

**AMENDED**

**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 19-20, 2019**

<b>Time*</b>	<b>Committee</b>	<b>Location<sup>1</sup></b>
<b><i>TUESDAY, NOVEMBER 19, 2019</i></b>		
<b>8:30 a.m.</b>	<b><u>Call to Order</u></b>	
<b>8:30 a.m.</b>	<b><u>Board of Trustees—Closed Session</u></b> Executive Personnel Matters Government Code §11126(a)(1)  Pending Litigation Government Code §11126(e)(1) Anticipated Litigation	<b>Munitz Conference Room</b>
<b>10:00 a.m.</b>	<b><u>Committee on Collective Bargaining—Closed Session</u></b> Government Code §3596(d)	<b>Munitz Conference Room</b>
<b>10:30 a.m.</b>	<b><u>Committee on Finance</u></b> <b>Consent</b> <i>Action</i> 1. Approval of Minutes <i>Information</i> 2. Annual Systemwide Hate Violence on Campus Report <b>Discussion</b> <i>Action</i> 3. Approval of the 2020-2021 Operating Budget Request <i>Information</i> 4. California State University Annual Investment Report	
<b>12:00 p.m.</b>	<b>Luncheon</b>	

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<sup>1</sup> All committees meet in the Dumke Auditorium unless otherwise noted.

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**AMENDED**

**TUESDAY, NOVEMBER 19, 2019 (cont.)**

**1:00 p.m.      Committee on Campus Planning, Buildings and Grounds**

**Consent**

*Action*            1. Approval of Minutes

**Discussion**

*Action*            2. Approval of the 2020-2021 through 2024-2025 Five-Year Capital Plan

*Information*    3. California State University, Sacramento Off-Campus Center in Placer County Status Update

**1:45 p.m.      Joint Committees on Finance and Campus Planning, Buildings and Grounds**

**Consent**

*Action*            1. Approval of Minutes

**Discussion**

*Information*    2. San Diego State University, Potential Mission Valley Campus Expansion Status Update

**2:30 p.m.      Committee on University and Faculty Personnel**

**Consent**

*Action*            1. Approval of Minutes

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

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

**Discussion**

*Action*            4. Policy on Compensation

**4:00 p.m.      Committee on Audit**

**Consent**

*Action*            1. Approval of Minutes

*Information*    2. Status Report on Current and Follow-up Internal Audit Assignments

**Discussion**

*Information*    3. Status Report on Consideration of Opportunities for Continued Program Enhancement of the Institutional Control Environment

**4:30 p.m.      Committee on Committees**

**Consent**

*Action*            1. Approval of Minutes

*Action*            2. Amendments to Board of Trustees' Standing Committee Assignments for 2019-2020

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**AMENDED**

**WEDNESDAY, NOVEMBER 20, 2019**

**8:00 a.m. Committee on Educational Policy**

**Consent**

*Action* 1. Approval of Minutes

**Discussion**

*Action* 2. Amendment to Title 5 Regarding Student Organizations

*Information* 3. Amendment to Title 5 Regarding Admission Requirements: Quantitative Reasoning

*Information* 4. Research, Scholarship and Creative Activities

*Information* 5. Graduation Initiative 2025

**10:00 a.m. Committee of the Whole**

**Consent**

*Action* 1. Approval of Minutes

**Discussion**

*Action* 2. Conferral of the Title of Trustee Emerita—Thelma Meléndez de Santa Ana

**10:30 a.m. Board of Trustees**

**Call to Order**

**Roll Call**

**Public Speakers**

**Chair's Report**

**Chancellor's Report**

**Report of the Academic Senate CSU: *Chair—Catherine Nelson***

**Report of the California State Student Association: *President—Michael Wiafe***

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

**Consent**

*Action* 1. Approval of the Minutes of the Board of Trustees Meeting of September 25, 2019

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

**Committee on Finance**

3. Approval of the 2020-2021 Operating Budget Request

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

2. Approval of the 2020-2021 through 2024-2025 Five-Year Capital Plan

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## **AMENDED**

### **Committee on Educational Policy**

2. Amendment to Title 5 Regarding Student Organizations

### **Committee on University and Faculty Personnel**

2. Annual Report on Outside Employment for Senior Management Employees
4. Policy on Compensation

### **Committee on Committees**

2. Amendments to Board of Trustees' Standing Committee Assignments for 2019-2020

### **Committee of the Whole**

2. Conferral of the Title of Trustee Emerita—Thelma Meléndez de Santa Ana

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## **AMENDED**

### **Addressing the Board of Trustees**

Members of the public are welcome to address the Board of Trustees. Every committee provides an opportunity for members of the public to directly address the committee on each agenda item before or during the committee's discussion or consideration of the item. Comments made at committee meetings must relate to an item on the committee's agenda. Members of the public may also address the full Board of Trustees during the plenary session on any non-agendized topic that is related to the University. The public may also address the full board on agenda items, but only if an opportunity to address the agenda item was not provided when it came before the relevant committee, or if the agenda item has substantially changed since the committee heard the item. Written comments are also welcome and will be distributed to the members of the board. The purpose of public comments is to provide information to the board, and not to evoke an exchange with board members. Questions that board members may have resulting from public comments will be referred to appropriate staff for response.

Members of the public wishing to speak must provide written or electronic notice to the Trustee Secretariat no later than **the working day before the committee or board meeting** at which they desire to speak. The notice should identify the agenda item the speaker wishes to address, or if the speaker wishes to address the full Board in the plenary session, the notice should state the subject of the intended presentation.

In fairness to all speakers who wish to speak, and to allow the committees and board to hear from as many speakers as possible, while at the same time conducting the public business of their meetings within the time available, the committee or board chair will determine and announce reasonable restrictions upon the time for each speaker, and may ask multiple speakers on the same topic to limit their presentations. In most instances, speakers will be limited to no more than three minutes. Ceding, pooling or yielding remaining time to other speakers is not permitted. The totality of time allotted for public comment at the board meeting will be 30 minutes, and speakers will be scheduled for appropriate time in accord with the numbers that sign up. Speakers are requested to make the best use of the public comment opportunity and to follow the rules established.

**Note:** Anyone wishing to address the Board of Trustees, who needs any special accommodation, should contact the Trustee Secretariat at least 48 hours in advance of the meeting so appropriate arrangements can be made.

Security practices at the Chancellor's Office are continually reviewed and improved to ensure safety for all employees, trustees, students and visitors. Information about security practices during board meetings may be found at: <https://www2.calstate.edu/csu-system/board-of-trustees/Pages/information-for-bot-attendees.aspx>

Trustee Secretariat  
Office of the Chancellor  
401 Golden Shore  
Long Beach, CA 90802  
Phone: 562-951-4020  
Fax: 562-951-4949  
E-mail: [trusteesecretariat@calstate.edu](mailto:trusteesecretariat@calstate.edu)

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## AGENDA

### COMMITTEE ON FINANCE

**Meeting:** 10:30 a.m., Tuesday, November 19, 2019  
Glenn S. Dumke Auditorium

Lillian Kimbell, Chair  
Jack McGrory, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Rebecca D. Eisen  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius  
Lateefah Simon  
Peter J. Taylor

- Consent**
1. Approval of Minutes of the Meeting of September 24, 2019, *Action*
  2. Annual Systemwide Hate Violence on Campus Report, *Information*
- Discussion**
3. Approval of the 2020-2021 Operating Budget Request, *Action*
  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 Conference Center  
401 Golden Shore  
Long Beach, California**

**September 24, 2019**

**Members Present**

Lillian Kimbell, Chair  
Jack McGrory, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Rebecca D. Eisen  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius  
Lateefah Simon  
Peter J. Taylor  
Timothy P. White, Chancellor  
Adam Day, Chair of the Board

Trustee Lillian Kimbell called the meeting to order.

**Public Comment**

Public speakers made comments related to reporting of use of funds approved for tenure track hiring, bargaining, lack of legal representation provided to medical personnel facing Title IX complaints, and minimum security and safety standards for campuses.

**Approval of Minutes**

The minutes of the July 23, 2019 meeting of the Committee on Finance were approved as submitted.

Fin.

Agenda Item 1

November 19-20-2019

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### **Planning for the 2020-2021 Operating Budget**

The preliminary 2020-2021 operating budget proposal was presented for trustee feedback. The proposal includes ongoing funding requests for Graduation Initiative 2025, enrollment growth, compensation, facilities, and mandatory costs. The proposal includes additional one-time funding for deferred maintenance.

Following the presentation, some of the trustees made comments about various elements of the proposal including enrollment and employee compensation. They expressed support for student basic needs partnerships and the Educational Opportunity Program (EOP). It was clarified that additional ongoing funds are being requested for the Graduation Initiative's student engagement and well-being component, which includes food and housing insecurity and mental health, and for programs and practices that have been shown to increase graduation rates, like EOP. The trustees asked question about enrollment growth, workforce demand, and student application redirection. The trustees requested further details on the six pillars of Graduation Initiative 2025 and student application redirection data.

Trustee Kimbell adjourned the meeting on Finance Committee.



## COMMITTEE ON FINANCE

### **Annual Systemwide Hate Violence on Campus Report**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

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

#### **Summary**

This item provides an annual report of reported hate violence instances on California State University campuses, pursuant to California Education Code § 67380(a) (5), for the 2018 calendar year.

The statute requires that the number of arrests for, and reported incidents of, hate violence be reported to the CSU Board of Trustees, who “shall ... make a report containing a compilation of that information available to the general public on the Internet Web site of each respective institution.”

In the 2018 calendar year there were a total of ten reported incidents of hate violence on five campuses and one reported instance of non-criminal acts of hate violence.

#### **Background**

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

Hate crime is defined in California Penal Code §422.55. Hate violence for reporting purposes is defined in California Education Code § 67380(c)(1) as *“any act of physical intimidation or physical harassment, physical force or physical violence, or the threat of physical force or physical violence, that is directed against any person or group of persons, or the property of any person or group of persons because of the ethnicity, race, national origin, religion, sex, sexual orientation, gender identity, gender expression, disability, or political or religious beliefs of that person or group.”*

### **Conclusion**

For the year ending December 31, 2018, eleven reported incidents of hate violence (ten hate crimes and one incident of non-criminal acts of hate violence) will be reported on the California State University and 23 campus web pages, in accordance with California Education Code §67380(a)(5).

## COMMITTEE ON FINANCE

### Approval of the 2020-2021 Operating Budget Request

#### Presentation By

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Ryan Storm  
Assistant Vice Chancellor  
Budget

#### Summary

This item seeks approval by the California State University Board of Trustees of the 2020-2021 CSU Operating Budget Request. Accompanying this agenda item as Attachment A is the proposed 2020-2021 request, which contains historical detail as well as prospective information for the Board of Trustees' consideration.

The California State Constitution requires the submittal of the governor's budget proposal each year by January 10. To meet consequent deadlines of the Department of Finance, it is necessary to adopt the proposed 2020-2021 CSU Operating Budget Request at the November CSU Board of Trustees meeting.

At its September 2019 meeting, the Board of Trustees reviewed a preliminary plan for purposes of crafting the CSU's operating budget request to the state. That preliminary plan included consideration of past and forecasted information regarding the state's economy and tax revenue as well as past and planned funding of the CSU. With that history and context, the focus of this item are the details of the proposed 2020-2021 CSU Operating Budget Request.

The budget outlined in Attachment A is the official presentation of the CSU operating budget request and, if approved, will be distributed to the governor, legislators, and other policy makers in the capitol. It can be accessed, along with additional supplemental detail, at [www.calstate.edu/budget](http://www.calstate.edu/budget).

**Amended**

Finance

Agenda Item 3

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**Proposed 2020-2021 CSU Operating Budget Request**

The proposed operating budget request prioritizes certain areas of recurring expenditures to continue the CSU's commitment to Graduation Initiative 2025, increase student access to the university, increase compensation for faculty and staff, attend to the highest priority academic infrastructure and deferred maintenance needs, fund basic needs partnerships with recurring dollars and fund mandatory cost obligations.

The 2019-2020 baseline CSU operating budget totals \$7.2 billion. As shown in the below table and in Attachment A, the 2020-2021 Operating Budget Request proposes a base increase of \$648.3 million. The CSU's highest priority is to advocate for \$563.7 million in new general fund from the state. An additional \$84.6 million in new tuition revenue would be available from a five percent enrollment increase representing approximately 18,707 full-time equivalent students (FTES). With such an investment, the state will be in a better position to meet the overall economic and future workforce needs of California.

<b>Incremental Expenditures</b>	<b>in millions</b>
Graduation Initiative 2025	\$105.0
<i>Year 4 of 6</i>	<i>\$75.0</i>
<i>Remaining Year 3 of 6</i>	<i>30.0</i>
5 Percent Increase in Enrollment	248.6
Salaries and Benefits	177.4
<i>Compensation Pool</i>	<i>139.8</i>
<i>Health Rate Changes</i>	<i>26.0</i>
<i>Retirement Rate Changes</i>	<i>11.6</i>
Academic Facilities & Infrastructure Needs	75.0
Basic Needs Partnerships	15.0
Mandatory Costs	27.3
<b>Total Incremental Expenditures</b>	<b>\$648.3</b>
<b>Anticipated Revenue</b>	
Tuition from Enrollment Growth	\$84.6
Board of Trustees General Fund Increase Request	563.7
<b>Total Incremental Expenditures</b>	<b>\$648.3</b>

The proposed operating budget request also includes a one-time funding request. The CSU seeks an additional \$500 million of one-time funding to further address the growing maintenance backlog of buildings and utility infrastructure systems that have passed their useful life.

### **Potential Opportunities to Address Operating Budget Revenue Needs**

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

While additional general fund is the highest priority and the best option for the university, the state allocation will not be known until a final budget agreement is reached in June 2020. At this stage, before the governor's budget proposal is released in January 2020, it is not known if the CSU will receive enough new general fund dollars to meet its mandatory obligations and invest in its ongoing priorities.

Consequently, all options must remain open for as long as appropriate. As a regular and routine business matter, the CSU will follow state statutory guidelines and prepare for and discuss with California State Student Association leadership, a written tuition proposal that will align with the rate of inflation. At this point, the CSU does not anticipate a need to raise tuition rates for 2020-2021, but will keep the option open in case of unforeseen state budget or economic circumstances. The CSU must ensure that the university has the resources it needs to maintain the quality of academic and supportive services for students, while maintaining authentic access to the university.

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

### **Cost Pressures for the Institution and Students**

Each year, inflation and other cost increases affect campus' budget decisions. For the most part, annual operating budget requests address these types of increases through the salary and benefits, and mandatory costs categories described above. However, in recent years, campuses have not received annual funding increases to cover inflationary costs in areas such as information technology, contractual services, library subscriptions, travel and instructional equipment. It is anticipated that these costs will increase for 2020-2021 as inflation remains steady in California.

## **Amended**

Finance

Agenda Item 3

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Campus leaders regularly work to cover inflationary costs without additional resources and they deserve credit for being both efficient with their resources and effective in their outcomes.

Above and beyond efforts to address regular inflationary pressures, the CSU will continue to pursue cost-avoidance strategies and administrative efficiencies to be good stewards of state and tuition resources, in addition to addressing as many unfunded cost increases as possible. Some specific examples of this include the intersegmental CalUsource and CSU's 23C procurement initiatives.

The same inflationary pressures that affect the CSU's annual budget affect students' ability to pay for the costs of attendance beyond tuition and fees—food, housing, transportation, instructional materials and technology. The CSU currently provides nearly \$950 million of institutional aid, which includes \$701 million for the State University Grant Program. An additional \$733 million from the state Cal Grant program and over \$1 billion from the federal Pell Grant program help CSU undergraduate students cover tuition and fees and some portion of other expenses and keeps average loan debt levels well below the national average.

Even with these levels of institutional, state and federal support for financial aid programs, some students struggle to cover the costs of attendance. The CSU understands that this is a significant problem that needs a solution. That is why the CSU has been, and continues as, an active participant in statewide efforts that include all segments of higher education, the California Student Aid Commission, legislative staff, and the governor's administration to transform the state's Cal Grant programs to better address the financial needs of today's students. With housing costs and the overall cost of living in California at record highs, the CSU is strongly committed to working with students, segment partners and state leaders to identify and implement financial aid solutions that optimally support CSU students.

## **Conclusion**

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

This is an action item presenting final recommendations for the CSU 2020-2021 Operating Budget Request to the governor and legislature. It is the CSU's goal that the state fully fund the budget plan so that the CSU can focus on the transformational goals of Graduation Initiative 2025 while continuing to invest in enrollment growth, faculty and staff compensation, and important infrastructure needs.

## **Recommendation**

The following resolution is presented for approval:

**RESOLVED**, that the Board of Trustees of the California State University acknowledges and expresses its appreciation to the governor and legislature for their consistent, multi-year investment in the CSU since the end of the Great Recession; and be it further

**RESOLVED**, that the Board of Trustees understands there are numerous competing interests for budgetary support given policy priorities and possible fiscal constraints under which California operates; and be it further

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

**RESOLVED**, by the Board of Trustees that the proposed CSU 2020-2021 Operating Budget Request is approved as submitted by the chancellor; and be it further

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

**RESOLVED**, that copies of this resolution and the 2020-2021 Operating Budget Request as reflected in this agenda item be transmitted to the governor, to the director of the Department of Finance, and to the legislature.



