized Return	6.04%	8.58%	5.84%
Annualized Since Inception Return ¹²	6.46%	8.19%	5.93%

In October 2024, the CSU Investment Advisory Committee approved the sixth annual TRP distribution to the system of approximately \$95.5 million, bringing total TRP distributions to the system since inception to \$313.4 million. TRP distributions are allocated to the campuses annually for capital outlay or maintenance. Consistent with Education Code Section § 89726, additional moneys earned through investments in the TRP shall be used only for capital outlay or maintenance and shall not be used for ongoing operations.

¹⁰ The TRP Strategic Benchmark is inflation (Core Consumer Price Index) plus 4.5% per annum. The long-term rate of inflation is assumed at 2.8% per annum.

¹¹ The TRP Policy Benchmark is a blend of passive indices whose weights match the TRP target asset allocation.

¹² TRP Inception Date was April 1, 2018.

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

Equity Mutual Funds	45.95%	Passive Index Mutual Funds	74%
Fixed Income Mutual Funds	38.96%	Actively Managed Mutual Funds	26% ¹³
Real Asset Mutual Funds	15.09%		

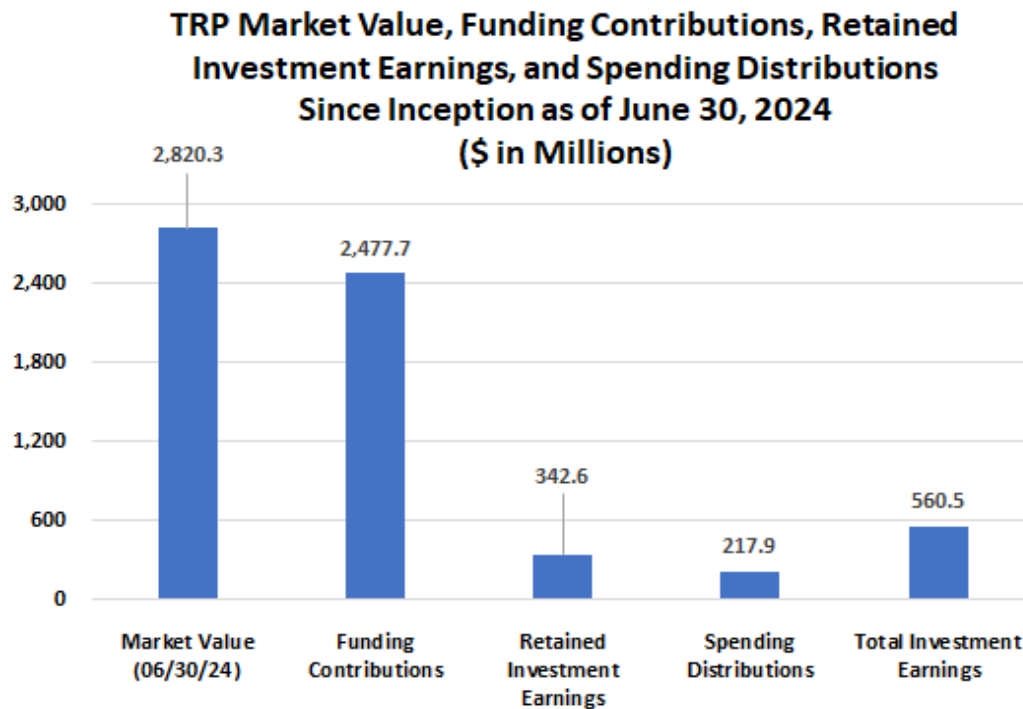
Values, Holdings & Fees (CSU Total Return Portfolio)

Asset Class	Strategy Name	Ticker	Value (millions)			Median Fee Per Asset Class
Fixed Income						
	Vanguard Total Bond Market Index Fund	VBMPX	618.5	21.93%	0.03%	0.44%
	Vanguard Inflation-Protected Securities Fd	VIPIX	140.7	4.99%	0.07%	0.44%
	American Century High Income Fund	NPHIX	152.9	5.42%	0.58%	0.78%
	Polen Opportunistic High Yield	DDJIX	16.9	0.60%	0.79%	0.78%
	Aristotle Floating Rate Income Fund	PLFRX	85.2	3.02%	0.70%	0.76%
	Payden Emerging Markets Bond Fund	PYEIX	42.2	1.50%	0.69%	0.80%
	T. Rowe Emerging Markets Bond Fund	TREBX	42.3	1.50%	0.70%	0.80%
Equity						
	Vanguard Total Stock Market Index Fund	VSMPX	675.3	23.95%	0.02%	0.75%
	Vanguard Developed Markets Index Fund	VDIPX	338.3	12.00%	0.04%	0.89%
	Driehaus Emerging Markets Growth Fund	DIEMX	169.6	6.01%	1.13%	1.01%
	DFA Emerging Markets Value Fund	DFEVX	84.9	3.01%	0.44%	1.01%
	Redwheel Global Emerging Equity Fund	RWCEX	27.9	0.99%	1.20%	1.01%
Real Assets						
	Vanguard Real Estate Index Fund	VGSNX	200.0	7.09%	0.10%	0.87%
	Vanguard Materials Index Fund	VMIAX	112.8	4.00%	0.10%	0.92%
	First Sentier Global Listed Infrastructure Fd	FLIIX	112.6	3.99%	0.95%	0.97%
Cash						
			0.0	0.00%	NA	NA
Total			2,820.3	100%	0.24%	0.74%

¹³ The percent of Actively Managed Mutual Funds is likely to increase in the future while the percent of Passive Index Mutual Funds would decrease consistent with the TRP implementation plan. The total TRP Fund Expense Ratio and total Median Fee Per Asset Class are weighted averages using the percent of the TRP shown in the table for each fund and their respective asset class.

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

The following chart shows the TRP market value, total funded contributions, total retained investment earnings, total spending distributions, and total investment earnings since inception as of June 30, 2024. Total TRP investment earnings equal total TRP spending distributions plus total TRP retained investment earnings.



Surplus Money Investment Fund (SMIF)

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

Apportionment Annual Yield¹⁴

Trailing 12 month as of 06/30/24	3.83%
Average (FYE 06/30/07 – 06/30/24)	1.28%

¹⁴ Annual Yield calculated by CSU Treasury Operations based on the quarterly apportionment yield rates published by the State Controller’s Office.

AGENDA

COMMITTEE ON ORGANIZATION AND RULES

Meeting: 11:15 a.m., Thursday, November 21, 2024
Glenn S. Dumke Auditorium

Jean Picker Firstenberg, Chair
Leslie Gilbert-Lurie, Vice Chair
Diego Arambula
Wenda Fong
Jack McGrory
Anna Ortiz-Morfit
Jose Antonio Vargas

- Consent** 1. Approval of Minutes, *Action*
- Discussion** 2. Proposed California State University Board of Trustees' Meeting Dates for 2026,
Information

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

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

March 26, 2024

Members Present

Lillian Kimbell, Chair
Julia I. Lopez, Vice Chair
Jack B. Clarke, Jr.
Douglas Faigin
Jean Picker Firstenberg
Jonathan Molina Mancio
Anna Ortiz-Morfit

Wenda Fong, Chair of the Board
Mildred García, Chancellor

Chair Kimbell called the meeting to order.

Consent Agenda

The minutes of the January 30, 2024 meeting were approved and submitted.

Discussion Agenda

The committee had two items on the discussion agenda.

Item 2, Approval of Proposed Revisions to the Rules Governing the CSU Board of Trustees

This action item proposed modifications to the Rules Governing the CSU Board of Trustees to revise the schedule for establishing the regular meeting schedule from March to the November prior, providing four additional months of advance notice. Additionally, updates were noted to reference the new name of the Office of the Board of Trustees, formerly Trustee Secretariat, and confirm existing board practices and procedures. Trustee Kimbell called for a motion and a second, and no questions or comments were requested. A roll call vote was taken and the motion passed unanimously.

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Agenda Item 1

November 20-21, 2024

Page 2 of 2

Item 3, Approval of the California State University Board of Trustees' Meeting Dates for 2025

The schedule of the CSU Board of Trustees' meeting dates for 2025 was approved unanimously by roll call vote.

Trustee Kimbell adjourned the Committee on Organization and Rules.

COMMITTEE ON ORGANIZATION AND RULES

Proposed California State University Board of Trustees Meeting Dates for 2026

Presentation By

Jean Picker Firstenberg
Committee Chair

Michelle Kiss
Associate Vice Chancellor and Chief of Staff

Background

The proposed schedule of the CSU Board of Trustees meeting dates for 2026 is presented for information and will be proposed for action at the January 2025 meeting. The proposed dates are on Tuesdays and Wednesdays in the months in which Trustees typically meet at the Chancellor's Office on Long Beach.

Proposed 2026 Meeting Dates

January 27-28, 2026	Tuesday – Wednesday	Chancellor's Office
March 10-11, 2026	Tuesday – Wednesday	Chancellor's Office
May 5-6, 2026	Tuesday – Wednesday	Chancellor's Office
July 21-22, 2026	Tuesday – Wednesday	Chancellor's Office
September 22-23, 2026	Tuesday – Wednesday	Chancellor's Office
November 17-18, 2026	Tuesday – Wednesday	Chancellor's Office

In response to trustee feedback and requests, the May 2026 meeting dates are proposed for earlier in the month than previous meeting dates. This is in order to avoid conflicts with CSU spring commencement schedules across the system and accommodate full trustee engagement and participation in commencement activities during this critically important culmination and celebration of student success and achievement.

Additionally, as has occurred in prior years, due to the timing of the national election and federal holidays (Veterans Day and Thanksgiving) in November 2026, the November proposed meeting dates occur in the same week as the UC Regents.

AGENDA

COMMITTEE ON AUDIT

Meeting: 11:30 a.m., Thursday, November 21, 2024
Glenn S. Dumke Auditorium

Lillian Kimbell, Chair
Anna Ortiz-Morfit, Vice Chair
Jean Picker Firstenberg
Jazmin Guajardo
Yammilette Rodriguez
Christopher Steinhauser
Darlene Yee-Melichar

Consent

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

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

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

September 25, 2024

Members Present

Lillian Kimbell, Chair
Anna Ortiz-Morfit, Vice Chair
Jean Picker Firstenberg
Yammilette Rodriguez
Christopher Steinhauser
Darlene Yee-Melichar
Jack B. Clarke, Jr., Chair of the Board

Trustee Lillian Kimbell called the meeting to order.

Approval of the Consent Agenda

The minutes of the July 23, 2024, meeting of the Committee on Audit were approved as submitted.

Status Report on Audit and Advisory Services Activities

Vlad Marinescu, vice chancellor and chief audit officer, presented item number two, Status Report on Audit and Advisory Services Activities, as an information item. As part of the 2023-24 audit plan year, Audit and Advisory Services performed a variety of both risk- and value-based auditing activities. The risk-based auditing activities centered around the objective of providing assurance to the board that management controls are designed and operating effectively. Value-based auditing activities focused on activities that go beyond the more traditional assurance reviews.

In fiscal year 2023-24, 48 assurance audits were completed at the 23 universities and the chancellor's office. These audits covered 27 distinct topics, some of which included, but were not limited to, information security, financial aid, youth programs, and business continuity and IT disaster recovery. Audit topics were determined through the annual risk assessment process. Both a customized university approach, as well as a systemwide perspective, was taken into consideration. Audit and Advisory Services reviewed and validated corrective action for 193

Aud.