# 2020–21 OPERATING BUDGET

[www.calstate.edu/budget](http://www.calstate.edu/budget)

APPROVED BY THE CSU BOARD OF TRUSTEES NOVEMBER 20, 2019



# \$648M

2020-21  
PROPOSED INCREASE

# \$7.2B

CURRENT  
OPERATING BUDGET

# 127,400

2018-19 GRADUATES

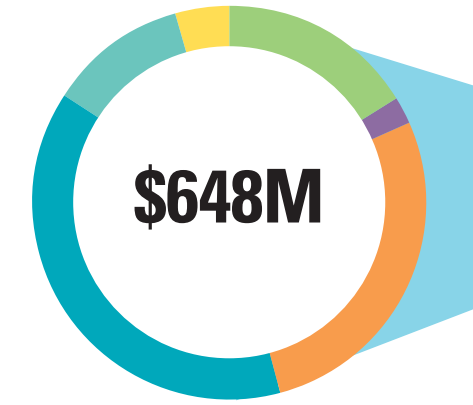
# 481,210

STUDENTS IN FALL 2018

# LARGEST

PUBLIC 4-YEAR UNIVERSITY  
IN THE COUNTRY

## 2020-21 PROPOSED INCREASE



- Graduation Initiative 2025 **\$105M**
- Basic Needs Partnerships **\$15M**
- 5 Percent Increase in Enrollment **\$249M**
- Salary and Benefits Increases **\$177M**
- Academic Facilities and Infrastructure **\$75M**
- Mandatory Cost Increases **\$27M**

## 2020-21 PROPOSED OPERATING BUDGET



- Tuition and Fees **\$3.2B**
- General Fund **\$4B**
- 2020-21 Proposed Increase **\$648M**

## WHO DO WE SERVE?

# 94%

OF STUDENTS ARE  
FROM CALIFORNIA

# 32%

OF UNDERGRADUATES  
ARE THE FIRST IN  
THEIR FAMILIES TO  
ATTEND COLLEGE

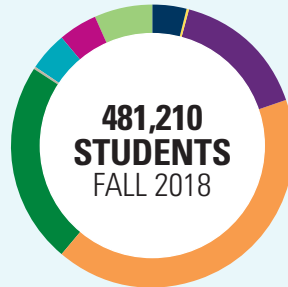
# 47%

OF UNDERGRADUATES  
ARE TRADITIONALLY  
UNDERREPRESENTED  
STUDENTS OF COLOR

# 91%

OF NEW  
UNDERGRADUATE  
TRANSFERS ARE  
FROM CALIFORNIA  
COMMUNITY COLLEGES

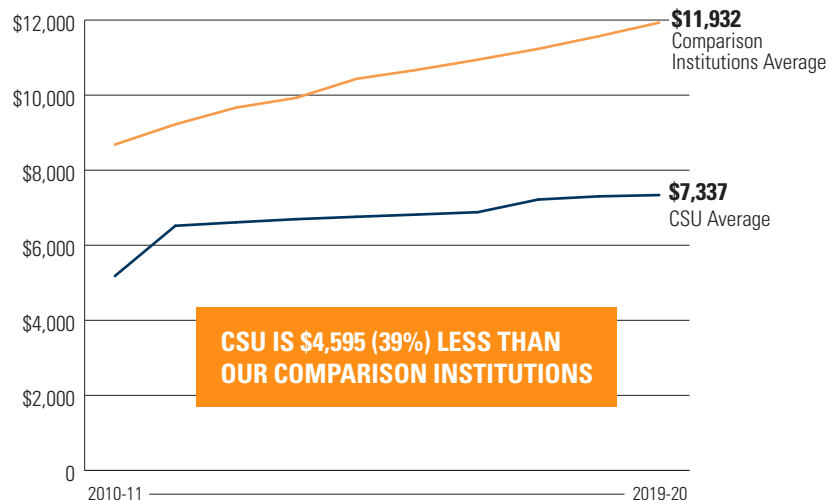
## THE CSU SERVES A DIVERSE STUDENT POPULATION



- African American 19,301 **4.0%**
- American Indian 1,064 **0.2%**
- Asian American 75,008 **15.6%**
- Hispanic/Latinx 199,521 **41.5%**
- White 110,570 **23%**
- Pacific Islander 1,378 **0.3%**
- Two or More Races 21,390 **4.4%**
- Unknown 21,953 **4.6%**
- Nonresident Alien 31,025 **6.4%**

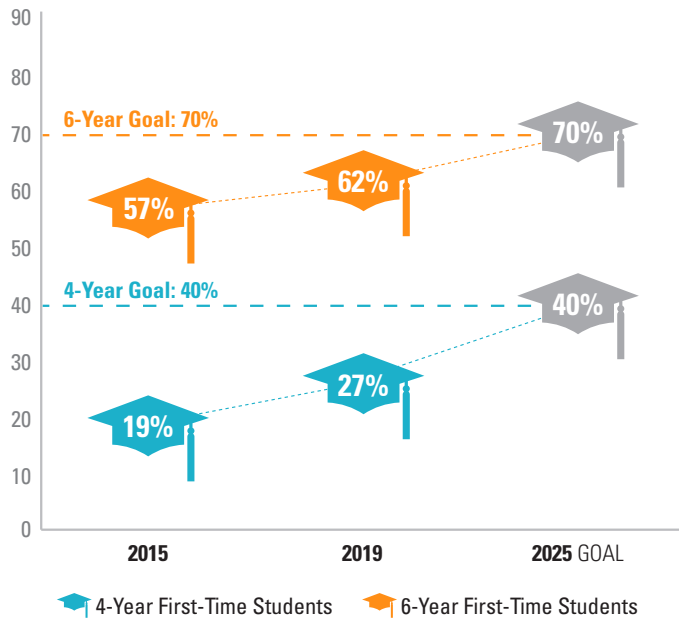
## CSU TUITION AND FEES VS. COMPARISON INSTITUTIONS

(Based on Average Resident Undergrad)

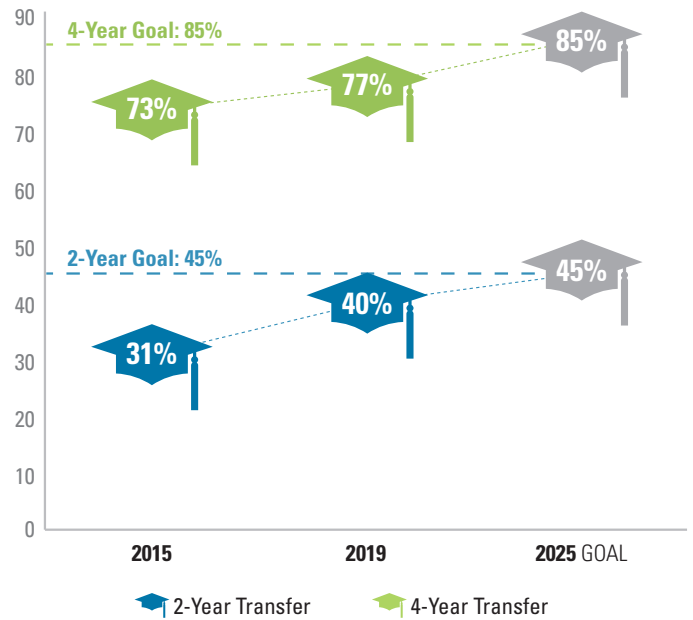


# CSU IS ON TRACK TO MEET ITS SYSTEMWIDE GRADUATION RATE GOALS BY 2025

## FIRST-TIME STUDENTS GRADUATION INITIATIVE 2025 GOALS



## TRANSFER GRADUATION INITIATIVE 2025 GOALS



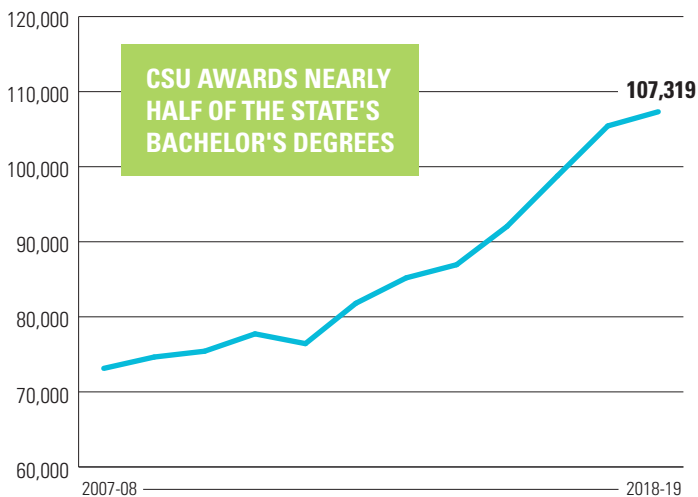
CSU'S STATE UNIVERSITY GRANT PROGRAM AWARDED MORE THAN **\$701 MILLION** TO OVER **135,000** STUDENTS.

**84%**  
OF CSU STUDENTS  
RECEIVED FINANCIAL AID

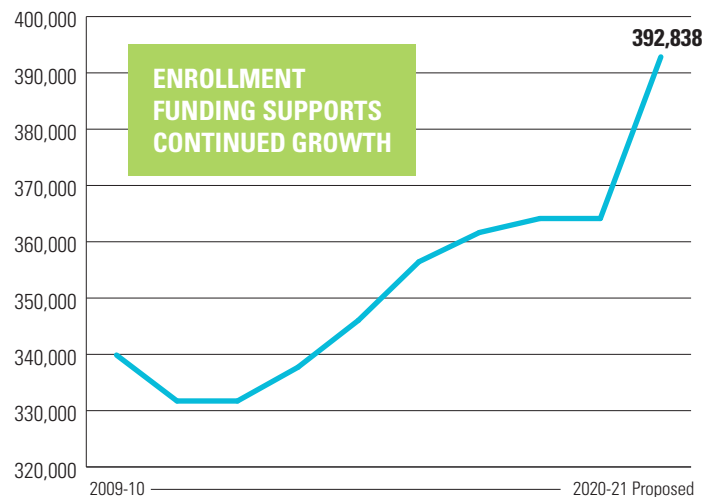
**59%**  
OF CSU UNDERGRADUATES PAID  
**\$0 TUITION**

**50%**  
OF CSU UNDERGRADUATES  
RECEIVED A FEDERAL PELL GRANT

## CSU IS AWARDING MORE BACHELOR'S DEGREES THAN EVER



## RESIDENT FULL-TIME EQUIVALENT STUDENTS (FTES) FUNDED ENROLLMENT





2019  
SEVADA

CSU Channel Islands  
BSN, RN, PE

CSU Channel Islands  
Nursing



## CHANCELLOR'S MESSAGE

Thanks in large part to the state's steadfast financial support, the California State University stands as a beacon of inclusive excellence and value in a higher education landscape increasingly plagued by issues of access and affordability. The CSU is the nation's largest and most economically, ethnically and racially diverse four-year university system, providing an affordable, high-quality education to more than 480,000 students.

The CSU's remarkable value proposition continues to be acknowledged—and lauded—nationally. In fact, the Washington Monthly included each of the CSU's 23 campuses in its 2019 "Bang for the Buck" rankings, noting that "the California State University system continues to dominate... showing a commitment to upward mobility across the system and across the state."

Indeed, the CSU is a powerful engine for social mobility through the life-changing opportunities higher education provides. But we stand ready to do more for Californians, for whom a college degree has never been more important in our global knowledge economy. And we can do more for California, which requires an increasingly educated workforce to drive the state's future prosperity. I believe our trustees' budget plan represents a vital and effective path forward. With this plan, the CSU will:

- Increase authentic access through enrollment growth, so that more Californians from all backgrounds can earn a degree, equipped with the knowledge, skills and personal qualities they need to succeed.
- Elevate student success for all while eliminating equity gaps for historically underserved students via Graduation Initiative 2025.
- Repair and modernize our aging facilities and infrastructure to promote academic achievement while providing the safest possible environment for our students, faculty and staff.
- Promote our students' mental and physical well-being while supporting their basic needs, including housing and food security.
- Ensure welcoming, inclusive campus environments, including space, programming and dedicated staff to support first-generation students and students of color.
- Continue to collaborate and cooperate with the other segments of California's public higher education system to increase educational opportunities for all Californians.

Momentum is building at the CSU. We are awarding record numbers of degrees. Completion rates are at all-time highs. More is being done than ever before to ensure authentic access to an affordable quality education for all, regardless of income, background, gender, race, ethnicity or status.

With your commitment to provide the necessary financial support, that momentum will continue to build, propelling California toward its brightest future. Let's make that future a reality—together.

Timothy P. White  
Chancellor  
The California State University

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# THE CSU TODAY

The California State University system continues to use all its available resources to help students succeed. In the 2019-20 final budget, CSU received from the state a permanent base budget increase of \$332.9 million. The state-funded retirement adjustment of \$39.3 million received in a subsequent General Fund appropriation is also included in the tables below. The 2019-20 current year total CSU operating budget of \$7.2 billion is comprised of \$4.0 billion in state General Fund and \$3.2 billion in tuition and fees. New resources to fulfill the CSU's budget request for 2020-21 are \$648.3 million, as shown in Table 1.



**TABLE 1: OPERATING BUDGET & INFRASTRUCTURE**

	2018-19 Past Year	2019-20 Current Year	2020-21 Budget Year	2020-21 Increase
General Fund, Operations	\$3,432,147,000	\$3,681,289,000	\$4,170,071,000	\$488,782,000
General Fund, Academic Facilities and Infrastructure	340,560,000	340,560,000	415,560,000	75,000,000
Tuition and Fee Revenue	3,277,627,000	3,155,886,000	3,240,442,000	84,556,000
<b>TOTAL OPERATING BUDGET AND INFRASTRUCTURE</b>	<b>\$7,050,334,000</b>	<b>\$7,177,735,000</b>	<b>\$7,826,073,000</b>	<b>\$648,338,000</b>

**TABLE 2: EXPENDITURES BY PROGRAM AREA**

	2018-19 Past Year	2019-20 Current Year	2020-21 Budget Year	2020-21 Increase
Instruction	\$2,790,353,000	\$2,904,223,000	\$2,904,223,000	
Research	33,894,000	24,729,000	24,729,000	
Public Service	23,264,000	18,513,000	18,513,000	
Academic Support	727,469,000	735,210,000	735,210,000	
Student Services	784,122,000	777,430,000	777,430,000	
Institutional Support	839,137,000	953,193,000	953,193,000	
Operation and Maintenance of Plant	1,101,001,000	1,019,543,000	1,019,543,000	
Student Grants and Scholarships	751,094,000	744,894,000	744,894,000	
New Expenditures	--	--	\$648,338,000	\$648,338,000
<b>TOTAL EXPENDITURES</b>	<b>\$7,050,334,000</b>	<b>\$7,177,735,000</b>	<b>\$7,826,073,000</b>	<b>\$648,338,000</b>



The operating budget is focused on fulfilling CSU's core mission: to serve students with a high-quality, affordable and accessible education. As shown in Table 2, the CSU spends 72 percent, \$5.2 billion, of its total operating budget on instruction, academic support, student services and financial aid. All of these activities promote student success, enrich the academic experience and ensure that each eventual CSU graduate is ready to professionally succeed.



With sustained state support, the CSU continues to be one of the best investments in California. As the largest and most diverse university system in the country, the CSU is doing its part to meet the workforce needs of California while remaining one of the nation's most affordable public four-year universities.

- Enrolled 481,210 students in Fall 2018;
- Graduated 127,400 students in 2018-19, 1,480 more than 2017-18;
- Awarded 107,319 bachelor's, 19,545 master's and 536 doctorate degrees in 2018-19;
- Doctoral programs serve 2,168 students from diverse backgrounds, preparing them for leadership roles in education and nursing, and filling roles in critical fields like physical therapy, occupational therapy and audiology;
- Improved graduation rates for four-to-six-year first-time and transfer students by 26 percent since 2015;
- Opened or expanded food pantries or food distribution systems on every campus and continue to build community partnerships to support student well-being, housing and food insecurity; and
- Plan to hire 367 new tenure-track faculty systemwide.

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

- Partnered with University of California, California Community Colleges and other higher education consortia agreements to reduce costs in purchasing goods and services mainly for construction projects, information technology and academic support.
- Energy efficiency projects in calendar year 2018 resulted in \$1.4 million in incentives earned and \$653,000 in annual cost avoidance from energy efficiency partnerships with Southern California Edison and Pacific Gas & Electric.
- The Pomona and Dominguez Hills campuses partnered with Southern California Edison and the University of California on a \$20 million four-year clean energy optimization pilot program that will help reduce carbon emissions and improve energy efficiency.
- The Chancellor's Office recently launched a "Sustainable Auto-Sub" program with Staples Business Advantage, a major CSU vendor. This program automatically substitutes commonly purchased products with more environmentally sustainable alternatives that have been identified, eliminating the need for each purchaser to individually evaluate products against sustainability criteria. This program is expected to substantially improve the CSU's performance in sustainable procurement while also yielding annual cost savings of more than \$400,000.

## DESIGNATED BALANCES & RESERVES: \$1.7 BILLION

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

## Designated for Short-Term Obligations: \$814 million

Balances designated for short-term obligations are for open contracts and purchase orders, near-term debt service payments, financial aid obligations and programs that are in development. Balances designated for short-term obligations are sufficient to cover expected needs and are typically used in the following fiscal year.

## Designated for Capital Projects: \$356 million

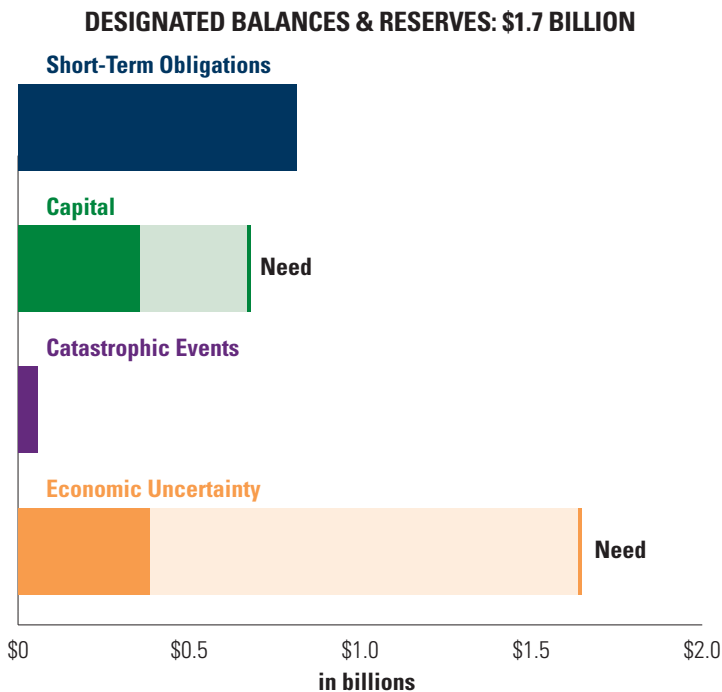
Balances designated for capital are for new capital projects and repair of current buildings, as well as planning costs and equipment acquisition associated with those buildings. Capital reserves fall well short of the expected need, which is at least 10 percent of the cost of academic projects approved in the most recent five-year capital plan. Over \$751 million is required for academic projects approved in the 2019-20 through 2023-24 five-year capital program.

## Designated for Catastrophic Events: \$40 million

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

## Reserve for Economic Uncertainty: \$468 million

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



On June 30, 2019, one-time designated balances and reserves in the operating fund totaled \$1.7 billion, accumulated primarily from tuition, fees, and other revenues in excess of annual expenses. Operating fund balances for short-term obligations, capital projects and catastrophic events as well as reserves for economic uncertainty are displayed in the chart in solid bars. The need is shown as a vertical line.