Agenda Item 1

November 20-21, 2024

Page 2 of 2

recommendations from both current and prior year audits. Additionally, follow up reviews were performed for certain audits in which it is deemed that controls were not designed and operating effectively to provide reasonable assurance that risks and objectives were being managed. Mr. Marinescu highlighted three topics that were reviewed as part of the audit plan: executive travel and hospitality, financial aid administration, and business continuity and IT disaster recovery.

The use of data analytics in audit has enabled greater efficiencies and improved audit quality. One of the core functions of Audit and Advisory Services' data analytics function is assurance and advisory project support. In 2023-24, the data analytics team produced 141 queries that supported 30 audit and advisory projects. The data analytics team also performed continuous monitoring of credit card transactions and Concur travel expenses.

Mr. Marinescu discussed division value-added activities including the sharing of notable audit observations systemwide, advisory services, and support for external audits of the CSU. He also shared information on organizational excellence programs, including professional development, quality assurance, and client satisfaction feedback.

Trustees inquired about an audit from 2022-23 with open recommendations and two audits with a substantial number of observations. Mr. Marinescu explained that the implementation of recommendations from the 2022-23 audit is on track and within the agreed upon timeframe, and that university management is committed to remediating and addressing all issues for the two audits that were noted to have a substantial number of observations. Trustees commended the expressed commitment to continuous improvement and feedback from stakeholders, the completion of the 2023-24 audit plan, and inquired as to how the CSU is preparing for the California State Auditor (CSA) audit of affordable student housing. Mr. Marinescu shared information on the CSU's process for preparing for CSA audits.

Trustee Kimbell adjourned the Committee on Audit.

COMMITTEE ON AUDIT

Status Report on Audit and Advisory Services Activities

Presentation By

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

Summary

This item provides an update on internal audit activities and initiatives. It also includes a status update on the 2024-25 audit plan. Attachment A summarizes the status of audit assignments by university. Attachment B illustrates key activities and milestones for the 2024-25 audit plan year.

For the current year audit plan, assignments were made to execute individual university audit plans and conduct financial, operational, compliance, and information technology audits; use continuous auditing techniques and data analytics tools; provide advisory services; support intergovernmental audits; and perform investigation reviews, as needed.

In October 2024 Audit and Advisory Services hosted its annual systemwide roundtable meeting designed to facilitate communication and collaboration between Audit and Advisory Services and university representatives/audit liaisons from the 23 universities. This year's meeting included discussion on a wide variety of topics such as artificial intelligence, information security, fraud and investigations, data analytics, and notable observations from recent audits.

ASSURANCE AUDITS

Status of In-Process and Completed Audits

Audit and Advisory Services continues to make progress on the 2024-25 audit plan. Five audits have been completed and 19 audits are currently in process. Follow-up on current and past assignments is being conducted on 39 completed university reviews. Completed audit reports are posted on the California State University website at <https://www.calstate.edu/csu-system/transparency-accountability/audit-reports>.

The status of university progress toward implementing recommendations for completed 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 once all recommendations are completed.

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

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

Corrective action is reviewed on an on-going basis, and each year we typically review follow-up documentation submitted to our office on approximately 200 recommendations from completed audits. We also conduct follow-up reviews for select prior-year audits to ensure that implemented corrective actions continue to operate effectively.

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 university management. The goal is to enhance awareness of risk, control and compliance issues and to provide a proactive independent review and appraisal of specifically identified concerns. Reviews are ongoing.

INVESTIGATIONS AND INTERGOVERNMENTAL AUDITS

Audit and Advisory Services is periodically called upon to provide investigative reviews of alleged fiscal improprieties. Investigations are performed both at the request of an individual university or the chancellor's office and by referral from the state auditor. Additionally, Audit and Advisory Services assists with tracking external audits being conducted by state and federal agencies, offers assistance to universities undergoing such audits, and acts as a liaison for the California State University system throughout the audit process when appropriate.

On May 14, 2024, the Joint Legislative Audit Committee (JLAC) approved an audit regarding

affordable student housing. The audit will provide information related to the University of California, the CSU, and the California Community Colleges' efforts to provide affordable student housing. The audit started on September 16, 2024. The auditors are in the fieldwork phase of the audit and have selected three CSU campuses as part of their review. The three campuses are Cal State Fullerton, Fresno State, and San Francisco State. The scope and objectives of the audit are available on the State Auditor's website at: <https://www.auditor.ca.gov/wp-content/uploads/2024/05/2024-111-Scope-and-Objectives.pdf>.

The CSA audit report on community college transfers was issued on September 24, 2024. The audit directed five recommendations to the Chancellor's Office. The CSA requires detailed follow-up responses on the implementation of the report's recommendations at 60 days, six months, and one year after the report's release, and annually thereafter if recommendations are still open. Audit and Advisory Services is responsible for coordinating the CSU's follow-up responses to the audit. A copy of the full report can be found on the State Auditor's website (<https://www.auditor.ca.gov/reports/2023-123/>).

INTERNAL AUDIT FRAMEWORK AND STANDARDS

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

Audit and Advisory Services is organizationally independent and free from interference in determining the scope of internal audits, performing work, and communicating results. To ensure organizational independence, Audit and Advisory Services reports functionally to the Trustees of the California State University, and administratively to the Chancellor.

The Institute of Internal Auditors has released Global Internal Audit Standards that will become effective in January 2025 and replace the International Professional Practices Framework and the Code of Ethics. Audit and Advisory Services is currently in the process of performing a readiness assessment to ensure alignment and adherence with the revised standards and will share additional information with the Committee on Audit in early 2025.

STATUS REPORT ON CURRENT AND PAST AUDIT ASSIGNMENTS

Campus	Category	Audit Topic	Audit Plan Year	Total # of Recommendations	*Status
Bakersfield	Status of Recommendations	Computer Security Incident Response	FY 23-24	2	2
		Parking Operations	FY 23-24	9	5 4
Chancellor's Office	Audits Currently in Progress	Logical Access and Security	FY 24-25		
		Multi-Campus Centers and Institutes	FY 24-25		
		Sensitive Data Management	FY 24-25		
	Status of Recommendations	Payroll and Benefits Reporting	FY 22-23	2	2
Channel Islands	Audits Currently in Progress	Site Authority	FY 24-25		
	Status of Recommendations	University Auxiliary Services	FY 23-24	9	1 8
Chico	Audits Currently in Progress	Youth Programs	FY 24-25		
	Status of Recommendations	Endowment Management	FY 23-24	2	2
		Executive Travel and Hospitality	FY 23-24	1	1
Dominguez Hills	Audits Currently in Progress	Americans with Disabilities Act	FY 24-25		
	Status of Recommendations	Property and Equipment	FY 23-24	12	1 11
East Bay	Audits Currently in Progress	Sensitive Data Management	FY 24-25		
		Supplier Administration and Payments	FY 24-25		
	Status of Recommendations	East Bay Foundation	FY 23-24	10	4 6
Fresno	Status of Recommendations	Fleet Services	FY 23-24	9	9
		Information Security	FY 23-24	13	1 12
		Philanthropic Foundation	FY 24-25		
Fullerton	Audits Currently in Progress	Philanthropic Foundation	FY 24-25		
	Status of Recommendations	Americans with Disabilities Act	FY 23-24	3	2 1
		Business Continuity and IT Disaster Recovery	FY 23-24	7	5 2
Humboldt	Audits Currently in Progress	Sponsored Programs Foundation	FY 24-25		
	Status of Recommendations	International Programs	FY 23-24	5	1 4
Long Beach	Audits Currently in Progress	Philanthropic Foundation	FY 24-25		
	Status of Recommendations	Information Security	FY 23-24	9	8 1
		Youth Programs	FY 23-24	5	1 4
		Academic Personnel	FY 24-25	3	3
Los Angeles	Status of Recommendations	Accessible Technology	FY 23-24	3	1 2
		Construction	FY 24-25	8	8
Maritime Academy	Status of Recommendations	Financial Aid	FY 23-24	4	4
Monterey Bay	Status of Recommendations	Executive Travel and Hospitality	FY 23-24	2	2
		Financial Aid	FY 23-24	3	1 2
		Follow Up - Otter Student Union	FY 23-24	3	3
Northridge	Audits Currently in Progress	Cloud Computing	FY 24-25		
		Youth Programs	FY 24-25		
Pomona	Status of Recommendations	Follow-Up - Auxiliary-Owned Housing	FY 23-24	2	2
		Fundraising and Gift Processing	FY 23-24	4	4
Sacramento	Audits Currently in Progress	Information Security	FY 24-25		
	Status of Recommendations	Capital Public Radio	FY 22-23	17	2 15
		Youth Programs	FY 23-24	5	5

*Status
 Closed (green) - Recommendations have been satisfactorily implemented
 Open (blue) - Implementation of recommendations is in progress and within the agreed upon timeframe
 Exceeds Agreed Upon Timeframe (red) - Recommendations have not been implemented within the agreed upon timeframe

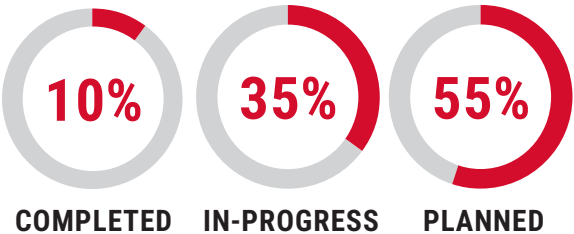
STATUS REPORT ON CURRENT AND PAST AUDIT ASSIGNMENTS

Campus	Category	Audit Topic	Audit Plan Year	Total # of Recommendations	*Status
San Bernardino	Audits Currently in Progress	Construction	FY 24-25		
	Status of Recommendations	Athletics Fiscal Administration	FY 23-24	8	<div style="display: flex; justify-content: space-between;">26</div>
		University Enterprises Corporation	FY 23-24	18	<div style="background-color: blue; color: white; padding: 2px; text-align: center;">18</div>
		Executive Travel and Hospitality	FY 24-25	2	<div style="background-color: blue; color: white; padding: 2px; text-align: center;">2</div>
San Diego	Audits Currently in Progress	Counseling and Psychological Services	FY 24-25		
	Status of Recommendations	Information Security	FY 23-24	17	<div style="background-color: blue; color: white; padding: 2px; text-align: center;">17</div>
		Research Foundation	FY 23-24	1	<div style="background-color: blue; color: white; padding: 2px; text-align: center;">1</div>
San Francisco	No Reportable Recommendations	Police Services	FY 24-25	n/a	
	Status of Recommendations	Information Security	FY 23-24	10	<div style="background-color: blue; color: white; padding: 2px; text-align: center;">10</div>
		University Corporation	FY 23-24	6	<div style="background-color: green; color: white; padding: 2px; text-align: center;">6</div>
San José	No Reportable Recommendations	Executive Travel and Hospitality	FY 24-25	n/a	
	Status of Recommendations	The Student Union of San José State University	FY 23-24	4	<div style="background-color: blue; color: white; padding: 2px; text-align: center;">4</div>
San Luis Obispo	Audits Currently in Progress	Faculty Assigned Time and Additional Employm..	FY 24-25		
	Status of Recommendations	Accessible Technology Initiative	FY 23-24	4	<div style="background-color: blue; color: white; padding: 2px; text-align: center;">4</div>
San Marcos	Audits Currently in Progress	Information Security	FY 24-25		
	Status of Recommendations	San Marcos Foundation	FY 23-24	2	<div style="display: flex; justify-content: space-between;">11</div>
Sonoma	Audits Currently in Progress	Admissions	FY 24-25		
	Status of Recommendations	Business Continuity and IT Disaster Recovery	FY 23-24	10	<div style="display: flex; justify-content: space-between;">19</div>
		Construction Management	FY 23-24	3	<div style="background-color: green; color: white; padding: 2px; text-align: center;">3</div>
Stanislaus	Status of Recommendations	Professional and Continuing Education	FY 23-24	1	<div style="background-color: blue; color: white; padding: 2px; text-align: center;">1</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

AUDIT HIGHLIGHTS

2024-25 ASSURANCE AUDITS



2023-24 AUDIT RECOMMENDATIONS



2022-23 AUDIT RECOMMENDATIONS



SYSTEMWIDE AUDIT ROUNDTABLE

AUDIT AND ADVISORY SERVICES HELD ITS ANNUAL SYSTEMWIDE MEETING OF UNIVERSITY AUDIT LIAISONS IN OCTOBER 2024

STATE AUDITOR UPDATES

**SEPTEMBER 2024:
AUDIT OF AFFORDABLE
STUDENT HOUSING AT CA
COLLEGES STARTED**

**NOVEMBER 2024:
60-DAY RESPONSE TO THE
COMMUNITY COLLEGE
TRANSFERS DUE**

**SUMMER 2025:
ANNUAL RESPONSES
DUE FOR TITLE IX
AND NAGPRA AUDITS**

AGENDA

COMMITTEE ON GOVERNMENTAL RELATIONS

Meeting: 11:35 a.m., Thursday, November 21, 2024
Glenn S. Dumke Auditorium

Yammilette Rodriguez, Chair
Raji Kaur Brar, Vice Chair
Douglas Faigin
Leslie Gilbert-Lurie
Jazmin Guajardo
Lillian Kimbell
Julia I. Lopez
Jonathan Molina Mancio
Sam Nejabat
Jose Antonio Vargas
Darlene Yee-Melichar

Consent

1. Approval of Minutes, *Action*
2. Update on NAGPRA and CalNAGPRA Compliance, *Information*
3. State Legislative Update, *Information*

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

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

September 25, 2024

Members Present

Yammilette Rodriguez, Chair
Douglas Faigin
Leslie Gilbert-Lurie
Lillian Kimbell
Julia I. Lopez
Sam Nejabat
Jose Antonio Vargas
Darlene Yee-Melichar

Jack B. Clarke, Jr., Chair of the Board
Mildred García, Chancellor

Approval of the Minutes

The minutes of the July 24, 2024, meeting were approved as submitted.

Before moving to the remaining business of the committee, Trustee Rodriguez acknowledged a public comment regarding advocacy efforts. She emphasized that the CSU is dedicated to advocacy and is developing a robust advocacy plan that will include all stakeholders, including faculty, students, alumni, presidents, staff and other partners. She also thanked Chancellor García and President Perez for representing the CSU at the NAGPRA hearing in August.

Update on NAGPRA and CalNAGPRA Compliance

Greg Saks, vice chancellor for external relations and communications and Nathan Dietrich, assistant vice chancellor for advocacy and state relations, provided an update on the work being done at the systemwide level to comply with NAGPRA and CalNAGPRA and to implement AB 389.

Assistant Vice Chancellor Dietrich reported that an oversight hearing was held on August 6 by the Joint Legislative Audit Committee and the Assembly Select Committee on Native American Affairs. The focus was on both the CSU and the UC, and Chancellor García and Chico State President Perez both testified. Issues raised by legislators included how long it will take for full repatriation, how much funding is needed, the role of campus committees, how the state can hold the CSU and the UC accountable, and the roles of archaeology departments and field schools.

He also provided an update on the development of the systemwide NAGPRA policy. The CSU held 10 listening sessions this spring and has sent a copy of the draft policy to each Tribe on the Native American Heritage Commission's (NAHC) statewide list for consultation purposes in July. The 90-day consultation period will run through November 30. Additional consultation sessions with Tribes on the draft policy will be held at Chico State, San Diego State, in the Imperial Valley and virtually. After the consultation period, the policy will be refined and shared further with the NAHC, Tribes and across the Chancellor's Office. The CSU will hold a final 30-day consultation period with the Tribes in May 2025.

Funding has been assigned to the universities to support the repatriation of ancestors and cultural items. The 2024-2025 operating budget request included \$4.25 million for NAGPRA and CalNAGPRA compliance. \$3.4 million was allocated to the 21 universities with collections. Each university was allocated between \$115,000 and \$200,000 based on the size of their collection. Funds may be used to support repatriation-related costs, including hiring and training staff, supporting university committees, engaging in Tribal consultation, and fulfilling Tribal requests. \$550,000 was allocated to the Chancellor's Office to support the systemwide efforts, including personnel, training, a collection management system and travel.

Assistant Vice Chancellor Dietrich provided additional key updates and priorities:

- Twenty of the 21 universities now have a NAGPRA coordinator. The remaining university had to repost their position after not attracting a qualified candidate.
- Universities are currently conducting a thorough search across campus for all Native American remains and cultural items that must be included in the university's NAGPRA and CalNAGPRA inventories.
- For the campus-based NAGPRA committees, there are now 29 committee members appointed at 13 universities. There are still 118 openings, and the CSU is redoubling its efforts to attract qualified applicants.
- The recruitment for the executive director of tribal relations is currently underway. This position will lead the Office of Tribal Relations and report directly to the vice chancellor, external relations and communications.

Cal State San Bernardino President Tomás Morales shared updates from the universities on behalf of his fellow presidents:

- Sonoma State hired a director of tribal relations;
- San Francisco State held 13 consultation sessions with 10 Tribes and was awarded a \$100,000 federal grant from the U.S. National Park Service to support its university's repatriation efforts;
- Sacramento State submitted nine notices to the Federal Register and physically transferred a collection to the Konkow Valley Band of Maidu for reburial;
- San Diego State repatriated two separate collections of cultural items to the Santa Ynez Band of Chumash Indians and the Rincon Band of Luiseño Indians;
- Cal State Fullerton and UCLA are working on joint consultation and repatriation of five Orange County site collections; and
- Staff and students from several universities will join Chancellor García in Sacramento on Friday for Native American Day.

Trustee Rodriguez thanked the presidents and the campus coordinators for their intentional work; it is evident that the CSU is making an effort and creating meaningful change. Trustee McGrory asked if there is a way to establish a metric on how the CSU is doing on repatriation. Assistant Vice Chancellor Dietrich said there are three metrics: 1) the number of consultations; 2) the number of notices in the Federal Register; and 3) the completion of repatriation. Trustee McGrory and Trustee Rodriguez asked for data on repatriation efforts.

State Legislative Update

Vice Chancellor Saks shared that the legislature concluded its session on August 31. The Advocacy and State Relations team and colleagues across the system worked hard to secure a favorable outcome on many bills introduced this session.

Assistant Vice Chancellor Dietrich reported that all three of the board's sponsored bills have successfully passed the legislature (AB 3290, AB 2395 and AB 2005). He shared highlights from the legislative session, including bills addressing Title IX, hazing liability, nursing programs and undocumented student employment.

He also provided a recap on recent advocacy activities, including upcoming legislative staff visits at CSU San Marcos and San Diego State, and gave a preview of some of the issues that may be addressed in the next legislative session.

Trustee McGrory believes the CSU needs to come up with another strategy to address its aging facilities since the state has not included the CSU in the public educational facilities bond in 18 years. Trustee Rodriguez would like to investigate the possibility of changing legislation that would allow the CSU to have its own bond measures like K-12 and community college districts. Trustee Lopez asked why the governor has not yet signed AB 2395. Trustee Yee-Melichar asked how the CSU is preparing for the possible implementation of AB 2005 and AB 2395. In the next

Gov. Rel.
Agenda Item 1
November 20-21, 2024
Page 4 of 4

legislative session, Trustee Vargas stated that the CSU needs to advocate for all its students, including undocumented students, by talking about workforce development and how these students contribute to the state. He also shared a UC study that enrollment of low-income, undocumented students has declined by half at the UC and the CSU. Trustee Rodriguez expressed her appreciation to the campuses for the DREAM centers and all the services that support undocumented students.

Trustee Rodriguez adjourned the meeting.

COMMITTEE ON GOVERNMENTAL RELATIONS

Update on NAGPRA and CalNAGPRA Compliance

Presentation By

Greg Saks
Vice Chancellor
External Relations and Communications

Nathan Dietrich
Assistant Vice Chancellor
Advocacy and State Relations

Summary

This agenda item provides an update on systemwide compliance in relation to federal and state laws that require the repatriation of Native American ancestral remains and cultural items that are in a university's possession or control.

Background

The January 2024 Board of Trustees meeting included a discussion on systemwide and university compliance in relation to the federal Native American Graves Protection and Repatriation Act (NAGPRA), the California Native American Graves Protection and Repatriation Act (CalNAGPRA), AB 389, and the 2023 state audit. The Board of Trustees has requested updates at future meetings on progress made towards meeting our responsibilities under state and federal law.

California Native American Day

Chancellor Mildred García was invited by the organizers of the California Native American Day celebration to speak at the annual event that was held at the State Capitol on September 27, 2024. She took the opportunity to apologize to the Tribes, tribal leaders and the tribal communities in attendance for the harm and trauma the CSU's lack of repatriation has caused and continues to cause Tribes. Furthermore, the Chancellor stressed that the CSU is committed to the full repatriation of all ancestors and cultural items that are in the possession or control of our universities, while also building trust and working in partnership with Tribes on a number of issues.

State Audit Update

As previously reported at the July Board Meeting, the Chancellor's Office submitted its one-year response to the California State Auditor, which details the progress made on the auditor's eight recommendations. The State Auditor has determined that the recommendations associated with the Chancellor's Office administrative structure and budget estimates have been fully implemented, while the remaining items are still in progress. The next report to the State Auditor is due in June 2025.

Systemwide Policy Development and Listening Sessions

AB 389 requires, and the 2023 state audit recommends, that the Chancellor's Office adopt a systemwide policy to better implement the state and federal NAGPRA laws that includes conducting meaningful consultation and timely repatriation. AB 389 requires that this policy must be done in consultation with Tribes and the Native American Heritage Commission (NAHC). In July, the Chancellor's Office shared a working draft policy for tribal consultation purposes with California Tribes and the NAHC. A formal 90-day consultation period for Tribes will run from September 1 through November 30. Several one-on-one Tribal consultation meetings have taken place. In addition to holding individual virtual consultations and open forum discussion sessions, the Chancellor's Office met with Tribes in the San Diego, Inland Empire, Chico, and Los Angeles areas. As of October 31, more than a dozen Tribes have taken part in consultation sessions.