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# 2020-21 OPERATING BUDGET PLAN



The CSU proposes a \$7.8 billion operating budget for 2020-21, with \$4.6 billion from the state general fund and \$3.2 billion from tuition and fee revenue. As shown in Table 1 on page 1, this budget plan is an increase of \$648.3 million over the 2019-20 operating budget. This budget plan includes significant investments so that the CSU can continue to serve as the key to California's prosperous economy, now ranked as the fifth largest in the world.

Table 3 outlines the sources and uses of funds that make up the \$648.3 million increase.

**TABLE 3: SOURCES AND USES OF FUNDS**

## SOURCES OF FUNDS

<b>General Fund Increase</b>		<b>\$563,782,000</b>
Operating Budget	488,782,000	
Academic Facilities and Infrastructure	75,000,000	
<b>Tuition from 5 Percent Enrollment Growth</b>		<b>84,556,000</b>
<b>TOTAL NEW SOURCES</b>		<b>\$648,338,000</b>

## USES OF FUNDS

<b>Graduation Initiative 2025</b>		<b>\$105,000,000</b>
Year 4 of 6	75,000,000	
Remaining Year 3 of 6	30,000,000	
<b>Basic Needs Partnerships</b>		<b>15,000,000</b>
<b>5 Percent Increase in Resident Enrollment</b>		<b>248,616,000</b>
<b>Salary and Benefits</b>		<b>177,402,000</b>
Compensation Pool	139,830,000	
Health Benefits	25,981,000	
Retirement	11,591,000	
<b>Academic Facilities and Infrastructure</b>		<b>75,000,000</b>
<b>Mandatory Cost Increases</b>		<b>27,320,000</b>
Maintenance of New Facilities	3,870,000	
Minimum Wage Increase	5,006,000	
Senate Bill 84 Loan Repayment	18,444,000	
<b>TOTAL NEW USES</b>		<b>\$648,338,000</b>

## USES OF FUNDS



- Graduation Initiative 2025 **16.2%**
- Basic Needs Partnerships **2.3%**
- 5 Percent Increase in Enrollment **38.3%**
- Salary and Benefits **27.4%**
- Academic Facilities and Infrastructure **11.6%**
- Mandatory Cost Increases **4.2%**

## GRADUATION INITIATIVE 2025: \$105 MILLION

As Graduation Initiative 2025 enters its fourth year, the CSU expects to invest \$105 million of the 2020-21 operating budget request to meet the ambitious goals adopted by each campus. Launched in 2016, this initiative aims to increase graduation rates for first-time and transfer students and eliminate equity gaps for historically-underserved students of color and Pell Grant recipients. Reducing time to degree means that graduates enter the workforce or graduate school sooner, positively impacting their future and producing additional graduates to power California.

### Graduation Rates Are at All-Time Highs

Based on preliminary 2019 data, four- and six-year graduation rates for first-time students and two- and four-year rates for transfer students continue to increase and have reached all-time highs. These remarkable improvements represent the dedication of CSU faculty and staff, intentional action by campus leaders and a systemwide focus on student success.

- Each year, a greater number of students graduate from the CSU. Since 2015, more than 20,000 additional students have earned a baccalaureate degree.
- The systemwide four-year graduation rate increased two percentage points from the previous year and eight percentage points since 2015.
- Dominguez Hills, Long Beach, Maritime, Pomona, Sacramento, San Diego, San José and Sonoma all have improved their four-year graduation rate by double digits.
- The systemwide six-year graduation rate increased to 62 percent, above the national average for public universities.
- The CSU is on track to meet its systemwide graduation rate goals by 2025.

## Continued Focus on Eliminating Equity Gaps

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

- Since 2015, Fresno, San Diego, San Francisco, Sonoma and Stanislaus all have decreased their equity gap for historically underserved students of color by at least 50 percent.
- The new systemwide academic preparation policies (Executive Order 1110) are having a tremendous impact on student success, particularly for students of color. Last year, 7,000 more students successfully completed a lower-division mathematics course than in the previous year, earning credit, saving money and keeping them on track to earn their degree in a timely manner.

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

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

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

**TABLE 4: CSU SYSTEMWIDE GRADUATION INITIATIVE 2025 PROGRESS**

		2016	2017	2018	2019	2025 Goal
<b>GRADUATION RATES</b>						
<b>First-Time Students</b>	4-Year	21%	23%	25%	27%	40%
	6-Year	59%	59%	61%	62%	70%
<b>Transfer</b>	2-Year	33%	35%	38%	40%	45%
	4-Year	74%	75%	77%	77%	85%
<b>EQUITY GAPS</b>						
<b>Underserved Students of Color</b>		12.0%	12.2%	10.5%	11.1%	0.0%
<b>Pell Grant Recipients</b>		10.0%	10.6%	9.5%	10.2%	0.0%



## BASIC NEEDS PARTNERSHIPS: \$15 MILLION

The CSU requests \$15 million in state funds for Basic Needs Partnerships. The CSU began a systemwide initiative in 2015 to provide a framework for the CSU's 23 campuses to take a more coordinated approach to developing programs and strategies that support students experiencing food and housing insecurity and overall health and safety challenges. CSU leaders across the system have committed to enhancing and developing resources for students experiencing challenges to address a portion of their basic needs so that students can remain on track to achieving their college degree.

These strategies include increasing CalFresh outreach and application assistance, on-campus food distribution programs, emergency housing options, and crisis loans and grant awards, as well as new and renewed partnerships with nonprofit and governmental entities that provide direct services to students. Every student who attends CSU should be afforded the opportunity to focus on their studies and not find themselves excessively preoccupied with hunger or homelessness.

From all sources, campuses are investing over \$91 million on these student supports and services. Since 2017-18, the state has provided \$22 million in one-time funding to help address mental health needs and housing and food insecurity, and \$6.5 million in recurring funding for rapid rehousing programs. As in prior years, awards will be distributed by the Chancellor's Office to campuses to expand existing efforts to diminish student hunger, raise awareness of services currently offered on campus, and develop practices and procedures to provide additional assistance to students in need. A key feature of these efforts will be to build and sustain partnerships with community and governmental partners.

The CSU continues to work to destigmatize students' use of basic needs goods and services so that struggling students can comfortably turn to campuswide supports for help. Through ongoing training and engagement, faculty and staff will be better positioned to support on-campus efforts and refer students to appropriate resources on- and off-campus. The CSU will continue to identify sustainable solutions for students and pilot a variety of emergency housing programs systemwide. There is also a need to increase prevention and health promotion programs, services for early identification and intervention and outreach campaigns to destigmatize utilization of basic needs and mental health services.



## 5 PERCENT ENROLLMENT GROWTH: \$249 MILLION

The CSU aims for bold increases in enrollment to meet student demand for a CSU education and the needs of California’s future workforce. The CSU plans to increase resident enrollment by 18,707 full-time equivalent students (FTES). Using the marginal cost rate, which is the cost of education per new FTES, the funding required to support 18,707 new FTES in 2020-21 is \$248.6 million.

<b>2019-20 Resident FTES Base</b>	<b>374,131</b>
Proposed Growth (5%)	18,707
<b>2020-21 Total Resident FTES</b>	<b>392,838</b>
Marginal Cost Rate per FTES	\$13,290
<b>Total Cost of Enrollment Growth</b>	<b>\$248,616,000</b>
<b>State’s Share of Marginal Cost Rate</b>	<b>\$8,770</b>

Increased funding for enrollment means increased capacity to educate students without sacrificing quality. Through Graduation Initiative 2025, we have hired hundreds more faculty, offered thousands more course sections, increased the average unit load per student and awarded more bachelor’s degrees annually. Accommodating increased enrollment happens through face-to-face instruction and a growing number of sections offered in fully online and hybrid courses. The CSU continues to serve students in a variety of online courses and programs as part of the overall enrollment growth strategy.

The CSU has implemented a redirection policy that began in the fall 2019 application cycle to admit all first-time and transfer applicants who meet minimum CSU eligibility requirements to at least one CSU campus. The redirection policy provides CSU-eligible undergraduate applicants who are waitlisted or denied admission because of campus or program impaction, an opportunity to be redirected to and admitted by a nonimpacted campus. This aligns with the admissions guarantee in place for transfer applicants who have an Associate Degree for Transfer (ADT). This policy change, coupled with additional enrollment funding, could result in significantly more first-time and transfer students enrolled at the CSU in the 2020-21 academic year. While the 1965 Master Plan recommended that the CSU accept the top 33 percent of high school graduates, the number of CSU-eligible high school students is 41 percent, according to a study commissioned by the Governor’s Office of Planning and Research.

The Public Policy Institute of California (PPIC) projects that the state will continue to need greater numbers of highly educated workers. Over the next 10 years, if current trends persist, 38 percent of jobs will require at least a bachelor’s degree but population and education trends suggest that only 33 percent of working-age adults in California will have a bachelor’s degree by 2030. This leaves a gap of 1.1 million college graduates. The CSU will be able to partially meet workforce demand by increasing access and completion outcomes through Graduation Initiative 2025. A funded enrollment increase of 3 percent to 5 percent per year over the next decade is necessary to meet increasing student demand for a CSU education and to meet California’s future workforce needs.

## SALARY AND BENEFITS: \$177 MILLION

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

Compensation Pool	\$139,830,000
Health Benefits	25,981,000
Retirement Benefits	11,591,000
<b>TOTAL</b>	<b>\$177,402,000</b>

### Compensation Pool

This budget plan calls for approximately \$139.8 million to fund 2020-21 compensation increases, subject to collective bargaining, for all employee groups. The 2020-21 cost of the compensation increases is based on 2019-20 final budget salaries and salary-related benefits (OASDI, Medicare and retirement).

### Health Benefits

Permanent base budget costs associated with January 2020 employer-paid health care premium increases are over \$25.9 million. Health care premiums are shared between the CSU and its employees, with the CSU funding a significant portion of the costs. The CSU is governed by California Government Code section 22871 that defines the employer-paid contribution rates.

### Retirement Benefits (above state-funded)

Beginning with the 2014-15 fiscal year, a limit was placed on the state's obligation to adjust CSU retirement funding due to annual changes in CalPERS rates. The state's obligation to adjust retirement funding continues (Government Code section 20814), but the salary base applied to the incremental rate change is set to the CSU 2013-14 pensionable payroll level as reported by the State Controller's Office. The \$11.6 million included here represents the projected 2020-21 unfunded retirement cost for annual CalPERS employer-paid rate adjustments that must be funded by the CSU.





## **ACADEMIC FACILITIES AND INFRASTRUCTURE: \$75 MILLION**

The CSU is requesting \$75 million to fund academic facilities and infrastructure projects. Campuses' need for facility renovation and improvement continues to grow each year. In support of the request for permanent base funding, the CSU Five-Year Capital Plan identifies the priority needs of each of the 23 campuses and their off-campus centers. The plan identifies renewal and replacement needs of existing buildings and new facilities to accommodate growth and improve student access. The Board of Trustees annually approves categories and criteria for capital outlay priority setting. The board's priorities are consistent with the state's priorities of critical infrastructure, life safety projects, renovation and modernization of existing facilities and new facilities to increase capacity to serve the existing and projected enrollment. The Five-Year Plan identifies a systemwide need that exceeds \$2.8 billion in 2020-21 alone. The \$75 million in the 2020-21 budget request will help fund or finance approximately \$1.1 billion of the \$2.8 billion in first-year priority projects identified by the campuses. For more information on specific projects and priorities, see the CSU Five-Year Capital Plan.

CSU academic facility and infrastructure improvement programs address a variety of important facility needs. Seismic projects retrofit and improve buildings that have been identified by the CSU seismic review board. Other projects address general deficiencies in building systems and building structures. Many of the infrastructure improvement projects address system upgrades, facility improvements, as well as maintenance needs that are well past due. While the CSU continues to make strides in addressing systemwide needs, current funding levels limit the university's ability to keep pace with the demand for improvements and new academic space.



### **MANDATORY COSTS INCREASES: \$27 MILLION**

Mandatory costs are expenditures the university must pay regardless of the level of funding allocated by the state, and they often increase independent of growing, flat or declining state support. The costs identified here go beyond the increases for employee health and retirement benefit rate increases, included in the Salary and Benefits section. The 2020-21 operating budget request includes \$27.3 million for increases in mandatory cost obligations for state minimum wage increases, the operations and maintenance of newly constructed facilities as well as the CSU share of a state-initiated loan repayment.

Maintenance of New Facilities	\$3,870,000
Minimum Wage Increase	5,006,000
Senate Bill 84 Loan Repayment	18,444,000
<b>TOTAL</b>	<b>\$27,320,000</b>

#### **Maintenance of New Facilities**

The CSU is scheduled to open 198,880 square feet of new facilities in 2020-21. The cost to fund regular maintenance of these facilities is \$19.49 per square foot, for a total of \$3.9 million in 2020-21. Regular maintenance of new facilities includes the cost of utilities, building maintenance, custodial, landscape and administrative support.

#### **Minimum Wage Increase**

In January 2020, the California minimum wage will increase from \$12 per hour to \$13 per hour. The estimated annualized cost of the increase on CSU campuses is over \$5 million. Further, the California minimum wage will increase each subsequent year until January 2022, when it reaches \$15 per hour.

#### **Senate Bill (SB) 84 Loan Repayment**

Senate Bill (SB) 84 (Chapter 50 of 2017) authorized the state to borrow \$6 billion from a state cash account and make a one-time supplemental pension payment to CalPERS in 2017-18 to reduce unfunded pension liabilities. The law required the state General Fund and other state funds that would benefit from lower-than-projected pension cost increases to repay the loan over several years. The law tasked the state Department of Finance to determine each department's share of the repayments. The Department of Finance concluded that the CSU operating fund portion of the repayment was \$19.0 million in 2018-19 and approximately \$18.4 million each year from 2019-20 through 2023-24, with a final payment of \$15.6 million in 2024-25.





# ONE-TIME REQUEST

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## **DEFERRED MAINTENANCE BACKLOG: \$500 MILLION**

The CSU seeks \$500 million of one-time funding to continue to address the growing maintenance backlog of building and utility infrastructure systems that have passed their useful life. More than half of the academic buildings are over 40 years old, and many of these buildings are overdue for major renovation. As buildings and their associated systems age, the cost to operate, maintain and renovate the facilities increases. Antiquated systems are generally more expensive to operate than more efficient modern systems, and replacement parts can be difficult to obtain. Although CSU facilities staff do an admirable job keeping these aging facilities operational, they do so with limited resources, and increased funding is necessary to adequately address the needs of our aging facilities moving forward. In 2019-20 the state provided \$239 million in one-time funding for deferred maintenance, which will be used to address a small portion of our significant backlog and improve facilities for early childhood development. The CSU regularly assesses and updates the deferred maintenance inventory through a methodical approach using a third party with this expertise. Through these assessments, the CSU is able to develop a total, systemwide funding need. The assessment tool allows for the automatic addition of systems to backlog inventory as they age out past their useful life.



The one-time funding request will allow the university to address additional systemwide deficiencies, improve the reliability of systems and prevent costly and disruptive outages caused by system failures. In line with the overarching mission, system improvements will provide safer and healthier environments that support teaching and learning across all 23 campuses. These funds will also go toward projects that will improve the efficiency and effectiveness of systems, saving energy, producing fewer greenhouse gas emissions and improving occupant comfort and utilization. Major building systems that have exceeded the expected service life will be modernized to enable campuses to operate utilities more effectively, improve heating and air conditioning systems efficiency, reduce energy and lighting costs, reduce water consumption and greenhouse gas emissions and extend the useful life of existing facilities.



The one-time funding will be spent on projects on a pay-as-you-go basis.

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**THE CSU SEEKS AN ADDITIONAL \$500 MILLION OF ONE-TIME FUNDING TO CONTINUE TO ADDRESS THE GROWING MAINTENANCE BACKLOG OF BUILDING AND UTILITY INFRASTRUCTURE SYSTEMS THAT HAVE PASSED THEIR USEFUL LIFE.**

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# CSU FINANCIAL AID



**59% of CSU undergraduates pay no tuition**

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



**\$701M in state university grants awarded to 135,000 students**



**Average student loan debt for CSU graduates is \$11,000 less than the national average**

CSU systemwide tuition is one of the lowest in the nation, at \$5,742 per year for a resident undergraduate student. Numerous CSU, state and federal financial aid programs help mitigate the cost of attendance for the lowest income students and keep student debt well below the national average. In fact, CSU bachelor's degree recipients have lower average debt (\$17,367) than other students in California (average \$22,785) and the nation (average \$28,650).

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

The CSU currently provides nearly \$950 million of institutional aid, which includes \$701 million for the State University Grant program. An additional \$733 million from the state Cal Grant program and over \$1 billion from the federal Pell Grant program helps CSU undergraduate students cover tuition and fees and some portion of other expenses and keeps average loan debt levels well below the national average.

Even with these levels of institutional, state and federal support for financial aid programs, some students struggle to cover the costs of attendance beyond tuition and fees—food, housing, transportation, instructional materials and technology. The CSU believes that this is a significant problem that needs a solution. That is why the CSU has been, and continues as, an active participant in statewide efforts that include all segments of higher education, the California Student Aid Commission, legislative staff and the governor's administration to transform the state's Cal Grant programs to better address the financial needs of today's students. With housing costs, and the overall cost of living in California at record highs, the CSU is strongly committed to working with students, segmental partners and state leaders to identify and implement financial aid solutions that optimally support CSU students.



## STATE UNIVERSITY GRANT PROGRAM

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

The SUG program has grown considerably since its inception, from \$4 million in 1982-83 to \$700.9 million in 2019-20. Over 135,000 students received a SUG award in 2017-18.

As tuition and enrollment increased and state investment in the CSU fluctuated, the CSU expanded the SUG program to help keep student costs to a minimum. Currently, about 11 percent of the total CSU operating budget is dedicated to financial aid for students with the greatest need. The SUG program remains one of the largest commitments in the CSU operating budget.