The remaining schedule, with additional descriptions, for the systemwide policy development process is below:

September 1 – November 30, 2024	90-day Tribal consultation period of the working draft policy
December 1 – December 31, 2024	Tribal feedback reviewed and incorporated into the working draft policy to develop the draft of the Systemwide NAGPRA Policy
January – March 2025	Draft Systemwide NAGPRA Policy released for review by all stakeholders including Tribes, NAHC, and CSU; consultation opportunities will be offered
April 2025	Incorporate stakeholder feedback to develop the final draft of the Systemwide NAGPRA Policy
May – June 2025	Final draft of the Systemwide NAGPRA Policy stakeholder review period. Additional feedback received will be incorporated.
July 2025	Adoption and implementation by CSU

Campus Coordinators

AB 389 requires campuses with Native American remains and cultural items to have full-time, experienced repatriation coordinators on or before July 1, 2024, to ensure that universities pursue timely repatriation. The state audit also recommended that universities employ full-time coordinators. As of November 15, 2024, all 21 of the universities required to have a full-time experienced coordinator have hired one.

Additionally, across the CSU, the Chancellor's Office staff and university leaders continue to work with all coordinators as they begin, or continue, their work on conducting campus inventories, consulting with tribes, and undertaking the repatriation process.

Systemwide Committee and Campus Committees

AB 389 requires the creation of systemwide and campus-based NAGPRA committees; the state audit also recommends it. The law requires the NAHC to review applicants and nominate them to the chancellor for appointment. Each systemwide and campus-based committee will include four voting Tribal representatives and three voting university members. At the NAHC's October 18, 2024, meeting, 21 committee members were nominated, and the Chancellor has appointed each to their campus committee. In total, 50 committee members have now been appointed to committees at 19 universities. Chico State has a full committee, and quorums exist at San Diego State, San Francisco State, Sacramento State and Sonoma State.

More than 100 additional committee members are still needed across the system. The NAHC will continue to take applications for nominations for committee members until all positions are filled. The CSU will continue to encourage qualified applicants to apply for committee positions, and the NAHC will continue to review and nominate committee members. Earlier this year, the NAHC and Chancellor's Office decided to prioritize filling campus committees before nominating applicants to the systemwide committee.

Prohibition on Teaching, Research, and Display

AB 389 and the new federal regulations place an additional emphasis on prohibiting the use of ancestral remains or cultural items that are in a university's collection for the purpose of teaching, research or display. On March 18, 2024, Chancellor García issued a memorandum directing university presidents to abide by the state and federal regulations and to ensure ancestral remains or cultural items that are in a university's collection are not used in teaching, research or are on display. The future systemwide policy will include this prohibition and federal Duty of Care requirements.

Status of Inventories

AB 389 requires the CSU to report to the legislature on the progress that each university has made reviewing its collections of Native American ancestors and cultural items by December 31, 2024. To ensure comprehensive assessment, universities are conducting campuswide assessments, encompassing departments and storage facilities including off-site or satellite locations.

The upcoming required report to the legislature will detail the progress made by each campus in meeting this requirement. On July 8, 2024, Chancellor García issued a memorandum to each university to complete an inventory search and report findings to the Chancellor's Office by November 4, 2024. Information from the surveys will be shared with the legislature in December. The Chancellor's Office is working with universities to ensure any issues surrounding their inventory status is resolved in time to report the update to the legislature.

Fiscal Planning

The CSU 2024-2025 operating budget request included \$4.25 million for NAGPRA/CalNAGPRA compliance and the Chancellor's Office has allocated the full amount. This was the first time that the CSU has allocated funding to universities for their repatriation efforts. In August, as part of the annual budget allocation process, the Chancellor's Office allocated \$3.4 million to the 21 universities with collections. Each university was allocated between \$115,000 and \$200,000, with the universities with the largest collections receiving the larger amount. Universities may use funds to support repatriation-related costs, including, but not limited to hiring and training staff, supporting university committees, engaging in Tribal consultation, and fulfilling Tribal requests. Universities are also encouraged to use their existing funds in addition to the new allocations. Of the \$4.25 million allocated, \$550,000 was allocated to the Chancellor's Office to support the systemwide efforts that the auditor has recommended and AB 389 requires.

The Board of Trustees' adopted 2025-2026 operating budget request includes an additional \$4.5 million for NAGPRA/CalNAGPRA compliance

Chancellor's Office Support

Earlier this year, the Chancellor's Office announced that it will establish an Office of Tribal Relations (OTR). OTR will be located within the Division of External Relations and Communication and its leadership will report to the vice chancellor. ASR will continue to lead the Chancellor's Office repatriation efforts until the OTR is fully formed and operational. The Chancellor's Office is in the process of hiring an executive director to lead the OTR. The position has been posted, a hiring committee has been established, interviews have taken place, and the goal is to have the office established before the end of the year.

COMMITTEE ON GOVERNMENTAL RELATIONS

State Legislative Update

Presentation By

Greg Saks
Vice Chancellor
External Relations and Communications

Nathan Dietrich
Assistant Vice Chancellor
Advocacy and State Relations

Summary

The Legislature adjourned for the fall interim on August 31 and will remain in recess until December 2, when they will reconvene to swear in newly elected members and begin the new two-year legislative session. The Governor considered all bills passed by August 31 and took action on each by September 30. Bills signed into law by the Governor will go into effect January 1, 2025, unless the bill includes either an urgency statute making it effective immediately, or language that explicitly delays implementation until a specified date.

Legislative Session Review

The CSU and its universities enjoyed a successful legislative session. The Governor signed every bill sponsored by the Board of Trustees into law and vetoed several bills that if enacted, would have had challenging policy and fiscal implications for the CSU.

The success achieved this session would not have been possible without the active engagement from universities, trustees and key stakeholders. As a result, AB 2005 (Ward), a Board-sponsored bill, was signed and will allow the CSU's residential development partners to utilize Low-Income Housing Tax Credits to develop affordable housing for faculty and staff on university-owned land. A second sponsored bill, AB 2395 (Quirk-Silva), provides CSU universities flexibility to use professional and continuing education funds to develop and expand innovative academic programs in order to improve student access and workforce preparation. Several of the chaptered bills, which are summarized below, relate to Title IX, and CSU worked closely with legislators to address this important topic.

Governor Newsom vetoed a number of bills that would have had significant operational, financial or Master Plan-related impacts on the system and its universities. Vetoed bills included legislation authorizing community colleges to offer baccalaureates in nursing (AB 2104, SB 895), expanded

tuition waivers (AB 3034), and new regulations around project labor agreements for public agencies, including the CSU (SB 984).

As we look ahead to the 2025-2026 legislative session, staff will continue to actively engage in discussions pertaining to college athletics, intersegmental coordination, basic needs, Title IX, and other issues.

End of Session Legislative Summary

The report is organized to reflect the Governor's actions as follows:

- Chaptered bills
 - BOT Sponsored Legislation
 - Senate bills
 - Assembly bills
- Vetoed bills
 - Senate bills
 - Assembly bills
- Bills that Failed to Advance to the Governor

GOVERNOR'S ACTIONS - CHAPTERED

SPONSORED LEGISLATION

AB 2005 (Ward) – California State University: Faculty and Employee Housing

This bill would allow the California State University (CSU) residential development partners to utilize Low-Income Housing Tax Credits to develop affordable housing for faculty and staff on university-owned land.

- **CSU Position:** Sponsor
- **Status:** Chaptered by Secretary of State - Chapter 558, Statutes of 2024

AB 2395 (Quirk-Silva) – California State University: Extension Programs, Special Session, and Self-Supporting Instructional Programs

This bill would provide CSU campuses flexibility in the use of professional and continuing education funds so they can be used to develop and expand innovative academic programs to improve student access and workforce preparation and require annual reporting on the use of these funds.

- **CSU Position:** Sponsor
- **Status:** Chaptered by Secretary of State - Chapter 828, Statutes of 2024

AB 3290 (Committee on Higher Education) Postsecondary Education: Omnibus Bill

While AB 3290 is not a formally sponsored bill, it includes the Board-sponsored legislation that allows members of the military who are serving in the United States Armed Forces to receive in-state tuition if they are stationed in California for the express purposes of furthering their education.

This bill is also used to provide clarifying and conforming changes to various provisions of the Education Code affecting higher education.

- **CSU Position:** Support
- **Status:** Chaptered by Secretary of State - Chapter 440, Statutes of 2024

Senate Bills

SB 1015 (Cortese) – Nursing Schools and Programs

This bill would require the Nursing Education and Workforce Advisory Committee, within the Board of Registered Nursing, to study and recommend to the legislature how schools of nursing can coordinate clinical placements.

- **CSU Position:** Support
- **Status:** Chaptered by Secretary of State. Chapter 776, Statutes of 2024

SB 1166 (Dodd) – Annual Report: Sex Discrimination

This bill requires the CSU and CCC, and requests the UC, to report to the legislature with a summary of the activities undertaken by each campus and by the systemwide Title IX office to ensure campus programs and activities are free from sex discrimination.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State. Chapter 883, Statutes of 2024

SB 1287 (Glazer) – Equity in Higher Education Act: Prohibition on Harassment, Intimidation, and Discrimination

This bill requires the CSU and CCC, and requests the UC, to adopt a policy within their student code of conduct to prohibit violence, harassment, intimidation and discrimination that create a hostile environment on campus and to develop a mandatory training program to educate students on how to exchange views in an atmosphere of mutual respect and civility, among other requirements.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State. Chapter 892, Statutes of 2024

SB 1348 (Bradford) – Postsecondary Education: California Black-Serving Institutions Program

This bill would establish the Designation of California Black-Serving Institutions (BSI) to recognize campuses of these segments that excel at providing academic resources to Black and African American students. The CSU is designated as the managing entity for BSI designations.

- **CSU Position:** Support
- **Status:** Chaptered by Secretary of State. Chapter 627, Statutes of 2024

SB 1491 (Eggman) – Postsecondary Education: Equity in Higher Education Act

This bill requires the CSU and CCC to designate a non-responsible employee at each campus to be a point of contact for the needs of lesbian, gay, bisexual, asexual, pansexual, transgender, gender-nonconforming, intersex and two-spirit faculty, staff and students.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State. Chapter 490, Statutes of 2024

Assembly Bills

AB 810 (Friedman) – Hiring Practices: Academic, Athletic, and Administrative Appointments

This bill requires the CSU, UC and CCC to require applicants for an academic, athletic or administrative position to disclose any administrative or judicial finding that the applicant committed sexual harassment. The applicant would also be required to sign a release form that authorizes their former employer to release information regarding any substantiated allegations of misconduct.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 673, Statutes of 2024

AB 1205 (Bauer-Kahan) – CSU Students: California Promise: Finish in Four and Through in Two

This bill changes the name of the California Promise Program to 'Finish in Four and Through in Two,' eliminates the 2026 sunseting of the program, requires each campus to implement outreach techniques to promote the program to students, and requires annual reporting to the legislature on program participation.

- **CSU Position:** Pending
- **Status:** Chaptered by Secretary of State - Chapter 677, Statutes of 2024
 - *Note: This was an end of session gut-and-amend that inserted the provisions of SB 1200 (Glazer) into AB 1205.*

AB 1524 (Lowenthal) – Postsecondary Education: On-Campus Access to Drug Testing Devices and Antitampering Devices

This bill requires the CSU and CCC, and requests the UC, to stock devices that detect the presence of drugs in a health center located on each campus and offer them free of charge.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 679, Statutes of 2024

AB 1575 (Irwin) – Postsecondary Education: Designated Advocates: Students Codes of Conduct: Advisers

This bill requires public postsecondary institutions to advise students involved in disciplinary procedures that they are allowed to select a respondent adviser to assist them in navigating the adjudication procedures.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 808, Statutes of 2024

AB 1577 (Low) – Health Facilities and Clinics: Clinical Placements: Nursing

This bill requires a health facility or clinic to meet with the community college or the CSU and work in good faith to meet the needs of the community college or CSU program.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 680, Statutes of 2024

AB 1790 (Connolly) – CSU: Sexual Harassment: Implementing California State Auditor Recommendations

This bill would require the CSU to implement the recommendations of the 2023 state audit on Title IX and report to the Legislature on the status of implementation.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 86, Statutes of 2024

AB 1841 (Weber) – Student Safety: Opioid Overdose Reversal Medication: Student Housing Facilities

This bill requires that the CSU and CCC mandate each university- or college-affiliated student housing facility to stock federally approved opioid overdose reversal medication, to train all residential staff members at each student housing facility on the administration of the opioid overdose reversal medication, and to distribute the opioid overdose reversal medication to all university or college-affiliated Greek-life housing facilities.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 942, Statutes of 2024

AB 1887 (Cervantes) – Student Financial Aid: Application Deadlines: Extension

This bill moves the deadline for students to apply for state financial aid from April 2, 2024, to May 2, 2024.

- **CSU Position:** Support
- **Status:** Chaptered by Secretary of State - Chapter 5, Statutes of 2024

AB 1905 (Addis) – Employment: Settlements, Informal Resolutions, and Retreat Rights

This bill requires public postsecondary institutions to adopt a written policy prohibiting a supervisor or administrator from providing an official letter of recommendation if the employee is determined in a final administrative decision to have committed sexual harassment, resigns from their position during an investigation before a final decision is reached, or enters into a settlement before a final decision is reached.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 813, Statutes of 2024

AB 2015 (Schiavo) – Nursing Schools and Programs: Faculty Members, Directors, and Assistant Directors

This bill would authorize the Board of Registered Nursing (BRN) to approve an individual to serve as a member of the faculty, director or assistant director of an approved school of nursing program unless the nursing program is actively accredited.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 370, Statutes of 2024

AB 2033 (Reyes) – Electronic Benefits Transfer Cards: Basic Needs Services and Resources

This bill would require the CSU and request the UC to establish a Basic Needs Center and employ a Basic Needs Coordinator at every campus who would perform specified duties.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 913, Statutes of 2024

AB 2047 (Fong, Mike) – Discrimination Prevention: Systemwide Offices of Civil Rights

This bill requires the CSU and UC to maintain Title IX offices on every campus and a systemwide Office of Civil Rights and outlines the responsibilities of each office.

- **CSU Position:** Support
- **Status:** Chaptered by Secretary of State - Chapter 693, Statutes of 2024

AB 2193 (Holden) – Hazing: Educational Institutions: Civil Liability

This bill establishes civil liability for an education institution, including the CSU, if the institution had direct involvement in or knew of dangerous hazing practices and failed to take reasonable steps to stop the hazing practices of the organization. Reasonable steps to stop hazing include instituting a comprehensive prevention and outreach program to inform students on the prohibition on hazing.

- **CSU Position:** Neutral
- **Status:** Chaptered by Secretary of State - Chapter 704, Statutes of 2024

AB 2275 (Fong, Mike) – Trustees of the CSU: Appointees

This bill would require that members selected to serve on the CSU Board of Trustees be inclusive and representative of the demographic groups of California and that the board reflect diversity of race, gender, as well as disabled persons and veterans.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 103, Statutes of 2024

AB 2326 (Alvarez) – Equity in Higher Education Act: Discrimination, Compliance, Regulations, and Reports

This bill states that the leader of the system shall have responsibility for monitoring the compliance of each campus in ensuring that programs are free from discrimination. The Chancellor’s Office shall annually submit a report to the Board of Trustees and to the legislature detailing efforts to prevent and respond to discrimination, and the Chancellor shall testify annually before the legislative budget subcommittees on the state of the system in responding to all forms of discrimination.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 827, Statutes of 2024

AB 2407 (Hart) – Sexual Harassment Complaints: State Audits

This bill requires the California State Auditor to, on or before January 1, 2026, and every five years thereafter until January 1, 2044, conduct an audit of the CSU, CCC and UC regarding their respective handling and investigation of sexual harassment complaints, and would require the findings of those audits to be reported to the legislature.

- **CSU Position:** Support
- **Status:** Chaptered by Secretary of State - Chapter 830, Statutes of 2024

AB 2458 (Berman) – Public Postsecondary Education: Student Parents

This bill requires the CSU and CCC, and requests the UC, to post additional information on student parent webpages on campus websites; to develop and implement a systemwide policy for estimating and adjusting cost of attendance information for student parents; to establish a data field in the campuses’ data management information system to identify student parents; and to update its campus net price calculator to include a baseline student parent cost estimate.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 962, Statutes of 2024

AB 2608 (Gabriel) – Sexual Violence and Sexual Harassment: Training

This bill requires public and private postsecondary institutions to update their annual sexual violence and sexual harassment training to include additional topics, such as how to recognize if someone is at risk of drug-facilitated sexual assault and where to access additional confidential resources on- and off-campus.

- **CSU Position:** Support
- **Status:** Chaptered by Secretary of State - Chapter 110, Statutes of 2024

AB 2633 (Alvarez) – Joint Degrees: International Institutions of Higher Education

The bill would authorize the CSU to award undergraduate and graduate degrees jointly with international institutions of higher education and offer doctoral degrees with international institutions of higher education only if the doctoral degree does not duplicate UC doctoral degrees.

- **CSU Position:** Pending
- **Status:** Chaptered by Secretary of State - Chapter 729, Statutes of 2024

AB 2821 (Grayson) – Postsecondary Education: Students with Disabilities

This bill requires public postsecondary institutions to provide training with information regarding disability access and compliance to all personnel during onboarding. It would also require the CSU, UC and CCC to report program cost and budget breakdowns for disabled student programs at each campus every five years.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 905, Statutes of 2024

AB 2834 (Rendon) – Part Time Faculty

This bill would require, when possible, that the names of part-time community college faculty be listed in the class schedule once they are assigned to a class and extend the same preferences to part-time faculty at CSU campuses, including other specified requirements.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 418, Statutes of 2024

AB 2883 (Low) – Lunar New Year Holiday

This bill will allow the CSU, and would request each campus of the UC, to observe Lunar New Year as a paid holiday in place of another prescribed holiday.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 972, Statutes of 2024

AB 2925 (Friedman) – Equity in Higher Education Act: Prohibition on Discrimination: Training and Notice

This bill specifies that California's postsecondary educational institutions have an obligation to combat hate-based discrimination and requires that universities include training to address discrimination against the five most targeted groups in the state as part of any antidiscrimination or diversity, equity and inclusion training that is offered by the institution for students, faculty or staff.

- **CSU Position:** Support
- **Status:** Chaptered by Secretary of State - Chapter 844, Statutes of 2024

AB 2987 (Ortega) – Sex Discrimination Complaints: Status Updates and Notices

This bill requires the CSU and CCC, and requests the UC, to provide updates to parties involved with a Title IX case every 30 days upon request and to provide notice of disciplinary action to the respondent in a complaint of sex discrimination within five days of a decision being made.

- **CSU Position:** Tracking
- **Status:** Chaptered by Secretary of State - Chapter 205, Statutes of 2024

GOVERNOR’S ACTIONS – VETOED

Senate Bills

SB 895 (Roth) – Community Colleges: Baccalaureate Degree in Nursing Pilot Program

This bill would require the Chancellor of the California Community Colleges (CCC) to develop a Baccalaureate Degree in Nursing Pilot Program that authorizes 10 select community college districts to offer a Bachelor of Science in Nursing degree.

- **CSU Position:** Oppose

SB 906 (Skinner) – Collegiate Athletics: Student Athlete Compensation

This bill would require specified reporting, including a report by an entity that provides compensation to a student athlete, or the student athlete’s family, to report such compensation to the student athlete’s postsecondary educational institution.

- **CSU Position:** Tracking

SB 984 (Wahab) – Public Agencies: Project Labor Agreements

This bill would require the CSU to identify, by January 2027, three projects in excess of \$35 million that will utilize a project labor agreement (that includes prevailing wage) and require the Department of General Services to report on any community benefit goals.

- **CSU Position:** Oppose Unless Amended

SB 1411 (Ochoa Bogh) – Instructional Quality Commission: Curriculum Framework and Evaluation Criteria Committee: Higher Education Faculty Representation

This bill would require the commission to ensure that the associated curriculum framework and evaluation criteria committee includes representation from higher education faculty with relevant subject matter expertise, and would authorize the Intersegmental Committee of the Academic Senates to nominate two faculty from California public institutions of higher education for consideration to serve on the relevant curriculum framework and evaluation criteria committee.

- **CSU Position:** Tracking

Assembly Bills

AB 2104 (Soria) – Community Colleges: Baccalaureate Degree in Nursing Pilot Program

This bill would require the CCC to develop a Baccalaureate Degree in Nursing Pilot Program that authorizes 10 select community college districts to offer a Bachelor of Science in Nursing (BSN) degree.

- **CSU Position:** Oppose

AB 2447 (Valencia) – Fiscal Transparency: Internet Website

This bill, known as the California State University Transparency Act of 2024, would require the university to report any expenditures of state dollars over \$25,000 on a website available to the public on or before July 2026.

- **CSU Position:** Oppose

AB 3034 (Low) – Waiver of Tuition and Fees: California Conservation Corps

This bill would prohibit the CSU and UC, if adopted by resolution, from charging tuition or fees for students who are low or moderate income, and who meet certain requirements, including having completed one year in the California Conservation Corps.

- **CSU Position:** Oppose

AB 2586 (Alvarez) – Public Postsecondary Education: Undocumented Student Employment

This bill prohibits the CSU, CCC and UC from disqualifying a student for employment at a campus due to failure to provide proof of federal work authorization, except where proof is required by federal law or when proof is required as a condition of a grant that funds the work position for which the student has applied.

- **CSU Position:** Pending

AB 2936 (Jackson) – Higher Education Reconciliation Act

This bill would require the CSU and CCC, and request the UC, to each develop a reconciliation master plan to address cultural and political conflicts that arise on campus, which will include a forum for the purpose of students' voices being heard while feeling safe. This bill also requires each campus to develop individual reconciliation plans.

- **CSU Position:** Pending

BILLS THAT FAILED TO ADVANCE

Senate Bills

SB 28 (Glazer) – Education Finance: School Facilities: Public Preschool, K–12, and College Health and Safety Bond Act of 2024

This bill would place a \$15.5 billion facilities bond on the March 2024 ballot for K-16, that if approved by the voters, would allocate \$2 billion for the CSU.

- **CSU Position:** Support

SB 916 (Seyarto) – Waiver of Tuition and Fees: Veterans: Extended Education Courses

This bill would prohibit campuses of the three segments of public postsecondary education from charging tuition or fees for students who are veterans, along with their dependents, who choose to enroll in an extended education course if certain requirements are satisfied and the extended education course is being used to meet the requirements of undergraduate degree program.

- **CSU Position:** Oppose

SB 995 (Padilla) – CSU: Teacher Recruitment and Retention

This bill requires the CSU Chancellor in consultation with the California Community College Chancellor to create a five-year pilot program starting with the 2025-2026 school year for students to complete a baccalaureate degree in teacher credentialing in four years.

- **CSU Position:** Tracking

SB 1042 (Roth) – General Acute Care Hospitals: Clinical Placements: Nursing

This bill would require health care facilities to meet with public and private schools who provide nursing education to annually discuss their clinical placement needs and impose specified reporting requirements, which in turn should be used to help prioritize the clinical placement needs of approved schools of nursing, including the CSU.