## TUITION WAIVERS

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

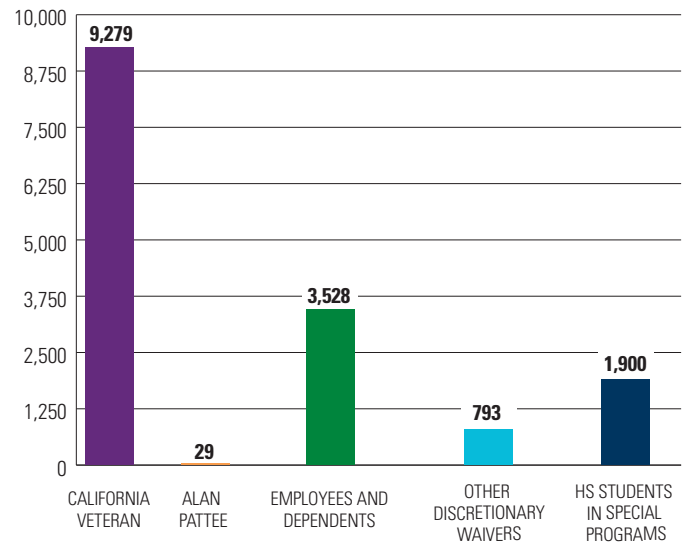
- California Veterans Waiver for children of disabled or deceased veterans (Education Code section 66025.3)
- Alan Pattee Waiver for dependents of deceased law enforcement or fire suppression personnel (Education Code section 68120)
- Current or former foster youth (Education Code section 66025.3)
-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

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

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

In 2018-19, 15,529 tuition waivers were granted to CSU students, totaling approximately \$76.8 million in waived tuition. The state has not provided any General Fund support for any CSU tuition waiver program since 1992-93.

**2018-19 SYSTEMWIDE TUITION WAIVERS**





## BOARD OF TRUSTEES

### Approval of the 2020-2021 Operating Budget Request (RFIN 11-19-06)

**RESOLVED**, that the Board of Trustees of the California State University acknowledges and expresses its appreciation to the governor and legislature for their consistent, multi-year investment in the CSU since the end of the Great Recession; and be it further

**RESOLVED**, that the Board of Trustees understands there are numerous competing interests for budgetary support given policy priorities and possible fiscal constraints under which California operates; and be it further

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

**RESOLVED**, by the Board of Trustees that the proposed CSU 2020-2021 Operating Budget Request is approved as submitted by the chancellor; and be it further

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

**RESOLVED**, that copies of this resolution and the 2020-2021 Operating Budget Request as reflected in this agenda item be transmitted to the governor, to the director of the Department of Finance, and to the legislature.



**CSU** The California State University

401 Golden Shore, Long Beach, CA 90802  
[www.calstate.edu](http://www.calstate.edu)

**COMMITTEE ON FINANCE**

**California State University Annual Investment Report**

**Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

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

**Summary**

This item provides the annual investment report to the California State University Board of Trustees for the fiscal year ended June 30, 2019. The information in Attachment A will serve as the basis for an annual report to the California State Legislature and Department of Finance regarding CSU investments as required by California Education Code § 89726.

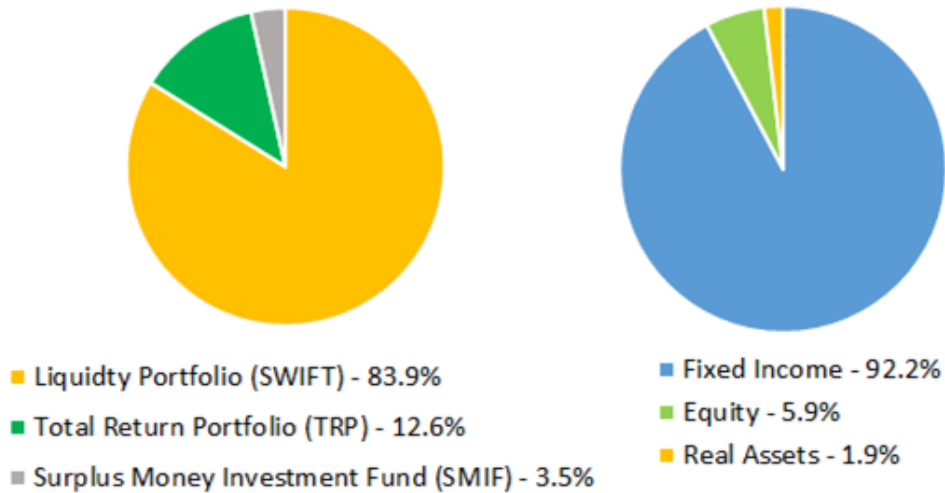
**Background**

Pursuant to the California State University Master Investment Policy (included as Attachment B), CSU investments as of June 30, 2019 consisted of investments in the Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). Except for amounts held at the State in SMIF, all CSU investments are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$675 million 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, 2019**

	<b>Balance</b>	<b>% of CSU Investments</b>	<b>Twelve Month Returns</b>
Liquidity Portfolio (SWIFT)	\$3.72 billion	83.9%	3.12%
Total Return Portfolio (TRP)	\$559.2 million	12.6%	7.03%
Surplus Money Investment Fund (SMIF)	\$155.6 million	3.5%	1.97%
<b>CSU Investments</b>	<b>\$4.43 billion</b>	<b>100%</b>	



**CSU Investment Portfolios**

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

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

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

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

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

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

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

Under State law, investment of funds in the TRP is subject to the CSU meeting certain conditions regarding investment oversight, reporting, and use of earnings, and is to be phased in at no more than \$600 million as of June 2019 and thirty percent of eligible investments thereafter. 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 (ESG) Framework
Risk Tolerance	Risk Management
Expected Return	Monitoring & Control Procedures
Asset Allocation	
Benchmarks	

The IAC has adopted investment schedules for the TRP that utilize a dollar-cost averaging approach and provide regular monthly contributions to the TRP. An initial investment of \$33.5 million was made into the TRP on April 1, 2018, with the goal of making further scheduled investments and approaching the fiscal year 2018-2019 statutory limit of \$600 million during the first half of 2019. Since June 30, 2019, a new investment schedule has been adopted by the IAC and staff, with the goal of funding the TRP to as much as 30 percent of CSU investments by mid-2020. The investment schedule may also be adjusted by the IAC at any time depending on market conditions.

From the TRP inception date of April 1, 2018 through June 30, 2019, TRP investment earnings were approximately \$34.2 million. During this period, the TRP total return exceeded the Liquidity Portfolio (SWIFT) total return by 5.30 percent annualized (net of fees) or \$21.1 million cumulative during the time period.

In October 2019, the IAC approved the first TRP spending distribution of approximately \$22.4 million to be allocated to the campuses for capital outlay or maintenance. Consistent with state law and specifically, California Education Code § 89726, additional moneys earned through investments in the TRP shall be used only for capital outlay or maintenance and shall not be used for ongoing operations.

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

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

### **Reporting Requirements**

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

### **Next Steps**

Following the November 2019 meeting of the Board of Trustees, staff will submit the annual report on CSU investments to the State Legislature and the Department of Finance. Staff will continue implementing the TRP investment schedule with oversight from the IAC. Staff is also working on developing the Intermediate Duration Portfolio, consistent with the CSU Master Investment Policy, with the goal of implementing this portfolio in 2020. The next investment report to the board is scheduled for the March 2020 meeting and will provide information on the fiscal quarter ending September 30, 2019.

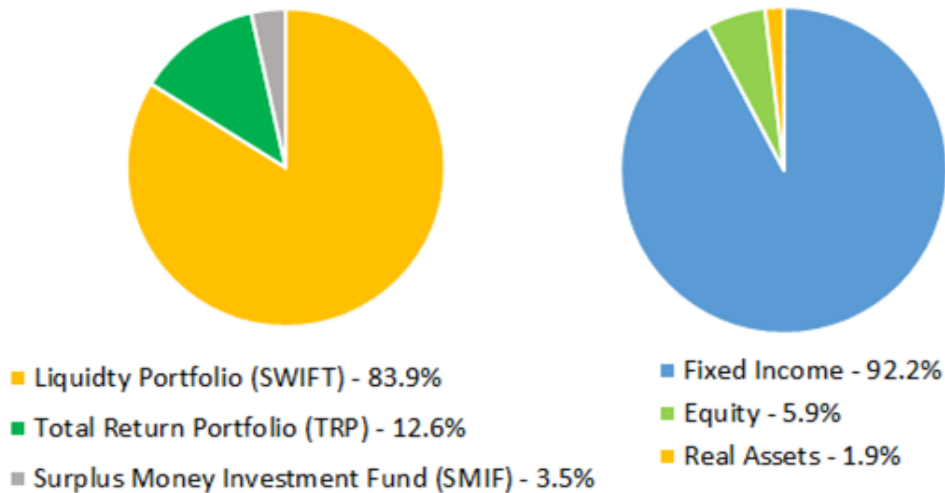
## CSU Annual Investment Report

**For the Fiscal Year Ended June 30, 2019**

CSU investments as of June 30, 2019 consisted of investments in the CSU Liquidity Portfolio (Systemwide Investment Fund Trust or SWIFT), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). All CSU investments (except for funds invested in SMIF) are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$675 million 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, 2019

	<b>Balance</b>	<b>% of CSU Investments</b>
Liquidity Portfolio (SWIFT)	\$3.72 billion	83.9%
Total Return Portfolio (TRP)	\$559.2 million	12.6%
Surplus Money Investment Fund (SMIF)	\$155.6 million	3.5%
<b>CSU Investments</b>	<b>\$4.43 billion</b>	<b>100%</b>



For the year ended June 30, 2019, direct investment management fees<sup>1</sup>, advisory, and custodial fees totaled just under \$2.2 million, or about 0.051 percent (5.1 basis points) on CSU investments total balance as of June 30, 2019.

<sup>1</sup> Direct investment management fees exclude TRP mutual fund investment management fees. TRP mutual fund investment management fees are included as mutual fund expenses and reported as a percent of total fund assets. See TRP Fund Expense Ratio (Fee) in the table on page 3.

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

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

	<u>CSU Liquidity Portfolio</u>	<u>Benchmark<sup>2</sup></u>
1 Year Annualized Return <sup>3</sup>	3.12%	3.53%
3 Year Annualized Return	1.50%	1.36%
5 Year Annualized Return	1.28%	1.15%
10 Year Annualized Return	0.96%	1.03%
Annualized Since Inception Return <sup>4</sup>	1.39%	1.66%
Yield	2.11%	1.90%
Duration (Years)	0.89	1.44
Average Credit Rating	AA-	Aaa/AA+

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

Treasuries	32.82%
U.S. Government Agencies	28.86%
U.S. Corporate Bonds	27.64%
CD's and Cash Equivalents	5.13%
Asset-Backed Securities	4.18%
Municipal Obligations	1.37%

<sup>2</sup> Benchmark for the CSU Liquidity Portfolio (SWIFT) is the Bank of America Merrill Lynch 0-3 Year Treasury Index.

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

<sup>4</sup> Inception Date for the CSU Liquidity Portfolio (SWIFT) was July 1, 2007.

**CSU Total Return Portfolio (TRP)**

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

	<b>CSU Total Return Portfolio</b>	<b>Strategic Benchmark<sup>5</sup></b>	<b>Policy Benchmark<sup>6</sup></b>
3 Months Return	3.35%	1.62%	3.02%
1 Year Return	7.03%	6.71%	6.73%
Annualized Since Inception Return <sup>7</sup>	8.12%	6.63%	6.20%

Since the TRP Inception Date through June 30, 2019, the TRP investment earnings were approximately \$34.2 million. During this period, the TRP total return exceeded the Liquidity Portfolio (SWIFT) total return by 5.30 percent annualized (net of fees) or \$21.1 million cumulative during the time period.

In October 2019, the CSU Investment Advisory Committee approved the first TRP spending distribution of approximately \$22.4 million to be allocated to the campuses for capital outlay or maintenance. Consistent with state law and specifically, California Education Code § 89726, additional moneys earned through investments in the TRP shall be used only for capital outlay or maintenance, and shall not be used for ongoing operations.

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

Equity Mutual Funds	46.6%	Passive Index Mutual Funds	74%
Fixed Income Mutual Funds	38.5%	Actively Managed Mutual Funds	26% <sup>8</sup>
Real Asset Mutual Funds	14.9%		

<sup>5</sup> The TRP Strategic Benchmark is Inflation (Core Consumer Price Index) plus 4.5% per annum. The long-term rate of inflation is assumed at 2.5% per annum.

<sup>6</sup> The TRP Policy Benchmark is a blend of passive indices whose weights match the TRP target asset allocation.

<sup>7</sup> TRP Inception Date was April 1, 2018.

<sup>8</sup> The percent of Actively Managed Mutual Funds is likely to increase in the future while the percent of Passive Index Mutual Funds would decrease consistent with the TRP implementation plan.

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

Asset Class	Strategy Name	Ticker	Value (millions)	% of Total Return Portfolio	TRP Fund Expense Ratio (Fee)	Universe Median Expense Ratio (Fee)
<b>Fixed Income</b>						
	Vanguard Total Bond Market Index Fund	VBMPX	121.2	22%	0.030%	0.450%
	Vanguard Inflation-Protected Securities Fund	VIPIX	27.8	5%	0.070%	0.450%
	Lord Abbett High Yield Fund	LHYOX	33.4	6%	0.600%	0.730%
	Pacific Funds Floating Rate Income Fund	PLFRX	16.5	3%	0.720%	0.755%
	Payden Emerging Markets Bond Fund	PYEIX	8.4	1.5%	0.690%	0.850%
	T. Rowe Emerging Markets Bond Fund	TREBX	8.4	1.5%	0.700%	0.850%
<b>Equity</b>						
	Vanguard Total Stock Market Index Fund	VSMPX	134.7	24%	0.020%	0.780%
	Vanguard Developed Markets Index Fund	VTMNX	68.7	12%	0.050%	0.900%
	Driehaus Emerging Markets Growth Fund	DIEMX	34.3	6%	1.180%	1.150%
	DFA Emerging Markets Value Fund	DFEVX	17.1	3%	0.540%	1.150%
	RWC Global Emerging Equity Fund	RWCEX	5.7	1%	1.250%	1.150%
<b>Real Assets</b>						
	Vanguard Real Estate Index Fund	VGSNX	37.8	7%	0.100%	0.905%
	Vanguard Energy Index Fund	VENAX	11.6	2%	0.100%	0.990%
	Vanguard Materials Index Fund	VMIAX	11.6	2%	0.100%	0.950%
	First State Global Listed Infrastructure Fund	FLIIX	22.0	4%	0.950%	0.990%
<b>Cash</b>			0.0	0%	NA	NA
<b>Total</b>			559.2	100%		

**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.

<u>Apportionment Annual Yield<sup>9</sup></u>	
FYE 06/30/19	1.97%
Average (FYE 06/30/07 – FYE 06/30/19)	1.11%

<sup>9</sup> Annual Yield calculated by CSU Treasury Operations based on the quarterly apportionment yield rates published by the State Controller's Office.



# Master Investment Policy For The California State University

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



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## **I. Scope and Purpose**

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

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

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

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

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

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

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

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

The following objectives shall govern the investment of CSU funds:

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

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

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

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

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

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

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

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

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

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

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

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

The acceptable allocations for the Portfolios are as follows:

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

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

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

## **V. Roles and Responsibilities**

### **Board of Trustees**

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

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

1. Maintain and approve the MIP.

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

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

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

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

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

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

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

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

### **Investment Advisory Committee**

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

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

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

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

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

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

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

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

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

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

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

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

Approved:

The California State University Board of Trustees  
November 8, 2017



## AGENDA

### COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

**Meeting:** 1:00 p.m., Tuesday, November 19, 2019  
Glenn S. Dumke Auditorium

Rebecca D. Eisen, Chair  
Romey Sabalius, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Wenda Fong  
Jeffrey R. Krinsk  
Jack McGrory  
Thelma Meléndez de Santa Ana  
Peter J. Taylor

- Consent** 1. Approval of Minutes of the Meeting of September 24, 2019, *Action*
- Discussion** 2. Approval of the 2020-2021 through 2024-2025 Five-Year Capital Plan, *Action*
3. California State University, Sacramento Off-Campus Center in Placer County Status Update, *Information*

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

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

**September 24, 2019**

**Members Present**

Rebecca D. Eisen, Chair  
Romey Sabalius, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Wenda Fong  
Jack McGrory  
Thelma Meléndez de Santa Ana  
Peter J. Taylor  
Timothy P. White, Chancellor  
Adam Day, Chair of the Board

Trustee Rebecca D. Eisen called the meeting to order.

**Public Comment**

Public comment was made regarding the proposed CSU Dominguez Hills Master Plan Revision and consultation process. Several local area residents and representatives of the Carson Chamber of Commerce expressed support for the campus plan.

**Approval of Minutes**

The minutes of the July 23, 2019 meeting of the Committee on Campus Planning, Buildings and Grounds were approved as submitted.

**California State University, Dominguez Hills Master Plan Revision**

Details of the proposed master plan revision for CSU Dominguez Hills were presented for approval.

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Following the presentation the trustees inquired about parking and transportation management planning. They also requested information on the ground lease agreement with AEG for the Dignity Health Sports Park and asked that the agreement be reviewed as further development occurs to identify additional revenue that can be shared with the campus. The trustees were informed that the master plan revision does not impact the financial agreement with AEG and any changes to the financial agreement would be presented to the Board of Trustees prior to execution. The trustees expressed support for the campus expansion and master plan revision.

The committee recommended approval of the proposed resolution (RCPBG 09-19-05).

### **Preliminary 2020-2021 through 2024-2025 Five-Year Plan**

The CSU's preliminary five-year capital plan for fiscal years 2020-2021 through 2024-2025 was presented for information, and currently totals \$17.4 billion. Staff continue to work with campuses on the proposed project scope and budget and will return to the Board of Trustees in November 2019 with the final five-year capital plan.

Following the presentation, the trustees asked how the state deferred maintenance appropriation would be used and requested a copy of the list of projects submitted to the Department of Finance.

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

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

### **Approval of the 2020-2021 through 2024-2025 Five-Year Capital Plan**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

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

#### **Summary**

This item requests approval by the California State University Board of Trustees of the Five-Year Capital Plan covering the period from 2020-2021 through 2024-2025.

The Five-Year Capital Plan totals over \$22.1 billion and is comprised of academic, self-support, and infrastructure improvement projects. In keeping with direction provided by the Board of Trustees, project priorities include seismic strengthening, correcting building code deficiencies and failing infrastructure, campus resiliency, and addressing regulatory changes which impact campus facilities or equipment. The electronic version of the Five-Year Plan can be found at the following link: [http://calstate.edu/cpdc/Facilities\\_Planning/majorcapoutlayprogram.shtml](http://calstate.edu/cpdc/Facilities_Planning/majorcapoutlayprogram.shtml). The list of priority projects for the first year of the plan is provided in Attachment A.

#### **Background**

The primary objective of the capital outlay program is to support the academic mission by providing facilities appropriate to the CSU's educational programs, to create environments conducive to learning, and to ensure that the quality and quantity of facilities at each of the 23 campuses serve all students, faculty, and staff. The Board of Trustees approved the Categories and Criteria for Priority Setting for the Five-Year Capital Plan (the "Categories and Criteria") at their March 2019 meeting. The highest priority projects on the list will correct structural and health and safety code deficiencies by addressing renewal of aged and obsolete building systems, seismic strengthening, improving fire/life-safety concerns, addressing campus resiliency needs, and promoting code compliance in existing facilities. The projects in both the Academic Projects List and the Infrastructure Improvements Program Project List align with these priorities.

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The Preliminary Five-Year plan was presented as an information item at the September 2019 Board of Trustees meeting to seek input and provide an update on the use of capital and facilities renewal funding.

### **2020-2021 through 2024-2025 Five-Year Capital Plan**

The Five-Year Capital Plan identifies the campuses' capital project priorities to address facility deficiencies and accommodate student enrollment growth. The campuses have identified a total need of more than \$22.1 billion for the five-year period with over \$15.4 billion from systemwide revenue bonds, general obligation bonds, and other state capital funding and approximately \$6.7 billion for self-support and other funding.

For each campus the plan includes:

- Campus master plan map and building legend (including off-campus centers)
- Current Five-Year Plan
- Previous Five-Year Plan Funding

Systemwide information includes:

- Campus summaries of state/CSU funding, and self-support funding
- Charts and graphs of campus housing, parking capacity, and planned projects
- Seismic Safety Action Plan (10-year period)
- Summary of Greenhouse Gas Emissions
- Summary of Renewal Backlog and Annual Renewal Need for Academic Facilities and Infrastructure

Since the September 2019 Board of Trustees meeting, changes and corrections have been made to the Five-Year Capital Plan. Those revisions impact the proposed project scope, budget, and schedule.

Attachment A includes two lists of priority projects proposed for 2020-2021, the first year of the Five-Year Capital Plan, referred to as the "action year." The first list of priority projects for 2020-2021 total \$2.78 billion funded from systemwide revenue bonds, general obligation bonds, and other state capital funding. The second list of priority projects included in Attachment A are funded from self-support and other funding totaling \$20 million. The total costs for all priority projects proposed for 2020-2021 is \$2.8 billion.

Projects included in the academic priority list address:

- Aging and failing critical infrastructure
- Seismic deficiencies
- Renovation and replacement of existing facilities with high deferred maintenance needs
- Constructing new classrooms, labs, faculty offices, or instructional support space to accommodate programmatic growth
- Resiliency efforts including microgrid technology

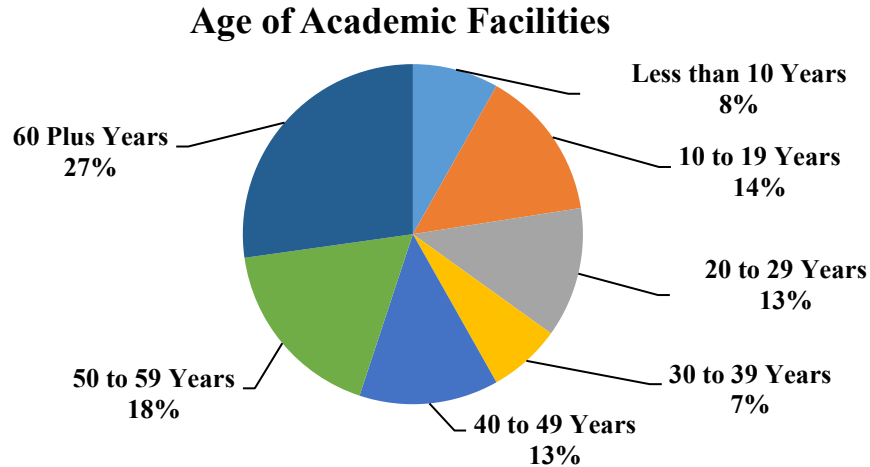
The prioritization of projects uses the criteria established by the Board of Trustees by proposing continued replacement and renewal of existing space and reduction of deferred maintenance backlogs, and correction of seismic deficiencies and critical infrastructure as the top priorities. As the physical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

To inform the recommended prioritization of capital projects, several reports are used to weigh the relative need of a project:

- Seismic Priority List as maintained by campuses and the Seismic Review Board
- Facility condition assessment reports
- Summary of Campus Capacity – compares projected full-time equivalent (FTE) enrollment to FTE seat capacity to quantify lecture, lab, and faculty office needs
- Laboratory Enrollment versus Laboratory Capacity – to evaluate access to lab teaching space by discipline
- Utilization Report – provides classroom and lab use by room size

Data from these reports informs the priority ranking, enabling us to focus scarce resources on projects that support the academic mission and programmatic needs of campuses as well as the facility needs relating to deferred maintenance and out-of-date facilities. The data also allows us to compare projected enrollment to available space using legislative and CSU standards. Campuses submit detailed project justifications, feasibility studies, and other back-up materials that are used to help assess relative need and balance the needs of the system.

As reported in September, the need for campus academic and infrastructure projects continues to grow as our facilities age. The chart below shows that 58 percent of the academic facilities are 40 years old or more – and of that amount 27 percent are more than 60 years old. The cost to replace academic building and campus utility systems that have passed their useful life now approaches \$4.5 billion. The CSU is working on a more detailed report by campus on the impact of aging buildings and infrastructure that will be completed in January 2020.



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

Financing of the self-support capital projects will continue to come forward to the Board of Trustees on an individual basis.

### **Funding for the Five-Year Capital Plan**

In November 2016, the Board of Trustees approved a \$1 billion multi-year financing plan to address systemwide academic facility and infrastructure needs. In November 2018 the Board approved a second multi-year financing plan which will provide up to \$1.1 billion to address the capital needs for the 2019-2020 through 2023-2024 plan. At this point, all funds approved in these two multi-year financing plans have been allocated to projects approved by the Board of Trustees in prior Five-Year Capital Plans.

In order to provide funding in support of the projects in the current Five-Year Capital Plan, the CSU is taking a four-pronged approach:

1. Seek additional base budget funding to support additional systemwide revenue bonds;
2. Request one-time funding to address deferred renewal needs;
3. Encourage campuses to accumulate reserves to fully fund smaller projects and provide ten percent co-funding for larger projects, and;
4. Support the general obligation bond initiative as outlined in AB 48, the Public Preschool, K-12, and College Health and Safety Bond Act of 2020.

Several factors are addressed in the AB 48 bill language that will be key to our efforts to access the general obligation bond funding. These factors include prioritizing projects based on an evaluation of how the projects address critical fire and life safety issues, seismic deficiencies, and critical deferred maintenance needs. Additionally, the bill requires the Board of Trustees to adopt a five-year affordable student housing plan for each campus covering the 2020–2021 to 2024–2025 fiscal years. The affordable housing plans provide another key input in the evaluation of projects included in the Five-Year Plan.

These affordable housing plans must address items including: the current cost of student housing on campus; the availability of affordable student housing both on and off campus; efforts over the past five years to provide affordable housing; and goals for and plans to provide additional affordable housing units for students.

### **Recommendation**

The following resolutions are presented for approval:

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

1. The 2020-2021 through 2024-2025 Five-Year Plan totaling \$22.2 billion is approved.
2. The chancellor is authorized to proceed in 2019-2020 with design and construction to fast-track projects in the 2020-2021 through 2024-2025 Five-Year Plan.
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. If funds from the Public Preschool, K-12, and College Health and Safety Bond Act of 2020 (the Bond Act) are available to fund the projects in the Five-Year Plan, those funds may be used in-lieu of other identified fund sources.
5. The priority ranking of the academic projects will be contingent on campuses submitting an approved affordable housing plan as outlined in the Bond Act. The chancellor will report on campus affordable housing plans in March 2020 in order for the board to re-consider or re-affirm the priority ranking of academic projects to be funded from the Bond Act.
6. The chancellor is authorized to adjust the scope, phase, project cost, total budget request priority sequence, and funding source for the capital program and report budget adjustments in the subsequent Five-Year Plan.
7. The chancellor is authorized to adjust the projects to be financed as necessary to maximize use of the limited financing resources and in consideration of the CSU's priorities for funding capital outlay projects.



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Approval of the resolutions as described in this Agenda Item 2 of the Committee on Campus Planning, Buildings and Grounds at the November 19-20, 2019 meeting of the CSU Board of Trustees is recommended.

## 2020-2021 Capital Outlay Program

*Cost Estimates are at Engineering News Record California Construction Cost Index 7197 and Equipment Price Index 3522*

### ACADEMIC PROJECTS LIST

(Dollars in 000s)

Priority Order	Category	Campus	Project Title	FTE	Phase	Campus Reserves/ Other	SRB-AP <sup>1</sup> / GO	Total Budget	Cumulative Total Budget	Cumulative SRB-AP Budget
1	IA	Statewide	Infrastructure Improvements <sup>3</sup>	N/A	PWC	62,497	956,712	1,019,209	1,019,209	956,712
2	IA	Chico	Utilities Infrastructure	N/A	PWC	6,024	78,619	84,643	1,103,852	1,035,331
3	IB	Fresno	Central Plant/HVAC Replacement, Ph. 2 & 3 <sup>5</sup>	N/A	PWC	0	98,163	98,163	1,202,015	1,133,494
4	IB	<i>San Francisco</i>	<i>Science Replacement Building<sup>4,6</sup></i>	<i>-608</i>	<i>PWCE</i>	0	<i>138,718</i>	138,718	1,340,733	1,272,212
5	IB	<i>Pomona</i>	<i>Classroom/Lab Building Renovation (Seismic)<sup>6</sup></i>	<i>0</i>	<i>PWC</i>	<i>2,805</i>	<i>47,978</i>	50,783	1,391,516	1,320,190
6	IB	<i>San Luis Obispo</i>	<i>Kennedy Library Renovation<sup>6</sup></i>	<i>566</i>	<i>PWCE</i>	<i>3,615</i>	<i>36,146</i>	39,761	1,431,277	1,356,336
7	IB	East Bay	Library Seismic (West Wing Relocations)	N/A	PWCE	1,973	17,757	19,730	1,451,007	1,374,093
8	IB	Long Beach	Peterson Hall 1 Replacement Bldg. (Seismic) <sup>5</sup>	-2,131	PWCE	15,000	124,996	139,996	1,591,003	1,499,089
9	IB	Los Angeles	Classroom Replacement Building	8,600	PWCE	0	93,500	93,500	1,684,503	1,592,589
10	IB	Dominguez Hills	Natural Sciences & Mathematics Bldg. Reno. (Seismic)	400	WCE	0	68,449	68,449	1,752,952	1,661,038
11	IB	Fullerton	Science Laboratory Replacement (Seismic)	1,719	PWCE	7,500	77,000	84,500	1,837,452	1,738,038
12	IB	Sacramento	Engineering Replacement Building	68	PWCE	16,247	84,217	100,464	1,937,916	1,822,255
13	II	San Marcos	Classroom/Lab/Office Building	1,024	PWCE	1,950	55,586	57,536	1,995,452	1,877,841
14	IB	Sonoma	Ives Hall Renovation	0	PWCE	0	40,813	40,813	2,036,265	1,918,654
15	IB	Northridge	Sierra Hall Renovation	0	PWCE	3,002	110,026	113,028	2,149,293	2,028,680
16	IB	Stanislaus	Bizzini Replacement Building	-163	PWCE	4,819	111,768	116,587	2,265,880	2,140,448
17	IB	Humboldt	Science Replacement Building	299	PWCE	4,955	61,048	66,003	2,331,883	2,201,496
18	IB	San Diego	Life Science North Replacement	0	PWCE	50,000	94,096	144,096	2,475,979	2,295,592
19	IB	Stanislaus	Acacia Court Replacement	493	PWCE	2,250	73,574	75,824	2,551,803	2,369,166
20	II	San José	Land Acquisition	N/A	A	267	8,000	8,267	2,560,070	2,377,166
21	II	Bakersfield	Energy and Engineering Innovation Building <sup>5</sup>	336	PWCE	7,063	63,569	70,632	2,630,702	2,440,735
22	II	Maritime Academy	Academic Building A/Learning Commons Part 1	100	PWCE	1,244	72,326	73,570	2,704,272	2,513,061
23	II	Monterey Bay	Academic Building IV	674	PWCE	8,000	72,191	80,191	2,784,463	2,585,252
<b>Total Academic Projects</b>				<b>11,377</b>		<b>\$ 199,211</b>	<b>\$ 2,585,252</b>	<b>\$ 2,784,463</b>	<b>\$ 2,784,463</b>	<b>\$ 2,585,252</b>

### SELF-SUPPORT / OTHER PROJECTS LIST

(Dollars in 000s)

Alpha Order	Category	Campus	Project Title	Spaces	Phase	Campus Reserves/ Other Budget	SRB-SS <sup>2</sup>	Total Budget	Cumulative Total Budget	Cumulative SRB-SS Budget
1	IB	Fullerton	Titan Student Union Improvements	N/A	PWC	8,000	0	8,000	8,000	0
2	II	San Luis Obispo	Technology Park Expansion, Ph. 1	N/A	PWC	11,910	0	11,910	19,910	0
<b>Total Self-Support / Other Projects</b>				<b>0</b>		<b>\$ 19,910</b>	<b>\$ -</b>	<b>\$ 19,910</b>	<b>\$ 19,910</b>	<b>\$ -</b>
<b>Grand Total Academic and Self-Support Projects</b>				<b>11,377</b>		<b>\$ 219,121</b>	<b>\$ 2,585,252</b>	<b>\$ 2,804,373</b>	<b>\$ 2,804,373</b>	<b>\$ 2,585,252</b>

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

**Categories:**

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

**Notes:**

- <sup>1</sup> SRB-AP: Systemwide Revenue Bonds - Academic Program
- <sup>2</sup> SRB-SS: Systemwide Revenue Bonds - Self-Support Program
- <sup>3</sup> The Infrastructure Improvements Program addresses smaller scale utility, building systems renewal, ADA, seismic strengthening, and minor upgrades. Projects are listed separately on the following page. [The list does not include State Deferred Maintenance funding requests.]
- <sup>4</sup> Proceeding with P phase based on prior approvals.
- <sup>5</sup> Projects in *italics* have previously received approval by the Board of Trustees and are included only relative to the project funding total.
- <sup>6</sup> Projects in *red italics* have been approved by DOF and are included only for funding information.

## 2020-2021 Infrastructure Improvements Program Project List

*Cost Estimates are at Engineering News Record California Construction Cost Index 7197 and Equipment Price Index 3522*

### ACADEMIC PROJECTS<sup>1</sup>

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP/GO Budget	Total Project Budget	Cumulative Total Project Budget
<b>Bakersfield</b>	Fire Alarm Upgrades, Ph. 2	PWC	0	1,364,000	1,364,000	1,364,000
Bakersfield	ADA Improvements	P	0	37,000	37,000	1,401,000
Bakersfield	Classroom Building (#1) Remodel for Faculty Office	PWCE	0	3,243,000	3,243,000	4,644,000
Bakersfield	Lecture Building (#3) Remodel for Offices	PWCE	0	1,433,000	1,433,000	6,077,000
Bakersfield	Student & Commencement Internet Access	PWC	0	3,370,000	3,370,000	9,447,000
<b>Channel Islands</b>	North Campus Hydronic Loop Extension (Completion)	PWC	399,000	3,377,000	3,776,000	13,223,000
Channel Islands	Resilient Microgrid	PWC	0	1,500,000	1,500,000	14,723,000
Channel Islands	North Loop Electrical Distribution	PWC	48,000	1,902,000	1,950,000	16,673,000
Channel Islands	Window Replacement	PWC	21,000	229,000	250,000	16,923,000
Channel Islands	ADA Access Improvements	PWC	8,000	152,000	160,000	17,083,000
Channel Islands	Electrical Power Infrastructure	PWC	236,000	2,124,000	2,360,000	19,443,000
Channel Islands	Redundant Fiber & Paths	PWC	123,000	1,111,000	1,234,000	20,677,000
Channel Islands	WAPs Cable Infrastructure	PWC	120,000	1,081,000	1,201,000	21,878,000
Channel Islands	CAT5 Upgrades	PWC	92,000	830,000	922,000	22,800,000
Channel Islands	Increased Conduit Capacity	PWC	28,000	252,000	280,000	23,080,000
Channel Islands	Classroom/Labs Telecom Infrastructure	PWC	410,000	3,686,000	4,096,000	27,176,000
Channel Islands	Building Management System Infrastructure	PWC	82,000	741,000	823,000	27,999,000
<b>Chico</b>	Physical Sciences Upgrades Surge (Seismic)	CE	1,615,000	18,842,000	20,457,000	48,456,000
Chico	Main Switchgear, Battery & Electrical System	PWC	0	13,295,000	13,295,000	61,751,000
Chico	University Services Building	PWC	1,285,000	5,992,000	7,277,000	69,028,000
Chico	Meriam Library Building Renewal	PWC	500,000	5,000,000	5,500,000	74,528,000
Chico	Langdon Building Renewal	PWC	500,000	5,000,000	5,500,000	80,028,000
Chico	Meriam Library IT Infrastructure Upgrades	PWC	0	7,803,000	7,803,000	87,831,000
Chico	IT Upgrades, Various Buildings	PWC	0	7,095,000	7,095,000	94,926,000
Chico	Wireless, Smart Classroom & Security Upgrades	PWC	0	14,599,000	14,599,000	109,525,000
Chico	Academic Building Deferred Renewal	PWC	0	24,000,000	24,000,000	133,525,000
<b>Dominguez Hills</b>	ADA Path of Travel	PWC	0	1,200,000	1,200,000	134,725,000
Dominguez Hills	Cain Library (Seismic), Ph. 2	PWC	0	4,000,000	4,000,000	138,725,000
Dominguez Hills	Social and Behavioral Sciences (Seismic)	PWC	0	4,000,000	4,000,000	142,725,000
Dominguez Hills	La Corte Hall Fire Life Safety	PWC	0	2,500,000	2,500,000	145,225,000
Dominguez Hills	Kinesiology/Gym Pool and Basement Safety	PWC	0	1,780,000	1,780,000	147,005,000
Dominguez Hills	La Corte Hall Restrooms ADA	PWC	0	1,500,000	1,500,000	148,505,000
Dominguez Hills	Security Surveillance Systems	PWC	0	1,500,000	1,500,000	150,005,000
Dominguez Hills	Resilient Microgrid	PWC	0	1,500,000	1,500,000	151,505,000
<b>East Bay</b>	Resilient Microgrid	PWC	0	1,500,000	1,500,000	153,005,000
East Bay	Contra Costa Campus Resilient Microgrid	PWC	0	1,500,000	1,500,000	154,505,000
East Bay	Meiklejohn Hall Deck Water Intrusion	PWC	479,000	4,305,000	4,784,000	159,289,000
East Bay	Campuswide Fire/Life Safety System Upgrades, Ph. 2	PWC	351,000	3,164,000	3,515,000	162,804,000
East Bay	Campuswide Boiler Replacement, Ph. 1 (PE)	PWC	275,000	2,472,000	2,747,000	165,551,000
East Bay	Contra Costa Campus Roof Replacement	PWC	426,000	3,830,000	4,256,000	169,807,000
East Bay	Campuswide Boiler Replacement, Ph. 2	PWC	192,000	1,731,000	1,923,000	171,730,000
East Bay	Accessibility Upgrades, Ph. 1	PWC	317,000	2,851,000	3,168,000	174,898,000
East Bay	Campuswide Roof Replacement, Ph. 1	PWC	347,000	3,128,000	3,475,000	178,373,000
East Bay	Electrical Infrastructure, Ph. 2D	PWC	0	4,554,000	4,554,000	182,927,000
East Bay	Copper Fiber Outside Plant Rehabilitation	PWC	0	780,000	780,000	183,707,000
East Bay	Wireless Access Point Expansion	PWC	0	5,420,000	5,420,000	189,127,000
East Bay	MPOE UPS and Cooling	PWC	0	960,000	960,000	190,087,000
East Bay	MPOE Fire Suppression	PWC	0	200,000	200,000	190,287,000