- **CSU Position:** Tracking

SB 1116 (Portantino) – Unemployment: Trade Disputes: Eligibility for Benefits

This bill would provide unemployment insurance benefits to employees who remain on strike for more than two weeks.

- **CSU Position:** Oppose

SB 1023 (Wilk) – CSU: Antelope Valley or Victor Valley Campus

This bill would authorize the CSU Chancellor's Office to conduct and submit to the Board of Trustees a study on the feasibility of an independent CSU campus in the Antelope Valley or Victor Valley.

- **CSU Position:** Tracking

SB 1200 (Glazer) – CSU: California Promise: Finish in Four and Through in Two

This bill changes the name of the California Promise Program to ‘Finish in Four and Through in Two,’ eliminates the 2026 sunseting of the program, requires each campus to implement outreach techniques to promote the program to students, and requires annual reporting to the legislature on program participation.

- **CSU Position:** Pending

SB 1235 (Gonzalez) – Artificial Intelligence and Deepfake Working Group

This bill would require Cal State Long Beach to establish the Artificial Intelligence and Deepfake Working Group and develop a scoping plan to establish topics that may be addressed by the working group.

- **CSU Position:** Tracking

SB 1378 (Min) – Pupil and Student Safety: Identification Cards: Federal Title IX Assistance Telephone Number

This bill requires all schools that serve pupils in grade seven through 12 as well as all higher education institutions to list contact information for their school’s Title IX Coordinator and the U.S. Department of Education Office for Civil Rights on their student identification cards.

- **CSU Position:** Tracking

Assembly Bills

AB 25 (McCarty) – Student Financial Aid: Middle Class Scholarship Program

This bill amends the rules of the Middle-Class Scholarship Program to remove basic needs emergency aid from consideration in the awarding or adjusting of scholarship amounts. It also requires the Department of Finance to fully fund the program over five years, provided general fund revenues increase for two consecutive years.

- **CSU Position:** Tracking

AB 252 (Holden) – The College Athlete Protection Act

This bill establishes the College Athlete Protection (CAP) Act, for the purpose of providing various rights, benefits and protections to college athletes. The bill creates a 21-member panel to promulgate various regulations to ensure compliance with various health and safety standards and training programs.

- **CSU Position:** Oppose

AB 456 (Maienschein) – Public Postsecondary Education: Campus Mental Health Hotlines

This bill would require the Chancellor of the CCC and the Chancellor of the CSU, on or before January 1, 2026, to develop a plan to make a campus mental health hotline that is operated by an organization with expertise in student mental health available to students on their respective campuses, and to report to the legislature on this plan and other mental health hotlines available to students by January 1, 2026.

- **CSU Position:** Tracking

AB 506 (Fong, Mike) – CSU: Ethnic Studies Course Approvals

This bill requires the CSU to collaborate with the ASCSU, the CCC Ethnic Studies Faculty Council, and the CSU Council on Ethnic Studies to develop a process for CSU to approve CCC ethnic studies courses. It also suspends the current approval by one year and states that courses approved through 2023 will no longer satisfy the requirement.

- **CSU Position:** Oppose

AB 1160 (Pacheco) - Postsecondary Education: Debt Collection

This bill prohibits tax offset for debts owed to postsecondary institutions for two years after debt is incurred, creates new regulations for institutions utilizing third-party debt collection agencies, prohibits the withholding of a diploma or certificate because of institutional debts, allows for a one-time exemption from class registration or re-enrollment holds due to the student having a debt to the institution, and requires biennial reporting to the legislature on the amounts and types of debts owed by students to each institution.

- **CSU Position:** Oppose

AB 1393 (Calderon) – Student Aid Commission: California Dream Act: Food Support Pilot Program

This bill would establish the Food Support Pilot Program within the Student Aid Commission, which would provide food support grants to qualifying students who complete a California Dream Act application and receive financial assistance under the California Dream Act.

- **CSU Position:** Tracking

AB 1818 (Jackson) – Public Postsecondary Education: Homeless Students: Parking

This bill would require the CSU and CCC to develop a pilot program to allow overnight parking by students who use their vehicles as housing, provided that they have a valid parking permit and are parked in a campus-owned parking facility. By July 1, 2025, the CSU shall select five campuses to participate in the pilot program that would sunset on January 1, 2029.

- **CSU Position:** Oppose

AB 1942 (Cervantes) – Students: Paid Opportunities

This bill would require all students attending the CSU or CCC, regardless of immigration status, to be eligible to apply for and accept paid opportunities at the CSU or CCC, including, but not limited to, employment, fellowships, residencies, apprenticeships and contract work.

- **CSU Position:** Tracking

AB 2070 (Cervantes) – Trustees of the CSU: Faculty Appointees

This bill would add an additional faculty member to the Board of Trustees to be appointed by the governor, and also require the Academic Senate to provide four names, rather than two, to the governor for consideration.

- **CSU Position:** Oppose

AB 2076 (McCarty) – California Student Housing Revolving Loan Fund Act of 2022: State Fund Loan

This bill would require, upon appropriation by the legislature, the transfer of \$200 million to the California Student Housing Revolving Loan Program from the Surplus Money Investment Fund and other funds in the Pooled Money Investment Account to fund the program in the 2024-2025 fiscal year.

- **CSU Position:** Support

AB 2116 (Grayson) – Road Maintenance and Rehabilitation Account: UC & CSU: Reports

This bill would require the CSU and UC, on or before January 1 of each year, to each submit a report to the Transportation Agency and specified legislative committees detailing its expenditures of moneys from the Road Maintenance and Rehabilitation Account for the previous fiscal year, including, but not limited to, research activities and administration.

- **CSU Position:** Tracking

AB 2150 (Arambula) – Public Social Services: Higher Education

This bill requires a county human services agency to receive input from campus basic needs directors when developing protocols for engagement between the agency and institutions of higher education located within the county. This bill also requires the Department of Social Services to consult with staff liaisons and basic needs directors to develop training related to determining student eligibility for public social services and to convene a workgroup to identify barriers to enrollment in public social services.

- **CSU Position:** Support

AB 2152 (McCarty) – CSU & UC: Graduation Requirements: Service-Learning Pilot Program

This bill requires that commencing with students graduating in the 2033-2034 academic year, the CSU and the UC, for at least three campuses each, shall, as a pilot program, adopt the completion of a service-learning program as an undergraduate graduation requirement. This bill also requires the CSU and requests the UC, commencing with the 2026-2027 academic year, to provide information on service-learning programs and opportunities for undergraduate students on campus websites.

- **CSU Position:** Oppose unless amended

AB 2305 (Fong, Mike) – Public Postsecondary Education: Community Colleges: Statewide Baccalaureate Degree Program

This bill makes changes to the timeline requirements for community colleges to apply for a baccalaureate degree program and for applications to be approved.

- **CSU Position:** Support

AB 2398 (Kalra) – CSU: Audits

This bill would require a single external financial audit of each campus of the CSU to be conducted by January 2028 and the results of those audits to be made available to the public.

- **CSU Position:** Tracking

AB 2404 (Lee) – State and Local Public Employees: Labor Relations: Disputes

This bill allows public employees to strike in solidarity with other employee groups.

- **CSU Position:** Oppose

AB 2492 (Irwin) – Sex Discrimination Complaints: Advocates and Coordinators

This bill requires the CSU, CCC, and requests the UC, to designate at each campus a confidential student advocate, a confidential staff and faculty advocate, and a confidential respondent services coordinator to assist students, faculty or staff who have experienced or are accused of sex discrimination.

- **CSU Position:** Support

AB 2516 (Santiago) – Trustees of the CSU: Bargaining Unit Representative

This bill requires a bargaining unit representative to be added to the Board of Trustees for a two-year term. The bargaining unit representative is to be selected by the California State University Labor Council.

- **CSU Position:** Oppose

AB 2578 (Flora) – Nursing: Students in Out-of-State Nursing Programs

This bill permits students who reside in California but are attending an institution out of California for a nursing degree, to be allowed to have clinical placements at California hospitals.

- **CSU Position:** Oppose

AB 2852 (Garcia) – Public Postsecondary Education: California-Mexico Higher Education Development and Academic Exchange Program

This bill would establish an exchange program of 400 students who attend a CSU, UC or CCC to attend universities in Mexico, and 400 students who attend a university in Mexico to attend a CSU, UC or CCC each year. This bill would also establish a fund in the State Treasury for the purpose of funding this program.

- **CSU Position:** Tracking

AB 2953 (Alvarez) – UC And CSU: First-Generation Students: Outreach and Admission

This bill would require the CSU, and request the UC, to develop and implement a 4-year accountability plan for outreach to, and admission of, first-generation students.

- **CSU Position:** Tracking

AB 3015 (Ramos) – Public Postsecondary Education: Exemption from Nonresident Tuition and Fees: Federally Recognized Indian Tribes

This bill entitles a student to resident classification for the purpose of determining tuition and fees if the student is a member of a federally recognized Indian tribe whose tribal land lies across the state border of California and Arizona, Nevada or Oregon, and the student has a residence in the bordering state.

- **CSU Position:** Support

AB 3112 (Essayli) – Tuition Increases: Consumer Price Index

This bill would prohibit all segments of public and private postsecondary education in the state, commencing with the 2029-2030 academic year, from increasing their tuition by an amount greater than the percentage increase in the United States Consumer Price Index.

- **CSU Position:** Oppose

AGENDA

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Meeting: 11:50 a.m., Thursday, November 21, 2024
Glenn S. Dumke Auditorium

Leslie Gilbert-Lurie, Chair
Jean Picker Firstenberg, Vice Chair
Mark Ghilarducci
Jazmin Guajardo
Jonathan Molina Mancio
Yammilette Rodriguez
Jose Antonio Vargas

Consent

1. Approval of Minutes, *Action*
2. Naming of the San Francisco Federal Credit Union Gymnasium at San Francisco State University, *Action*

**MINUTES OF THE MEETING OF THE
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 24, 2024

Members Present

Leslie Gilbert-Lurie, Chair
Jean Picker Firstenberg, Vice Chair
Mark Ghilarducci
Jonathan Molina Mancio
Yammilette Rodriguez
Jose Antonio Vargas

Jack B. Clarke, Jr., Chair of the Board
Mildred García, Chancellor

Trustee Gilbert-Lurie called the meeting to order.

Approval of Minutes

The minutes of July 24, 2024, were approved as submitted.

Before moving to the remaining business of the committee, Trustee Gilbert-Lurie shared that she loves this annual presentation as the board gets to see the impact of philanthropy through these scholarship awards. She and Trustee Firstenberg have been working with Vice Chancellor Saks to identify additional avenues to sustain and grow the philanthropic giving that supports the remarkable and diverse students of the CSU. They will share more soon on how trustees can assist with these efforts.

2024-2025 California State University Trustees' Award for Outstanding Achievement

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

Inst. Adv.
Agenda Item 1
November 20-21, 2024
Page 2 of 2

Chancellor García thanked the trustees – both past and present – and members of the CSU Foundation board for their contributions to the CSU Trustees’ scholarships. She also recognized Trustee Emeritus Ali Razi, CSU Foundation Board of Governors member and CSU Trustees’ Award selection committee chair, whose leadership and dedication to the scholarship program has transformed countless lives since 1984.