## 2020-2021 Infrastructure Improvements Program Project List

Cost Estimates are at Engineering News Record California Construction Cost Index 7197 and Equipment Price Index 3522

### ACADEMIC PROJECTS<sup>1</sup> continued

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP/GO Budget	Total Project Budget	Cumulative Total Project Budget
<b>Fresno</b>	Campuswide Life/Fire Safety	PWC	0	28,805,000	28,805,000	219,092,000
Fresno	Campuswide Health & Safety	PWC	0	8,085,000	8,085,000	227,177,000
Fresno	Campuswide ADA Upgrades	PWC	0	7,502,000	7,502,000	234,679,000
Fresno	Telecommunications Interbuilding Improvements	PWC	0	1,600,000	1,600,000	236,279,000
Fresno	Telecommunications Safety	PWC	0	7,700,000	7,700,000	243,979,000
Fresno	Parking Lots - Wi-Fi	PWC	0	18,400,000	18,400,000	262,379,000
<b>Fullerton</b>	McCarthy Hall Life Safety Upgrades	PWC	1,836,000	23,200,000	25,036,000	287,415,000
Fullerton	Life Safety & ADA Code Upgrades	PWC	100,000	1,023,000	1,123,000	288,538,000
Fullerton	ADA Code Upgrades (Restrooms, Path of Travel, etc.)	PWC	100,000	1,030,000	1,130,000	289,668,000
Fullerton	Kinesiology & Health Science Pool Safety Imp., Ph. 2	PWC	0	4,110,000	4,110,000	293,778,000
Fullerton	Electrical Transformer Replacement	PWC	0	675,000	675,000	294,453,000
Fullerton	Campus Gas Line Repair	PWC	0	1,225,000	1,225,000	295,678,000
Fullerton	Campuswide Landscape, Hardscape, Irrigation Imp.	PWC	0	1,123,000	1,123,000	296,801,000
Fullerton	Domestic Water Line Upgrades	PWC	0	3,879,000	3,879,000	300,680,000
Fullerton	Campuswide Life Safety (including doors, hardware)	PW	100,000	0	100,000	300,780,000
Fullerton	Campus Backbone Cabling	PWC	0	2,150,000	2,150,000	302,930,000
Fullerton	Campus Telecom Infrastructure Upgrade	PWC	0	560,000	560,000	303,490,000
Fullerton	MPOE Relocation	PWC	0	90,000	90,000	303,580,000
Fullerton	Secondary MDF (Backbone Cabling Dist. Point)	PWC	0	1,000,000	1,000,000	304,580,000
Fullerton	IDF Backbone Cabling Upgrade	PWC	0	850,000	850,000	305,430,000
<b>Humboldt</b>	Resilient Microgrid	PWC	0	1,500,000	1,500,000	306,930,000
Humboldt	Gist Hall Renewal	PWCE	400,000	6,056,000	6,456,000	313,386,000
Humboldt	1601 Samoa Renewal	PWC	2,330,000	8,076,000	10,406,000	323,792,000
Humboldt	Exterior LED Lighting Retrofit	PWC	76,000	857,000	933,000	324,725,000
Humboldt	Accessibility Improvements	PWC	349,000	5,019,000	5,368,000	330,093,000
<b>Long Beach</b>	Horn Center-Reno. for Classrooms (Surge Space), Ph. 2B	C	0	3,550,000	3,550,000	333,643,000
Long Beach	LA1 Renovations for Geography (Surge Space), Ph. 3	PWCE	419,000	4,181,000	4,600,000	338,243,000
Long Beach	Shelter in Place Locks at Classrooms	PWC	100,000	1,071,000	1,171,000	339,414,000
Long Beach	Pneumatic Control Conversion to DDC	PWC	30,000	330,000	360,000	339,774,000
Long Beach	MSX Repave Interior Campus Roadways, Ph. 2	PWC	190,000	2,043,000	2,233,000	342,007,000
Long Beach	Window Replace for Energy Efficiency, (LA1,FO2), Ph. 1	PWC	188,000	1,882,000	2,070,000	344,077,000
Long Beach	VAV Box Retrofits (LA5, FO3, UT), Ph. 1	PW	57,000	0	57,000	344,134,000
Long Beach	Multizone VAV at KIN, NUR, AS	PW	47,000	0	47,000	344,181,000
Long Beach	VAV Box Retrofits (LA1, BH), Ph. 2	PW	343,000	0	343,000	344,524,000
Long Beach	Convert Baseball Field to Multi-Use Field, Ph. 1	PWC	380,000	1,895,000	2,275,000	346,799,000
Long Beach	Convert Baseball Field to Multi-Use Field, Ph. 2	PWC	0	1,983,000	1,983,000	348,782,000
<b>Los Angeles</b>	Campuswide Electrical System Upgrades	PWC	0	2,100,000	2,100,000	350,882,000
Los Angeles	Campuswide Life Safety Upgrades	PWC	0	3,450,000	3,450,000	354,332,000
Los Angeles	Administration Building Demolition (Seismic)	PWC	0	11,600,000	11,600,000	365,932,000
Los Angeles	Anna Bing Arnold Childcare Center Plumbing Replace	PWC	0	180,000	180,000	366,112,000
Los Angeles	Campuswide Roofing Replacement	PWC	0	5,725,000	5,725,000	371,837,000
Los Angeles	Campuswide HVAC Replacement	PWC	0	5,900,000	5,900,000	377,737,000
Los Angeles	Campuswide Elevator Repair & Replacement	PWC	0	1,550,000	1,550,000	379,287,000
Los Angeles	Martin Luther King Exterior Wall Restoration	PWC	0	450,000	450,000	379,737,000
Los Angeles	Campuswide Waterproofing, Caulking, Repainting	PWC	0	750,000	750,000	380,487,000
Los Angeles	Telecom-Data Core Equipment Replacement	PWC	0	3,212,000	3,212,000	383,699,000
Los Angeles	Telecom-Telecom Room Reno. & Power Upgrades	PWC	0	3,212,000	3,212,000	386,911,000

## 2020-2021 Infrastructure Improvements Program Project List

*Cost Estimates are at Engineering News Record California Construction Cost Index 7197 and Equipment Price Index 3522*

**ACADEMIC PROJECTS<sup>1</sup> continued**

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP/GO Budget	Total Project Budget	Cumulative Total Project Budget
<b>Maritime</b>	Hillside Emergency Stabilization, Ph. 2	PWC	0	4,101,000	4,101,000	391,012,000
Maritime	Maritime Academy Drive Pedestrian Path of Travel	PWC	113,000	1,286,000	1,399,000	392,411,000
Maritime	Resilient Microgrid	PWC	0	1,500,000	1,500,000	393,911,000
Maritime	Upper Residence Hall Drive Repairs	PWC	193,000	3,908,000	4,101,000	398,012,000
Maritime	Maritime Academy & Morrow Cove Drive Repaving	PWC	0	823,000	823,000	398,835,000
Maritime	Lower Campus ADA Improvements	PWC	19,000	358,000	377,000	399,212,000
Maritime	Upper Campus ADA Improvements	PWC	19,000	358,000	377,000	399,589,000
<b>Monterey Bay</b>	Classroom Renovation (Secondary Effects)	PWC	0	23,410,000	23,410,000	422,999,000
Monterey Bay	Infrastructure Improvements	PWC	0	710,000	710,000	423,709,000
Monterey Bay	ADA Projects	PWC	0	4,466,000	4,466,000	428,175,000
Monterey Bay	Energy Efficiency Projects	PWC	2,000,000	0	2,000,000	430,175,000
Monterey Bay	Telecom Infrastructure	PWC	0	5,958,000	5,958,000	436,133,000
<b>Northridge</b>	EOC Resiliency Emergency Preparedness	PWC	0	12,344,000	12,344,000	448,477,000
Northridge	IT Facilities Renewal & Capital Improvement Plan	PWC	0	26,484,000	26,484,000	474,961,000
<b>Pomona</b>	HVAC & Fume Hood Renewal	PW	313,000	0	313,000	475,274,000
Pomona	Building Controls Renewal	PW	282,000	0	282,000	475,556,000
Pomona	Windows Replacement	PW	282,000	0	282,000	475,838,000
Pomona	Storm Drain Renewal	PW	354,000	0	354,000	476,192,000
Pomona	Telecom-Upgrade Conduit Pathways & Fiber	PWC	291,000	4,386,000	4,677,000	480,869,000
Pomona	Academic Building Deferred Renewal	PWC	0	9,000,000	9,000,000	489,869,000
<b>Sacramento</b>	ADA Upgrades	PWC	135,000	1,599,000	1,734,000	491,603,000
Sacramento	Sequoia Hall Improvements	PWC	1,617,000	23,685,000	25,302,000	516,905,000
Sacramento	Chilled Water Line	PWC	206,000	2,981,000	3,187,000	520,092,000
Sacramento	Domestic Water Upgrades	PWC	139,000	1,978,000	2,117,000	522,209,000
Sacramento	Infrastructure Perimeter Loop, Ph. 1	PWC	662,000	4,499,000	5,161,000	527,370,000
Sacramento	Telecom Building Cabling, Ph. 1	PWC	245,000	3,893,000	4,138,000	531,508,000
Sacramento	Telecom Building Cabling, Ph. 2	PWC	171,000	1,879,000	2,050,000	533,558,000
Sacramento	Human Anatomy Lab Relocation	PWCE	486,000	3,884,000	4,370,000	537,928,000
Sacramento	Sequoia Hall Vertebrate Collection Relocation	PWCE	202,000	833,000	1,035,000	538,963,000
Sacramento	Sequoia Hall 4th Floor Stock Room Renovation	PWCE	262,000	1,300,000	1,562,000	540,525,000
Sacramento	Sequoia Hall 5th Floor Stock Room Renovation	PWCE	289,000	1,632,000	1,921,000	542,446,000
Sacramento	Sequoia Hall Restroom ADA Upgrades	PWC	150,000	828,000	978,000	543,424,000
Sacramento	Classroom Cabling Infrastructure	PWC	135,000	1,838,000	1,973,000	545,397,000
Sacramento	Wi-Fi Outdoor Areas	PWC	74,000	991,000	1,065,000	546,462,000
Sacramento	Electronic Locks	PWC	160,000	2,431,000	2,591,000	549,053,000
Sacramento	Wi-Fi Parking Structures	PWC	126,000	1,712,000	1,838,000	550,891,000
Sacramento	Wi-Fi Outdoor Areas Parking Lots	PWC	56,000	749,000	805,000	551,696,000
Sacramento	Wi-Fi Outdoor Areas Sports Fields & Groves	PWC	65,000	796,000	861,000	552,557,000
Sacramento	Wireless Mesh Radio Comm. System for Fire Alarms	PWC	11,000	121,000	132,000	552,689,000
Sacramento	AVAYA Media Gateways & Cable	PWC	36,000	464,000	500,000	553,189,000
Sacramento	Data Recovery Site Transition to Cloud	PWC	45,000	632,000	677,000	553,866,000
Sacramento	AIRC 4024 Data Center Conversion to Office Space	PWC	128,000	1,668,000	1,796,000	555,662,000
Sacramento	Infrastructure Perimeter Loop, Ph. 2	PWC	521,000	2,620,000	3,141,000	558,803,000
Sacramento	Infrastructure Perimeter Loop, Ph. 3	PWC	495,000	2,318,000	2,813,000	561,616,000
Sacramento	Infrastructure Perimeter Loop, Ph. 4	PWC	495,000	2,312,000	2,807,000	564,423,000
Sacramento	Hardwire Pneumatic Wireless	PWC	883,000	14,604,000	15,487,000	579,910,000
Sacramento	Folsom/Sacramento Hall Generator Installation	PWC	37,000	500,000	537,000	580,447,000

## 2020-2021 Infrastructure Improvements Program Project List

*Cost Estimates are at Engineering News Record California Construction Cost Index 7197 and Equipment Price Index 3522*

### ACADEMIC PROJECTS<sup>1</sup> continued

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP/GO Budget	Total Project Budget	Cumulative Total Project Budget
<b>San Bernardino</b>	Resilient Microgrid	PWC	0	1,500,000	1,500,000	581,947,000
San Bernardino	HVAC Controls Replacement	PWC	500,000	5,900,000	6,400,000	588,347,000
San Bernardino	Pfau Library Access Improvement	PWC	200,000	1,800,000	2,000,000	590,347,000
San Bernardino	University Police ER Response Communication Modernization	PWC	350,000	4,250,000	4,600,000	594,947,000
San Bernardino	Palm Desert-Indian Wells Center Energy Retrofits	PWC	130,000	1,170,000	1,300,000	596,247,000
San Bernardino	Data Communication Redundancy	PWC	0	4,700,000	4,700,000	600,947,000
San Bernardino	Pathways & Wireless Infrastructure	PWC	0	7,100,000	7,100,000	608,047,000
San Bernardino	BDF & IDF Modernization	PWC	0	3,100,000	3,100,000	611,147,000
San Bernardino	Access Barrier Removal	PWC	100,000	900,000	1,000,000	612,147,000
<b>San Diego</b>	Critical Infrastructure 2	PWC	2,039,000	18,636,000	20,675,000	632,822,000
San Diego	Telecom Infrastructure Priority 1	PWC	7,329,000	0	7,329,000	640,151,000
San Diego	Telecom Infrastructure Priority 2	PWC	9,053,000	0	9,053,000	649,204,000
San Diego	Telecom Infrastructure Priority 3	PWC	1,565,000	0	1,565,000	650,769,000
San Diego	Telecom Infrastructure Priority 4	PWC	7,645,000	0	7,645,000	658,414,000
<b>San Francisco</b>	Science Replacement Building Surge Space	PWC	877,000	7,894,000	8,771,000	667,185,000
San Francisco	Hensill Hall Sprinkler & Fire Alarm Upgrade	PWC	467,000	4,204,000	4,671,000	671,856,000
San Francisco	Fire Alarm Renewal Campuswide ADA & Code Upgrades	PWC	740,000	6,659,000	7,399,000	679,255,000
San Francisco	Student Advising & Tutoring	PWC	410,000	3,693,000	4,103,000	683,358,000
San Francisco	Tiburon Site & Infrastructure Upgrades	PWC	522,000	4,702,000	5,224,000	688,582,000
San Francisco	Humanities & Creative Arts Mechanical System Renewal	PWC	224,000	2,016,000	2,240,000	690,822,000
San Francisco	Fine Arts & Creative Arts Improvements	PWC	375,000	3,373,000	3,748,000	694,570,000
San Francisco	Restroom Conversion & ADA Upgrades	PWC	105,000	943,000	1,048,000	695,618,000
San Francisco	Data Center Fire Suppression	PWC	110,000	992,000	1,102,000	696,720,000
San Francisco	NAGPRA Storage & Workspace Remodel	PWC	105,000	941,000	1,046,000	697,766,000
San Francisco	Student Services Fiber Redundancy	PWC	0	345,000	345,000	698,111,000
San Francisco	Corporate Yard Fiber Redundancy	PWC	0	1,261,000	1,261,000	699,372,000
San Francisco	Classroom Emergency Phone Cable Modernization	PWC	0	1,173,000	1,173,000	700,545,000
San Francisco	Migrate PBX to Modern VOIP Phone System	PWC	0	5,016,000	5,016,000	705,561,000
San Francisco	Outdoor Emergency Phones, University Park South/North	PWC	0	1,360,000	1,360,000	706,921,000
<b>San José</b>	Engineering Building Renewal	PWC	200,000	1,800,000	2,000,000	708,921,000
San José	LED Lighting Upgrade	C	0	1,500,000	1,500,000	710,421,000
San José	Sweeney Hall HVAC Upgrade	PWC	626,000	6,260,000	6,886,000	717,307,000
<b>San Luis Obispo</b>	Fremont Hall Emergency Landslide Remediation	PWC	0	5,000,000	5,000,000	722,307,000
San Luis Obispo	Resilient Microgrid	PWC	0	1,500,000	1,500,000	723,807,000
San Luis Obispo	Water Purchase & Conveyance	APWC	654,000	6,537,000	7,191,000	730,998,000
San Luis Obispo	Heron Hall ADA Upgrades	PWC	73,000	727,000	800,000	731,798,000
San Luis Obispo	Substation Redundancy	PW	152,000	0	152,000	731,950,000
San Luis Obispo	Preschool Learning Lab Upgrade	PWC	174,000	1,745,000	1,919,000	733,869,000
San Luis Obispo	Old Power House Renewal	PWC	182,000	1,818,000	2,000,000	735,869,000
San Luis Obispo	Classroom Modernization & Technology Upgrades	PWC	185,000	1,850,000	2,035,000	737,904,000
San Luis Obispo	ADA Upgrades	PWC	18,000	182,000	200,000	738,104,000
<b>San Marcos</b>	Resilient Microgrid	PW	0	1,500,000	1,500,000	739,604,000
San Marcos	Pedestrian Safety Improvements	PW	0	298,000	298,000	739,902,000
San Marcos	Underground Piping Replacement	PWC	30,000	592,000	622,000	740,524,000
San Marcos	Telecom Infrastructure Modernization Conduit & Wireless	PWC	0	3,976,000	3,976,000	744,500,000
San Marcos	Telecom Infrastructure Modernization Emergency Poles	PWC	0	490,000	490,000	744,990,000

## 2020-2021 Infrastructure Improvements Program Project List

*Cost Estimates are at Engineering News Record California Construction Cost Index 7197 and Equipment Price Index 3522*

### ACADEMIC PROJECTS<sup>1</sup> continued

Campus	Project Title	Phase	Campus Reserves/ Other Budget	SRB-AP/GO Budget	Total Project Budget	Cumulative Total Project Budget
<b>Sonoma</b>	Provost Office Relocation	PWC	0	3,215,000	3,215,000	748,205,000
Sonoma	Ives BMS Controls & Fire Alarm System Installation	PWC	0	4,159,000	4,159,000	752,364,000
Sonoma	Darwin IDEC Unit Replacement & BMS Controls	PWC	0	14,722,000	14,722,000	767,086,000
Sonoma	Resilient Microgrid	PWC	0	1,500,000	1,500,000	768,586,000
Sonoma	Electrical Power Upgrades (multiple locations)	PWC	0	3,602,000	3,602,000	772,188,000
Sonoma	Single Mode Fiber Cables Campuswide	PWC	0	10,999,000	10,999,000	783,187,000
Sonoma	Campuswide Accessibility Upgrades	PWC	0	3,000,000	3,000,000	786,187,000
<b>Stanislaus</b>	ADA Barrier Removal	PWC	85,000	766,000	851,000	787,038,000
Stanislaus	Naraghi Hall Ventilation Reduction Retrofit	PWC	105,000	944,000	1,049,000	788,087,000
Stanislaus	Air Handler Replacement-Gym & FH Locker Rooms	PW	91,000	0	91,000	788,178,000
Stanislaus	Groundwater Recharge Station	PWC	134,000	1,208,000	1,342,000	789,520,000
Stanislaus	Naraghi Hall Chiller Plant Pumps	PW	67,000	0	67,000	789,587,000
Stanislaus	Heating Hot Water Line Replacement, Ph.1	PW	279,000	0	279,000	789,866,000
Stanislaus	Telecom-Stockton IDF, MPOE, Redundancy, Wireless	PWC	0	3,563,000	3,563,000	793,429,000
Stanislaus	Telecom-Fiber and Tertiary Pathway Infrastructure	PWC	0	5,780,000	5,780,000	799,209,000
<b>Systemwide</b>	HVAC & Electrical Upgrades	PWC	0	50,000,000	50,000,000	849,209,000
Systemwide	Life Safety/Security Solutions	PWC	0	100,000,000	100,000,000	949,209,000
Systemwide	Critical Infrastructure	PWC	0	50,000,000	50,000,000	999,209,000
Systemwide	Seismic Evaluations	P	0	20,000,000	20,000,000	1,019,209,000
<b>Total ACADEMIC Infrastructure Improvements Program</b>			<b>\$ 62,497,000</b>	<b>\$ 956,712,000</b>	<b>\$ 1,019,209,000</b>	<b>\$ 1,019,209,000</b>

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

**Notes:**

<sup>1</sup>The Infrastructure Improvements Program addresses smaller scale utility projects, building systems renewal, ADA, seismic strengthening, and minor upgrades.

[This does not include Deferred Maintenance.]

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

### **California State University, Sacramento Off-Campus Center in Placer County Status Update**

#### **Presentation By**

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Capital Planning, Design and Construction

#### **Summary**

This item provides updated information on the establishment of a California State University, Sacramento (Sacramento State) Off-Campus Center in Placer County. The concept of an off-campus center in Placer County (northeast of Sacramento) was presented to the CSU Board of Trustees in November 2006, at which time the Board of Trustees authorized the chancellor to negotiate the terms of a Memorandum of Understanding (MOU) between Placer Ranch and the CSU to establish conditions for acceptance of real property and required the chancellor to report action to authorize a new off-campus center prior to the execution of the Development Agreement and acceptance of real property.

The Placer Ranch development project was delayed during the state's fiscal crisis and the MOU did not move forward with Placer Ranch Developers. However, in recent years, a partnership formed between a new development entity, Placer Ranch Inc., and Placer County to pursue the broader real property development and work with Sacramento State staff to pursue the location of an off-campus center to serve the educational needs of the region.

The proposed off-campus center would be located on approximately 300 acres of land gifted to the Board of Trustees. Sacramento State is engaging in due diligence to ascertain the conditions of the property and proposed gift and evaluate alternatives to build-out the off-campus center should the Board of Trustees accept the real property gift. The information outlined in this item serves as an update on the objectives of an off-campus center and provides the Board of Trustees an opportunity to comment on the gift proposal. A future agenda item will be presented for the Board of Trustees' consideration of the Gift Agreement, MOU with Placer Ranch, Inc., and a separate MOU with Placer County.



## Background

Placer County is projected to experience substantial population and economic growth over the next decade. Given its proximity to Placer Ranch, Sacramento State is the only public institution of higher education that can effectively respond to the emerging challenges and opportunities in Placer County. Given the constraints of distance to the main campus from Placer County, severe transportation gridlocks along the I-80 corridor, the absence of a public four-year higher education institution in the region, and the projected growth in community college enrollments in both Sacramento and Placer Counties, Sacramento State faces significant challenges to meet needs in Placer County from its current location in Sacramento.

Although progress in serving the demand for higher education has been made recently with the establishment of the private William Jessup University in the region, a larger public university to serve as a satellite campus of Sacramento State will also help the county meet the need for additional educational resources. Specifically, it is envisioned the University's off-campus center would meet the needs of local businesses by educating the area's workforce, and center would also bring cultural opportunities and civic amenities to the general public. Based on employment trends in the county, it is anticipated that the greatest university output to the community would be the supply of skilled professionals to work in high need, high demand areas such as education, health, social services, government, finance, retail, and real estate trades.

**Figure 1:** Population Projections per California State Department of Finance

	2020	2030	2060
Placer County	397,368	454,801	594,978
El Dorado County	189,576	206,010	250,957
Yuba County	79,087	86,718	102,221
Nevada County	99,548	105,318	123,265
Sacramento County	1,572,886	1,757,616	2,257,413

A developer, Placer Ranch, Inc. under the leadership of Mr. Eli Broad, a business leader and philanthropist, has approached Sacramento State regarding the potential gift of approximately 300 acres of undeveloped land to be used for higher education within a total development area of 2,200 acres envisioned for the Placer Ranch Specific Plan (PRSP). The site is approximately 25 miles northeast of the Sacramento State campus. The planned development is located within unincorporated Roseville, approximately one mile west of the State Route 65 and Sunset Boulevard interchange.

**Figure 2:** Placer Ranch Specific Plan Overview. Potential CSU Sacramento Off-Campus Center Site shown centrally placed between retail/commercial (right) and residential (south and west).



The PRSP is within the larger Placer County Sunset Area Plan (SAP) which is an 8,497-acre site. A Draft Environmental Impact Report for the SAP and PRSP was released for public review from December 2018 to February 22, 2019. It is anticipated that the Placer County Board of Supervisors will be presented the SAP and PRSP in December 2019 for approval and certification of the Final Environmental Impact Report.

The proposed California State University, Sacramento Off-Campus Center in Placer County has been included within the PRSP and SAP as well as the accompanying EIR process at a programmatic level of review and analysis. In this manner, the developer Placer Ranch, Inc. and Placer County have invested resources to address high level physical master planning, identify environmental impacts and mitigation measures associated with the broader development and the specific development of the potential 300-acre off-campus center. The site plans have accommodated initial phases of infrastructure and facility development at the proposed center and potential growth to determine impacts from the off-campus center and the associated mitigation measures in order to provide an entitled site to the CSU.

### **Educational Benefits**

The establishment of an off-campus center at Placer Ranch is both a strategic opportunity to achieve the University's mission in the region as well as a meaningful response to the documented unmet need for higher education in an underserved region of California. Future workforce development is of critical importance to the region and Sacramento State is the most viable public institution in the area that can meet this demand in a timely fashion. Sacramento State developed

a preliminary plan for the academic components and objectives for an off-campus center in consultation with the deans and members of all colleges. The overarching focus was on interdisciplinary approaches to learning as well as partnerships with Sierra College.

Consistent with Board of Trustees policy (noted below), Sacramento State estimates it could offer:

- At least one graduate course to support workforce development in the region. For example, a focus on Teacher Education to address the shortage of teachers in the Sacramento area.
- A full complement of upper division courses required for majors in any of the high demand disciplines (e.g., Business Administration, Criminal Justice, Communication Studies, English, Undergraduate Studies in Education, etc.).
- A set of upper division general education courses permitting students to complete up to nine units of their degree at the Placer Center.

The uniqueness of the Placer Ranch site and partnership potential could further lead to a number of program offerings including:

- Criminal Justice, Criminalistics, Forensic Biology/Forensic Science, and/or other undergraduate or graduate programs to complement a Crime Lab, developed in conjunction with Placer County. Additional areas may include Data and Computer Forensics, including research and industry-sponsored studies of data recovery from computer hardware, photographic image reconstruction and analysis, and other forensic computer science activities.
- A nursing degree in partnership with Sierra College, wherein students receive an Associate Degree in Nursing and then complete a Bachelor of Science degree in Nursing at Sacramento State.
- A Master of Science degree in Power Engineering. This degree was recently approved for inclusion on the Sacramento State academic master plan.
- Watershed management and forestry management are similarly attractive as academic growth areas, which could take advantage of the unique location of the Placer Center. Issues related to flooding and fire management are of acute interest to the northern California region. The University's Office of Water Programs' emphasis on water resources may emerge as a theme for academic programming.

### **Board of Trustees Policy**

In May 1999, the Board of Trustees updated its policy and criteria regarding the establishment of new off-campus centers and its approval of permanent off-campus centers. Off-campus education programs are intended to provide regular academic degree programs in geographic areas not adequately served by existing CSU campuses. The centers should not compete with existing community colleges, other local institutions, or with the four-year "home" campus. Off-campus

centers are an integral part of the “home” campus academic program, offering upper division and graduate courses allowing students to complete specific degree programs. The policy also envisioned the campus use of leased or other facilities to grow the center to 200 FTE prior to seeking approval of a new center. The following Board of Trustees criteria apply to the establishment of new off-campus centers:

1. Determine no negative impact on established higher education institutions in the region.
2. Establish alternative instructional delivery is insufficient to meet regional demand.
3. Achieve enrollment of at least 200 FTE, with anticipated growth to 500 FTE over 5-10 years.
4. Offer at least three academic degree programs with full upper division program.
5. Maintain staffing with regular CSU faculty at ratios similar to on-campus staffing ratios.
6. Ensure academic resources are sufficient for continuity without impacting “home” campus programs.
7. Demonstrate that the projected center enrollment cannot be accommodated through distance learning technologies or other alternative instruction delivery methods that meet pedagogical requirements for effective instruction for the new center serving up to 500 FTE.
8. Show how the proposal meets Board of Trustees policy requirements and affirm that the proposed center does not require additional support costs above the campus’s allocated enrollment budget. Based on this report, the chancellor is delegated the authority to approve the establishment of a new off-campus center, not to exceed 500 FTE, without Board of Trustees’ approval.

An off-campus center that exceeds the 500 FTE threshold requires Board of Trustees’ approval and, prior to dissolution, required action by California Postsecondary Education Commission to be recognized as a permanent off-campus center.

### **Previous Board of Trustees Action**

The Board of Trustees approved the following resolution at the November 14-15, 2006, meeting:

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

1. The Chancellor is hereby authorized, on its behalf, to enter in to a Memorandum of Understanding with Placer Ranch to establish the conditions for acceptance of real property on land identified as Placer Ranch, for a future California State University, Sacramento Off-Campus Center, subject to proper due diligence and compliance with Board of Trustees’ policies and procedures related to the establishment of new off-campus centers (REP 05-99-04).

2. The Chancellor will report to the Board any action to authorize a new off-campus center prior to the execution of the Development Agreement and acceptance of real property.

In light of the state fiscal crises during the late 2000s, the development did not move forward on the original schedule. As the economy improved, discussions began again between the developer, county, and Sacramento State.

### **Next Steps**

Sacramento State and developer Placer Ranch, Inc. continue to negotiate the terms and conditions of this potential gift. The purpose is to ascertain the site's feasibility and to reach agreements regarding the real property donation. In addition, discussions are on-going between the university and Placer County. Because of the complexities of financing the public infrastructure associated with development of the site, the three entities are working on defining and clarifying their respective responsibilities. These efforts are underway concurrent with the review of the draft EIR documents which may be adopted by the Placer County Board of Supervisors in December 2019.

It is the intent of Sacramento State and the CSU to identify alternative funding sources from Placer Ranch, Inc., Placer County, public-private partnerships, and partnerships with local institutions like Sierra College to address these initial infrastructure and facility development costs. Subsequently, the Board of Trustees will be presented for consideration the proposed Real Property Gift Agreement and MOU with Placer Ranch, Inc. and a separate MOU with Placer County. The MOUs will identify the responsibilities of all parties in the future development of the off-campus center.

Therefore, while the Board of Trustees previously authorized the chancellor to enter into a MOU, the current plan is to return to the Board of Trustees with the proposed gift agreement and specific terms of proposed MOU's prior to execution by the chancellor.

In the event the Board of Trustees accepts the real property gift and executes the noted MOU's, the following items will return for approval: the master plan (including related environmental documents), amendments to the capital outlay program, schematic plans or financial plans for buildings/infrastructure, and/or public private partnership concepts or finalized development agreements consistent with the authority thresholds previously delegated to the chancellor for the system.

## AGENDA

### JOINT COMMITTEES ON FINANCE AND CAMPUS PLANNING, BUILDINGS AND GROUNDS

**Meeting:** 1:45 p.m., Tuesday, November 19, 2019  
Glenn S. Dumke Auditorium

#### **Committee on Finance**

Lillian Kimbell, Chair  
Jack McGrory, Vice Chair  
Larry L. Adamson  
Rebecca D. Eisen  
Jane W. Carney  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius  
Lateefah Simon  
Peter J. Taylor

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

Rebecca D. Eisen, Chair  
Romey Sabalius, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Wenda Fong  
Jeffery R. Krinsk  
Jack McGrory  
Thelma Meléndez de Santa Ana  
Peter J. Taylor

- Consent** 1. Approval of Minutes of the Meeting of September 24, 2019, *Action*
- Discussion** 2. San Diego State University, Potential Mission Valley Campus Expansion  
Status Update, *Information*

**MINUTES OF THE JOINT MEETING OF THE  
COMMITTEES ON FINANCE AND  
CAMPUS PLANNING, BUILDINGS AND GROUNDS**

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

**September 24, 2019**

**Committee on Finance**

Lillian Kimbell, Chair  
Jack McGrory, Vice Chair  
Larry L. Adamson  
Rebecca D. Eisen  
Jane W. Carney  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius  
Lateefah Simon  
Peter J. Taylor

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

Rebecca D. Eisen, Chair  
Romey Sabalius, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Wenda Fong  
Jack McGrory  
Thelma Meléndez de Santa Ana  
Peter J. Taylor

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

Trustee Rebecca D. Eisen called the meeting to order.

**Public Comment**

Several speakers expressed concern with the developer that has been identified for the proposed hotel on California State University, Northridge. They also commented on the need for student and faculty housing.

**Approval of Minutes**

The minutes of the January 22, 2019 joint committee meeting were approved as submitted.

**Approval of Various Actions Related to a Hotel Development Project at California State University, Northridge**

Information about the proposed public-private partnership for a hotel at CSU Northridge was presented for approval.

Following the presentation, the trustees asked questions about the developer selection process, development agreement, financial terms, and value and condition of the asset upon expiration of the agreement. The trustees were informed that the campus will receive one percent of gross hotel revenue, which will increase to four percent over time, and that agreement terms ensure that deferred maintenance does not build up over time, as is standard for all public-private partnerships of the CSU. The trustees expressed support for the item.

The committee recommended approval of the proposed resolution (RFIN/CPBG 09-19-02).

**Approval of Various Actions Related to a New Student Union Project at California State University, Fresno**

Information about the proposed new student union for CSU Fresno was presented for approval.

Following the presentation, Trustee Romey Sabalius commented on the processes for student fee increases and the impact such increases have on students, however he acknowledged that the increase for this project was passed through a student referendum and therefore expressed his support for the project.

The committee recommended approval of the proposed resolution (RFIN/CPBG 09-19-03).

Trustee Eisen adjourned the Joint Committees on Finance and Campus Planning, Buildings and Grounds.



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

**San Diego State University, Potential Mission Valley Campus Expansion Status Update**

**Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Office

Adela de la Torre  
President  
San Diego State University

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

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

**Summary**

This item provides the California State University Board of Trustees with an update on the potential Mission Valley expansion at San Diego State University (SDSU). At its July 2018 meeting, the CSU Board of Trustees approved the endorsement of Measure G, a ballot initiative directing the City of San Diego (the “City”) to sell the Mission Valley site, subject to certain conditions, to the Trustees of the California State University in the interest of expanding the San Diego State University campus.

**Background**

The San Diego campus currently sits on 288 acres with little opportunity for expansion due primarily to the surrounding residential development and geographic constraints. Voter approval of Measure G directs the City to sell the existing San Diego County Credit Union Stadium (SDCCU), formerly known as Qualcomm stadium, and real property of 135 acres to the Trustees of the California State University. Measure G provides an opportunity to increase the university’s educational and research programs, improve athletic and recreational facilities, and partner with the City to expand affordable housing, create a university innovation district, and contribute to the long-term development of the Mission Valley community.