Chair Clarke introduced the top Razi scholar, Rebekah Reyes, from California State University, Los Angeles and shared her video. Rebekah Reyes then gave remarks on behalf of her fellow scholars.

The board recognized the 23 recipients of the 2024-2025 CSU Trustees’ Award for Outstanding Achievement. Trustee Gilbert-Lurie called each student forward to receive their medallion from Chancellor García and Chair Clarke and read a brief description of their accomplishments.

Trustee Gilbert-Lurie adjourned the meeting.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the San Francisco Federal Credit Union Gymnasium at San Francisco State University

Presentation By

Greg Saks
Vice Chancellor
External Relations and Communications

Lynn Mahoney
President
San Francisco State University

Summary

This item will consider naming the San Francisco State University Gymnasium as the San Francisco Federal Credit Union Gymnasium at San Francisco State University.

This proposal, submitted by San Francisco 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

The proposed naming of the facility recognizes the baseline \$625,000 commitment by San Francisco Federal Credit Union (SFFCU) to San Francisco State University. The arrangement stipulates SFFCU will contribute \$100,000 annually for a period of five years as a baseline – with the potential for at least \$500,000 more over the five years based on referral bonuses – and in return the university will rename the San Francisco State University Gymnasium as the SF Federal Credit Union Gymnasium at San Francisco State University for a period of five years. The SF Federal Credit Union Foundation will contribute \$100,000 over this period as well.

The funds will be used for the following purposes: support to the Gators Athletics program fund, scholarships for the Presidential Scholars program, and the remainder toward university fundraising priorities focusing on career preparedness and other post-graduate outcomes programming.

This is a commercial contract, not a gift. Under the terms of a sponsorship agreement, SFFCU would make payments to SFSU in return for which:

- The gymnasium would be referred to on signage at the facility as either “SF Federal Credit Union Gymnasium” or “SF Federal Credit Gymnasium at San Francisco State University”;
- The university will designate SFFCU as a campuswide partner for San Francisco State and naming rights partner for the gym and Gator Athletics;
- San Francisco Federal Credit Union Foundation will allocate \$20,000 annually to collaborate on causes supported by the San Francisco State University Foundation to potentially include contributions to the SF State’s Presidential Scholars Program;
- SFFCU will have the opportunity to offer specialized products and services to the university’s alumni, faculty, staff, and students.

San Francisco Federal Credit Union (SFFCU) is a California credit union headquartered in San Francisco Bay area, with locations throughout Northern California. SFFCU has been serving the San Francisco Bay Area for over 70 years and specializes in personal and business banking services, checking and savings accounts, loans, mortgages, online and mobile banking, credit cards, debt consolidations, and other banking services.

SFFCU proudly serves the communities of San Francisco and San Mateo County. For nearly 70 years, SFFCU has aligned their focus on the philosophy of “people helping people.” Starting with a humble beginning in 1954 at a kitchen table on Capp Street, to becoming the full-service, multi-branch financial institution they are today, they take pride in making a difference in the financial lives of their members and dedicating time and resources to improving their communities.

For SFFCU, being part of the community means a sense of responsibility to give back, in a variety of ways. SFFCU helps community members become financially literate by offering numerous free webinars and seminars throughout the year. They help organizations who help the less fortunate by donating – whether it be through clothing or food drives, by donating money to charities or by employees volunteering through their Community Share program.

Recommended Action

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of the California State University, that the San Francisco State University Gymnasium be named the SF Federal Credit Union Gymnasium at San Francisco State University for a period not to exceed five years from the date of the agreement, and contingent upon receipt of the annual payment and fulfillment of the other terms as stipulated in the sponsorship agreement.

TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

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

Thursday, November 21, 2024

Presiding: Jack B. Clarke, Jr., Chair

12:00 p.m.* **Board of Trustees** **Dumke Auditorium**

Call to Order

Roll Call

Consent

Action 1. Approval of the Minutes of the Board of Trustees Meeting of September 24, 2024 and September 25, 2024

Action 2. Approval of Committee Resolutions as follows:

Joint Committee on Educational Policy and Finance

2. Integration of California State University Maritime Academy and California Polytechnic State University, San Luis Obispo

Committee on University and Faculty Personnel

2. Annual Report on Outside Employment for Senior Management Employees

Committee on Campus Planning, Buildings and Grounds

2. California State University San Marcos Integrated Science and Engineering Building Schematic Design Approval

Committee on Finance

2. Approval to Issue Debt for an Affordable Student Housing Project at California State University, Long Beach
3. Approval to Issue Debt for an Affordable Student Housing Project at California State University, Fresno

Committee on Institutional Advancement

2. Naming of the San Francisco Federal Credit Union Gymnasium at San Francisco State University

*The Board of Trustees is a public body, and members of the public have a right to attend and participate in its meetings. This schedule of meetings is established as a best approximation of how long each scheduled meeting will take to complete its business. Each meeting will be taken in sequence, except in unusual circumstances. Depending on the length of the discussions, which are not possible to predict with precision in advance, the scheduled meeting times indicated may vary widely. For two-day meetings, items scheduled for one day may be heard either the day before or the day after depending upon the time spent on each matter. The public is advised to take this uncertainty into account in planning to attend any meeting listed on this schedule.

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

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

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

September 24, 2024

Trustees Present

Jack B. Clarke, Jr., Chair
Diego Arambula, Vice Chair
Larry L. Adamson
Raji Kaur Brar
Douglas Faigin
Jean Picker Firstenberg
Wenda Fong
Mark Ghilarducci
Leslie Gilbert-Lurie
Jazmin Guajardo
Lillian Kimbell
Julia I. Lopez
Jack McGrory
Jonathan Molina Mancio
Sam Nejabat
Anna Ortiz-Morfit
Yammilette Rodriguez
Christopher Steinhauser
Jose Antonio Vargas
Darlene Yee-Melichar
Mildred García, Chancellor

Chair Clarke called the meeting of the Board of Trustees to order.

Public Comment

In an effort to provide accessibility and flexibility for the public, all public comments took place at the beginning of the open session prior to all committees.

The board heard from the following individuals who provided public comment in person: Dagoberto Argueta; Oliva Munoz; Alyssa Davis, CSULB; Luis Ortiz, CSULB; Lysette Melendez; Andrea Skinner; Amanda Dominguez.

BoT

Agenda Item 1

November 20-21, 2024

Page 2 of 13

The board also heard from the following individuals who provided public comment virtually: Chris Chiego, Cal Maritime; Cynthis Torres, SDSU; Dawn McCulley; Don Moreno; Tessy Reese; Taiyo Inoue, Cal Maritime; Jessica Westbay; Ian Wallace, Cal Maritime; Jennifer Mott, Cal Poly San Luis Obispo; Ahlam Muhtaseb, CSUSB; Kathryn Edgerton-Tarpley, SDSU; Charles Toombs, SDSU; Frances Mercer, CPP; Sang Kil, SJSU; Elizabeth McNie, Cal Maritime; Debra Sherburn, Cal Poly San Luis Obispo; Danelle Bishop, CPP; Faye Wachs, CPP; Silvia Marijuan, CPP; Michelle Ramos Pellicia, CSUSM; William Walters, Cal Poly San Luis Obispo; Jeff Newcomb, CSUEB; Michael Lee-Change, Sacramento State; Sharon Elise, CSUSM; Aparna Sinha, Cal Maritime; Claire Valderama-Wallace, CSUEB; Dave Colnic, Stanislaus State; Lisa Kawamura, Cal Poly San Luis Obispo; Mary Magubat, Cal Poly Humboldt; Rachel Abeyta, SJSU; Solina Lindahl, Cal Poly San Luis Obispo; Dorhean Gaffney, CSUDH; Melissa Bravo, Cal Maritime; Mikala Purugganan, Cal Poly San Luis Obispo; Josie Alexander, SSU; Jorge Paz, CSUSB; G. Chris Brown, CSUF; Rachel Whalen; Adin White, Chico State; Faith Chinnapong; Kevin Wehr; Heather Hutchinson, Cal Maritime; Rebecca Campbell, Cal Poly San Luis Obispo; Jasmine Kimbrough, SFSU; Jesus Medrano, CSUSB; Riley Kovacev, Cal Maritime; Justice Spears, Sacramento State; Carol Shubin, CSUN; Jerusha Greenwood; Miracle Majason; Jayden Jones; Christine Isakson, Cal Maritime; Ameil Ramirez, Sacramento State; Nathan Stevens, Sacramento State.

Chair's Report

Chair Clarke's report is available online at the following link:

<https://www.calstate.edu/csu-system/board-of-trustees/reports-of-the-chair/Pages/september-2024.aspx>

Report of the Academic Senate CSU

CSU Academic Senate Chair Elizabeth Boyd's report is available online at the following link:

<https://www2.calstate.edu/csu-system/faculty-staff/academic-senate/Pages/ASCSU-Chairs-Report.aspx>

Report of the California State Student Association

CSSA President Iese Esera's report is available online at the following link:

<https://www.calstatestudents.org/public-documents/#president>

Report of the California State University Alumni Council

Alumni Council report from President-Elect Adrian Harrell on behalf of Alumni President John Poli is available online at the following link: <https://www2.calstate.edu/impact-of-the-csu/alumni/council/board-of-trustee-reports/Pages/default.aspx>

Chancellor's Report

Chancellor Mildred García's report is available online at the following link:

<https://www.calstate.edu/csu-system/board-of-trustees/chancellor-reports/Pages/September-24-2024.aspx>

Special Presentation: SOVA

As a special presentation and part of the Chancellor's Report, Alison Kadlec, co-founder and senior partner of SOVA Solutions, a renowned higher education consulting firm, presented an overview to the board of the proposed strategic planning process they will conduct as part of the chancellor's goal to develop a three-year systemwide strategic plan. Dr. Kadlec underscored the importance of engaging in long-term strategic planning as an effective and critical governance strategy to create a comprehensive roadmap for the system's vision for the future. Trustees remarked that the presentation provided helpful and insightful recommendations to strengthen the CSU both across the system and within the broader public higher education structure of the California Master Plan. The strategic planning process is anticipated to last approximately one year, and regular updates will be provided to the board.

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

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

September 25, 2024

Trustees Present

Jack B. Clarke, Jr., Chair
Diego Arambula, Vice Chair
Larry L. Adamson
Douglas Faigin
Jean Picker Firstenberg
Wenda Fong
Mark Ghilarducci
Leslie Gilbert-Lurie
Jazmin Guajardo
Lillian Kimbell
Julia I. Lopez
Jack McGrory
Sam Nejabat
Yammilette Rodriguez
Christopher Steinhauser
Jose Antonio Vargas
Darlene Yee-Melichar
Mildred García, Chancellor
Lieutenant Governor Eleni Kounalakis

Chair Clarke called the meeting of the Board of Trustees to order.

Consent Agenda

Prior to the vote on the consent agenda, Chair Clarke introduced new Trustee, Sam Nejabat, who provided brief introductory remarks. Lieutenant Governor Kounalakis requested that item 3 – San Diego State University Approval of the Fenton Parkway Bridge Project and EIR Certification from the Committee on Campus Planning, Buildings, and Grounds be removed from the consent agenda for separate discussion. There was a motion and a second on the remaining items. Chair Clarke called for a roll call vote. The consent agenda – including the minutes of the meeting of September 24, 2024 and September 25, 2024 and item 2 Amendments to Board of Trustees' Standing Committee Assignments for 2024-2025 – was unanimously approved.

The Board of Trustees approved the following resolutions:

COMMITTEE ON FINANCE

California Polytechnic State University, San Luis Obispo Approval to Issue Debt for an Auxiliary Acquisition of a Housing Project (RFIN 09-24-08)

In coordination with CSU's Office of General Counsel, Orrick, Herrington & Sutcliffe LLP, as outside bond counsel, prepared a resolution that was distributed to the Board prior to the September 22-25, 2024 meeting that authorized interim and permanent financing for the Project described in this agenda. The proposed resolutions achieve the following:

1. 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 \$46,190,000 and certain actions relating thereto.
2. 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 bond anticipation notes and the revenue bonds.

Approval of the financing resolutions for this project as described in this Agenda Item 2 of the Committee on Finance at the September 22-25, 2024, meeting of the CSU Board of Trustees is recommended for:

California Polytechnic State University - Cal Poly Corporation Harvest Lofts Faculty and Staff Housing Acquisition

**Approval of the 2025-2026 Operating Budget Request
(RFIN 09-24-09)**

RESOLVED, that the future of California rests on the California State University's ability to provide a high-quality, affordable, and accessible education to over 450,000 students each year; and be it further

RESOLVED, by the Board of Trustees of the California State University that the 2025-2026 Operating Budget Request is approved as submitted by the chancellor; and be it further

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

RESOLVED, that the chancellor transmit copies of this resolution and the 2025-2026 CSU Operating Budget Request publication as soon as practical to the governor, to the director of the Department of Finance, and to the legislature.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

**Executive Compensation: President – California State University, Bakersfield
(RUF 09-24-15)**

RESOLVED, by the Board of Trustees of the California State University, that Dr. Vernon B. Harper, Jr. shall receive a salary set at the annual rate of \$429,981 effective September 25, 2024, the date of appointment as president of California State University, Bakersfield; and be it further

RESOLVED, that Dr. Vernon B. Harper, Jr. shall receive a \$4,166.67 monthly housing allowance; and be it further

RESOLVED, that Dr. Vernon B. Harper, Jr. shall receive additional benefits as cited in Agenda Item 2 of the Committee on University and Faculty Personnel at the September 22-25, 2024 meeting of the Board of Trustees.

**Executive Compensation: Interim President – California State Polytechnic University, Humboldt
(RUF 09-24-16)**

RESOLVED, by the Board of Trustees of the California State University, that Dr. Michael E. Spagna shall receive a salary set at the annual rate of \$396,156 effective September 25, 2024, the date of appointment as interim president of California State Polytechnic University, Humboldt; and be it further

RESOLVED, that Dr. Michael E. Spagna shall receive a \$4,166.67 monthly housing allowance; and be it further

RESOLVED, that Dr. Michael E. Spagna shall receive additional benefits as cited in Agenda Item 3 of the Committee on University and Faculty Personnel at the September 22-25, 2024 meeting of the Board of Trustees.

COMMITTEE ON EDUCATIONAL POLICY

**Academic Planning: Summer Projects and Updates
(REP 09-24-04)**

RESOLVED, by the Board of Trustees of the California State University, that the amended academic degree program projections to the Academic Plans for the California State University campuses (as identified in Agenda Item 2 of the September 22-25, 2024 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 the projected academic degree programs proposed to be included in the Ten-Year Overview of Planned Programs be authorized for implementation, at approximately the date indicated on Attachment B, subject in each instance to the chancellor's review, approval, and confirmation that there exists sufficient societal need, student demand, feasibility, financial support, qualified faculty, facilities and information resources sufficient to establish and maintain the programs.

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

**Approval of the Five-Year Capital Outlay Plan
(RCPBG 09-24-07)**

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

1. The 2025-2026 Five-Year Capital Outlay Plan Priority List is approved.
2. The chancellor is authorized to proceed with design and construction to fast-track projects in the 2025-2026 through 2029-2030 Five-Year Capital Outlay 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 plan and report budget adjustments in the subsequent Five-Year Capital Outlay Plan.
5. The chancellor is authorized to adjust the scope and budget of projects to be financed as necessary to maximize use of the limited financing resources and in consideration of the CSU's priorities for funding capital outlay projects.

**California State University, Fullerton Engineering and Computer Science Innovation
Hub Schematic Design Approval
(RCPBG 09-24-09)**

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

1. The California State University, Fullerton Engineering and Computer Science Innovation Hub project will benefit the California State University.
2. The project before the Board of Trustees is consistent with the project description as set forth in the previously certified Master Plan Update Final EIR.

3. Applicable mitigation measures adopted in conjunction with Campus Master Plan Update approval and EIR certification in 2020 shall be implemented, monitored, and reported in accordance with the requirements of CEQA (Cal. Pub. Res. Code § 21081.6).
4. The schematic plans for the California State University, Fullerton Engineering and Computer Science Innovation Hub project are approved at a project cost of \$68,022,000 at CCCI 8287.

BOARD OF TRUSTEES

Amendments to the Board of Trustees' Standing Committee Assignments for 2024-2025 (RBOT 09-24-09)

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 2024-2025:

AUDIT

Lillian Kimbell, Chair
Anna Ortiz-Morfit, Vice Chair
Jean Picker Firstenberg
Jazmin Guajardo
Yammilette Rodriguez
Christopher Steinhauser
Darlene Yee-Melichar

CAMPUS PLANNING, BUILDINGS AND GROUNDS

Jack McGrory, Chair
Mark Ghilarducci, Vice Chair
Larry L. Adamson
Raji Kaur Brar
Douglas Faigin
Jazmin Guajardo
Anna Ortiz-Morfit
Sam Nejabat
Jose Antonio Vargas

COLLECTIVE BARGAINING

Larry L. Adamson, Chair
Chris Steinhauser, Vice Chair
Wenda Fong
Julia I. Lopez
Jack McGrory

EDUCATIONAL POLICY

Diego Arambula, Chair
Darlene Yee-Melichar, Vice Chair
Raji Kaur Brar
Douglas Faigin
Wenda Fong
Mark Ghilarducci
Lillian Kimbell
Jonathan Molina Mancio
Sam Nejabat
Yammilette Rodriguez
Christopher Steinhauser

FINANCE

Julia I. Lopez, Chair
Jonathan Molina Mancio, Vice Chair
Larry L. Adamson
Douglas Faigin
Mark Ghilarducci
Leslie Gilbert-Lurie
Jack McGrory
Anna Ortiz-Morfit
Christopher Steinhauser
Darlene Yee-Melichar

GOVERNMENTAL RELATIONS

Yammilette Rodriguez, Chair
Raji Kaur Brar, Vice Chair
Douglas Faigin
Leslie Gilbert-Lurie
Jazmin Guajardo
Lillian Kimbell
Julia I. Lopez
Jonathan Molina Mancio
Sam Nejabat
Jose Antonio Vargas
Darlene Yee-Melichar

**INSTITUTIONAL
ADVANCEMENT**

Leslie Gilbert-Lurie, Chair
Jean Picker Firstenberg, Vice Chair
Mark Ghilarducci
Jazmin Guajardo
Jonathan Molina Mancio
Yammilette Rodriguez
Jose Antonio Vargas

ORGANIZATION AND RULES

Jean Picker Firstenberg, Chair
Leslie Gilbert-Lurie, Vice Chair
Diego Arambula
Wenda Fong
Jack McGrory
Anna Ortiz-Morfit
Jose Antonio Vargas

**UNIVERSITY AND FACULTY
PERSONNEL**

Wenda Fong, Chair
Lillian Kimbell, Vice Chair
Larry L. Adamson
Diego Arambula
Raji Kaur Brar
Jean Picker Firstenberg
Julia I. Lopez
Sam Nejabat

Prior to the vote on the consent agenda, Lieutenant Governor Kounalakis requested that item 3 – San Diego State University Approval of the Fenton Parkway Bridge Project and EIR Certification from the Committee on Campus Planning, Buildings, and Grounds be removed from the consent agenda for separate discussion.

Item 3 - San Diego State University Approval of the Fenton Parkway Bridge Project and EIR Certification from the Committee on Campus Planning, Buildings, and Grounds was removed from the committee consent agenda. Chair Clarke called for a motion and second for approval and the floor was open for discussion. Lieutenant Governor Kounalakis spoke regarding the costs of the bridge and finding more resources for other priorities on campus. She noted that she will be voting no on the item. Trustee Faigin commented on debt service for new construction. Executive Vice Chancellor and Chief Financial Officer Steve Relyea clarified that there is no state funding involved in this project and does not add to the annual debt service. Trustee McGrory and President de la Torre noted the obligation and importance from a safety perspective to build this bridge as part of the Mission Valley project. Chair Clarke called for a roll call vote. The following resolution was approved with one no vote (Lieutenant Governor Kounalakis).

**San Diego State University Approval of the Fenton Parkway Bridge Project and EIR Certification
(RCPBG 09-24-08)**

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

1. The Board of Trustees finds that the Fenton Parkway Bridge Project EIR has been prepared in accordance with the requirements of the California Environmental Quality Act.
2. The EIR addresses the proposed Fenton Parkway Bridge Project and all related discretionary actions.
3. Prior to the certification of the EIR, the Board of Trustees reviewed and considered the EIR and found it to reflect the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the EIR 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 Draft EIR for the Fenton Parkway Bridge Project;
 - b. The Final EIR, including comments received on the Draft EIR, responses to comments, and revisions to the Draft EIR in response to comments received;

- c. The proceedings before the Board of Trustees relating to the Fenton Parkway Bridge Project, including testimony and documentary evidence introduced at such proceedings; and
 - d. All attachments, documents incorporated by reference, and references cited in the documents specified in items (a) through (c) above.
 4. 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.
 5. The Board of Trustees hereby adopts the Statement of Overriding Considerations stating that project benefits outweigh the remaining significant and unavoidable impacts related to biological resources and noise.
 6. The Board of Trustees hereby adopts the CEQA Findings of Fact and Mitigation and Mitigation Monitoring and Reporting Program. The required mitigation measures shall be monitored and reported in accordance with the Mitigation Monitoring and Reporting Program, which meets the requirements of CEQA (Cal. Pub. Res. Code § 21081.6; Guidelines § 15097).
 7. The project will benefit the California State University.
 8. The Fenton Parkway Bridge project dated September 2024 is approved.
 9. The chancellor or her designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the EIR for the Fenton Parkway Bridge Project.
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Discussion Agenda

The board had two action items on the discussion agenda.

Conferral of Title of Student Trustee Emerita – Diana Aguilar-Cruz, and Conferral of Title of President Emeritus – Tom Jackson Jr.,

Chair Clarke presented the items and introduced the honorees and Chancellor Garcia for their respective remarks. There was a motion and a second to approve the respective conferrals. The following resolutions were unanimously approved.

BOARD OF TRUSTEES

**Conferral of Title of Student Trustee Emerita – Diana Aguilar-Cruz
(RBOT 09-24-10)**

RESOLVED, by the Board of Trustees of the California State University, that this board confers the title of Student Trustee Emerita on Diana Aguilar-Cruz, with all the rights and privileges thereto.

**Conferral of Title of President Emeritus – Tom Jackson Jr.
(RBOT 09-24-11)**

RESOLVED, by the Board of Trustees of the California State University, that this board confers the title of President Emeritus on Tom Jackson Jr., with all the rights and privileges thereto.