## **Development of Master Plan, Environmental Impact Public Review, and Schematic Plans**

The campus has developed a physical master plan for the long-term development of the site. The plan is grounded in the development requirements of Measure G that requires, among other things, a river park and associated open space for use by the public; demolition of the existing stadium and replacement joint use stadium; facilities for education, research and entrepreneurial programs in a mixed-use setting; faculty, staff, student and community housing; and trolley and other public transportation uses and improvements to minimize vehicular traffic impacts in the vicinity.

Significant planning efforts have occurred to solicit input from the campus and community, investigate site constraints, analyze alternative solutions to serve increased undergraduate and graduate student enrollment, and plan a mixed-use development comprised of community housing, commercial, retail, and other space per the Measure G requirements. The plan promotes a live, work, and transit-friendly environment.

The SDSU Mission Valley master plan provides a blueprint that includes:

- 15,000 full-time equivalent student (FTE) capacity (approx. 20,000 students)
- 1.6 million gross square feet (GSF) for the Campus Innovation District
- 4,600 units of student, faculty, staff, and community housing
- 95,000 GSF of retail at pedestrian level in other buildings
- 80 plus acres of recreational, park and open space, including a 35-acre river park on land that will remain city-owned
- Hotel and conference center - up to 400 rooms, 50,000 square feet of conference space
- 35,000 capacity multi-use stadium

The creation of upper division undergraduate, graduate, and research facilities at SDSU Mission Valley will directly reduce such demands on the main campus and provide critically needed capacity for more traditional academic learning spaces including classrooms and lecture halls.

The Draft Environmental Impact Report (EIR) was released for a 60-day public review that ended on October 3, 2019. During that time, the campus continued its extensive community engagement efforts with the campus and broader Mission Valley community to ensure the public understands the proposed project and its benefits to the region, as well as obtain feedback that will help improve the potential project.

SDSU is preparing its Final EIR and anticipates presenting it to the Board of Trustees for consideration at its January 2020 meeting. In addition to the Campus Master Plan, the Final EIR includes the environmental impact analysis for the schematic design for the proposed site infrastructure, river park and stadium development.

## **Real Property Purchase Offer**

Since the approval of Measure G initiative on November 6, 2018, which the Board of Trustees voted to endorse in July 2018, SDSU has been in active negotiations with the City on the acquisition of the approximately 135-acre site. The initiative, and resulting municipal code, require the development of many of the features of the master plan noted above.

On October 14, 2018, SDSU, on behalf of the Trustees of the California State University, delivered a formal offer to the San Diego City Council followed by delivery of a revised offer on October 28, 2019. At the time of this board item preparation, the revised offer proposed by SDSU and the CSU contains the following key terms:

- \$86.2 million purchase price plus a time-based escalation provision relating the public utilities portion of the property estimated at \$1.5 million for an estimated total of \$87.7 million.
- Full compliance with the California Environmental Quality Act.
- SDSU will develop and maintain a 34-acre community river park (to remain in city ownership and not part of the 135.12 acres to be acquired) as part of the Mission Valley site development. The river park improvements are to be completed no later than seven years after the final purchase and sale, and prior to occupancy of any building on the site other than the new stadium.
- Of the 135.12 acres, SDSU will develop and maintain 22 acres of park and open space for campus and community use.
- SDSU agrees to set aside ten percent of the total number of housing developed on the site for affordable housing.
- In coordination with the City, SDSU will contribute to designing, constructing, and funding the City's future Fenton Parkway Bridge, estimated at \$27 million, as a separate future City project. The bridge is not part of SDSU's campus master plan nor is it required by the master plan EIR as a mitigation measure. CEQA compliance for the future bridge project will remain with the City as the lead agency for that project. To help cover part of the bridge cost:
  - SDSU will receive development impact fee credits from the City.
  - The City will contribute \$1.3 million from existing capital improvement funds allocated to the bridge.
  - SDSU has requested the City allocate up to \$8.5 million of the purchase price proceeds toward the construction of the bridge.
- SDSU has requested the City allocate \$1.5 million of the purchase price proceeds for other costs of the Mission Valley development.
- SDSU to fund an additional \$5M for additional off-site traffic improvements, which will be identified in the final EIR.

- Upon closing, SDSU will assume responsibility for operation, maintenance and eventual demolition of the existing stadium.
- SDSU to acquire the site “as is.”
- City will use reasonable efforts to cause Kinder Morgan to timely close all monitoring and extraction wells.
- Final execution and closing of the purchase and sale subject to, among other conditions, Board of Trustee approvals, including approval of the final EIR under CEQA and the campus master plan.

### **Next Steps**

SDSU and staff anticipate returning to the Board of Trustees in January 2020 for consideration and approval of the final EIR, and approval of the SDSU Mission Valley physical master plan. Additionally, subject to certification and approval of the EIR and Master Plan, the final terms of the Purchase and Sale Agreement (PSA) and a not-to-exceed financing approval for the purchase of the site and additional infrastructure development costs along with schematic design of the site development package (includes River Park included in Measure G) will also be brought before the Board of Trustees in January 2020.

If the Board of Trustees approves the Final EIR, Master Plan, and PSA, the PSA will be presented to the San Diego City Council in February 2020 for its consideration. SDSU’s Final EIR is to serve as the City’s CEQA determination document as a Responsible Agency for the City Council’s discretionary action related to the Purchase and Sale Agreement.

Upon City Council’s approval of the potential PSA, it is estimated close of escrow would occur by the end of March 2020. SDSU plans to return to the Board of Trustees in March 2020 to obtain approvals on the stadium schematic design and financing. Future Board of Trustees items would include approvals of Public-Private Partnership Agreements related to the residential, campus, and hotel portions of the project.

## AGENDA

### COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

**Meeting:** 2:30 p.m., Tuesday, November 19, 2019  
Glenn S. Dumke Auditorium

Debra S. Farar, Chair  
Christopher Steinhauser, Vice Chair  
Rebecca D. Eisen  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius

- Consent**
1. Approval of Minutes of the Meeting of September 25, 2019, *Action*
  2. Annual Report on Outside Employment for Senior Management Employees, *Action*
  3. Annual Report on Vice President Compensation, Executive Relocation, and Executive Transition, *Information*
- Discussion**
4. Policy on Compensation, *Action*

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

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

**September 25, 2019**

**Members Present**

Debra S. Farar, Chair  
Rebecca D. Eisen  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius  
Christopher Steinhauser  
Adam Day, Chairman of the Board  
Timothy P. White, Chancellor

Trustee Farar called the meeting to order.

**Public Comment**

The committee heard from two individuals who both commented on the executive compensation study and noted that similar to salary lags for campus presidents, salaries for certain classifications within CSUEU continue to fall behind the market.

**Approval of Minutes**

The minutes of the July 24, 2019 meeting were approved as submitted.

**Executive Compensation Study; Policy Implications**

In July 2018 the board was presented data indicating that base pay of CSU campus presidents lagged significantly behind established peer market comparators. At that time, the board requested the analysis be expanded to include total remuneration. Chancellor Timothy P. White provided background on the current practice for setting presidential pay and executive compensation practices that date back to historical market conditions when presidential salaries were frozen. He shared the importance of reexamining executive compensation practices and taking steps toward implementing a reasonable, consistent, and competitive policy with clear and transparent benchmarks for setting and adjusting presidential pay.

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Mr. Sal DiFonzo, vice president with Sibson Consulting, presented results of the total remuneration study as it pertains to CSU campus presidents. Also in attendance from Sibson was Mr. David Ko.

The analysis compared CSU to the median, or the 50<sup>th</sup> percentile of the market. Industry standard for market competitiveness is 15% above and 15% below the median, with 15% below representing the entry point of the competitive range. In summary, base salaries for presidents in Groups A and B are more than 15% below the median. Group C was more competitive, but still lagged. When incorporating total compensation, Groups A and B lag further behind their peer institutions, as do three presidents in Group C.

Sibson recommended increasing base salaries for those presidents who are below the median by more than 15%. Two costing scenarios were provided showing a one-time adjustment or a phased approach over three years. It was noted that the CSU currently offers incentive pay to other employee groups; Sibson recommended this be extended to presidents. Additionally, offering an optional retirement plan was recommended as the parity in the retirement benefit post-PEPRA continues to be an issue.

The presentation was followed by discussion surrounding survey methodologies; housing and recent salary increases being excluded from the survey; criteria and validity of comparators; the need to be conservative with any salary adjustments; and providing the board with options when the item returns for consideration.

Remarks also included allowing for a policy that is flexible; reviewing presidential salaries case by case rather than across the board; and the need for similar analyses of other employee groups.

Concerns were raised about negative reaction from the public and particularly the legislature and the potential impact. Comments during the discussion period also supported the results of the analysis and moving forward; however, the need to consider political ramifications was acknowledged.

Trustee Farar adjourned the committee meeting.

## **COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

### **Annual Report on Outside Employment for Senior Management Employees**

#### **Presentation By**

Evelyn Nazario  
Vice Chancellor  
Human Resources

#### **Summary**

In accordance with the California State University (CSU) Board of Trustees policy on outside employment disclosure requirements, this item presents the outside employment activities of senior management employees that took place during the 2018 calendar year.

#### **Background**

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

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

#### **Annual Report**

The annual report on outside employment for senior management is provided in Attachment A. The report shows 20 senior management employees with outside employment during the reporting period for the 2018 calendar year.

#### **Recommended Action**

The following resolution is recommended for adoption:

**RESOLVED**, by the Board of Trustees of the California State University, that the 2018 Senior Management Outside Employment Disclosure Report, as cited in Item 2 of the Committee on University and Faculty Personnel at the November 19-20, 2019 meeting of the Board of Trustees, is approved.



**California State University**  
**Senior Management Outside Employment Disclosure Report\***  
**Reporting Period: 2018 Calendar Year**

Employee Name (Campus)	CSU Working Title	Name of Outside Employer/Business	Role	Total Time Served (Hours)	Total Compensation Received	Comments
Gayle E. Hutchinson (Chico)	President	Juice+	Direct Distributer	24 hours	\$1,041	
Debra Larson (Chico)	Provost and Vice President for Academic Affairs	OK Enterprises Corporation - Family Trust	Treasurer	32 hours	\$4,000	
William Franklin (Dominguez Hills)	Vice President for Student Affairs	University of Albany	Consultant on Enrollment Management	20 hours	\$1,500	
Leroy Morishita (East Bay)	President	JA Health Insurance Brokerage	Chair of Board and President of affiliated non-profit	3 hours quarterly	\$16,000	Earnings were donated
Robert M. Harper (Fresno)	Interim Provost & VP of Academic Affairs	Western Camps, Inc.	Member, Board of Directors	20 hours	\$975	Resigned from Western Camps upon appointment of Interim Provost/VP of Academic Affairs
Berenecea Johnson Eanes (Fullerton) - no longer with CSU	Vice President for Student Affairs	Palo Alto University	Retreat	12 hours	\$3,300	
Danny C. Kim (Fullerton)	Vice President for Administration and Finance	UCLA	Program review for the Graduate Resource Center	8 hours	\$1,500	
Douglas Dawes (Humboldt)	Vice President-Administrative Affairs	Cache Valley CPA, PLLC	Provide tax service for about 15 clients	40 hours	\$1,500	
Craig Wruck (Humboldt) - no longer with CSU	Vice President-Advancement	PG Calc, Inc.	Delivered a series of four 1.5 hour webinars	6 hours	\$4,000	
Jose Gomez (Los Angeles)	Executive Vice President & Chief Operating Officer	California Casualty Indemnity Exchange	Advisory Board Member	64 hours	\$52,850	Not involved in making decisions affecting CSU's dealing with outside employer
Janet Dial (Los Angeles)	Vice President for University Advancement	International Scholarship & Tuition Services Inc. (ISTS)	Review Scholarship Applications	10 hours	\$400	
Steve Perez (Sacramento)	Provost	Pearson Publishing	Author	250 hours	\$53,000	Not involved in making decisions affecting CSU's dealing with outside employer

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

**California State University**  
**Senior Management Outside Employment Disclosure Report\***  
**Reporting Period: 2018 Calendar Year**

Employee Name (Campus)	CSU Working Title	Name of Outside Employer/Business	Role	Total Time Served (Hours)	Total Compensation Received	Comments
Tomas Morales (San Bernardino)	President	United Health Group of New York	Director on Board of Directors	6-10 hours per year	\$12,000	
Shari McMahan (San Bernardino)	Provost and Vice President for Academic Affairs	Group Fitness	Instructor	60-100 per year	\$2,500	
Luoluo Hong (San Francisco)	Vice President, Student Affairs & Enrollment Management	State of Hawaii Department of Public Health	Consultant/Speaker/Trainer	4 hours	\$4,000	Provided keynote speeches and breakout sessions.
Luoluo Hong (San Francisco)	Vice President, Student Affairs & Enrollment Management	Indland Northwest Student Affairs Colloquium	Consultant/Speaker/Trainer	2 hours	\$4,500	Provided keynote speeches and breakout sessions.
Luoluo Hong (San Francisco)	Vice President, Student Affairs & Enrollment Management	Indiana Coalition to End Sexual Assault	Consultant/Speaker/Trainer	6 hours	\$3,000	Provided keynote speeches and breakout sessions.
Keith Humphrey (San Luis Obispo)	Vice President for Student Affairs	Sierra Vista Hospital	Governing Board member	15 hours	\$2,000	
Lisa Vollendorf (Sonoma)	Provost & Executive Vice President of Academic Affairs	Vanderbilt University Press	Receive royalties for book publication, did not work any hours for this compensation in 2018.	0 hours	\$99	Not involved in making decisions affecting CSU's dealing with outside employer
Joyce Lopes (Sonoma)	Vice President for Administration & Finance, CFO	WACUBO, Business Management Institute	Taught accounting courses at the Business Management Institute	6 hours	\$600	Not involved in making decisions affecting CSU's dealing with outside employer
Jacob Yarrow (Sonoma)	Executive Director, GMC	New England Foundation for the Arts	Serve on board of advisors of the National Theatre Project	48 hours	\$2,250	Not involved in making decisions affecting CSU's dealing with outside employer
William Gregory Sawyer (Sonoma)	Vice President for Student Affairs	American Jewish University	Speaker at Prejudice Awareness Summit gathering	3 hours	\$500	Not involved in making decisions affecting CSU's dealing with outside employer

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

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

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

**Presentation By**

Timothy P. White  
Chancellor

Evelyn Nazario  
Vice Chancellor  
Human Resources

**Summary**

In January 2008 the Board of Trustees adopted a resolution (RBOT 01-08-01) requiring the chancellor to provide an annual report on vice presidential compensation actions, executive relocation costs, and executive transition programs. This agenda item will share the annual report with the Board.

**Vice President Compensation**

Current trustee policy requires the chancellor to review and approve recommendations for vice presidential compensation at the initial appointment and subsequently. Additionally, the chancellor is to provide an annual report on vice president compensation if compensation actions have been taken. Attachment A shows 33 vice president compensation actions during the reporting period (September 1, 2018 – August 31, 2019).

Additionally, as previously shared with the Board, Chancellor Timothy P. White authorized a three percent compensation pool for eligible unrepresented employees for fiscal year 2019-2020. As a result, vice presidents were eligible for merit salary increases from this compensation pool.

**Executive Relocation**

It is recognized that the relocation of newly hired individuals may be required, and a relocation program is provided to assist in the relocation process. The annual report on relocation expenses for CSU Executives follows:

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- Dr. Thomas Parham  
President, CSU Dominguez Hills  
From temporary residence  
Relocation of household goods and property: \$2,728.04
- Dr. Lynn Mahoney  
President, San Francisco State  
From Irvine, California  
Relocation of household goods and property: \$9,818.82
- Dr. Ellen Neufeldt  
President, CSU San Marcos  
From Norfolk, Virginia  
Relocation of household goods and property: \$16,109.35  
Relocation travel expenses: \$989.85  
Fees related to leases and sale/purchase of residence: \$5,407.04  
Temporary living expenses: \$3,234.85
- Dr. Timothy P. White  
Chancellor, California State University  
Moving expenses due to sale of State University House  
Relocation of household goods and property: \$8,415.76

### **Executive Transition**

Trustee policy requires the chancellor to report annually on all existing transition programs.

Currently, there are no participants in a transition program.

**Vice President Compensation Actions**

***Filled Vacancies***

<b>Campus</b>	<b>Name</b>	<b>Title</b>	<b>Eff. Date</b>	<b>Salary</b>	<b>Other Compensation</b>
Chico	Sherman, Ann	Vice President for Business & Finance	1/1/2019	\$240,000	
Fresno	Jimenez-Sandoval, Saul	Provost & Vice President for Academic Affairs	7/22/2019	\$254,004	
Fullerton	Oliver, Pamella	Provost and Vice President for Academic Affairs	1/1/2019	\$271,404	
Los Angeles	Villalpando, Octavio	Vice President for Equity, Diversity and Inclusion	6/1/2019	\$240,000	
Northridge	Walker, Mary Beth	Provost & Vice President for Academic Affairs	7/1/2019	\$300,000	
Sacramento	Bowman, Jonathan	Vice President for Administration and Business Affairs	1/28/2019	\$235,000	
Sacramento	Cardoza, Lisa	Vice President for University Advancement	7/1/2019	\$225,000	
Sacramento	Vermeire, Diana Tate	Vice President of Inclusive Excellence	5/1/2019	\$187,176	
San Bernardino	Nava, Robert	Vice President for University Advancement	11/13/2018	\$233,004	Auto Allowance \$500/mo. Non-Gen Funds
San Bernardino	Oliveres, Paz Maya	Vice President for Student Affairs	8/1/2019	\$225,000	
San Diego	Ochoa, Hector	Provost & Senior Vice President for Academic Affairs	7/2/2019	\$315,000	
San José	Del Casino Jr., Vincent	Provost & Senior Vice President for Academic Affairs	7/15/2019	\$305,004	
San José	Abousalem, Mohamed	Vice President for Research and Innovation	6/10/2019	\$263,004	
San Luis Obispo	Reijo Pera, Renee	Vice President of Research and Economic Development	8/12/2019	\$275,004	Temporary Housing Allowance (6 mos.) \$3,000/mo. Non-Gen Funds
Stanislaus	Erickson, Christine	Vice President of Student Affairs	3/4/2019	\$210,000	

**Other Changes**

<b>Campus</b>	<b>Name</b>	<b>Title</b>	<b>Eff. Date</b>	<b>Description of Change</b>	<b>Salary After Change or Amount Paid</b>
Chico	Boura, Ahmad	Vice President for University Advancement	10/1/2018	Equity Increase	\$240,000
Dominguez Hills	Franklin, William	Vice President of Student Affairs	11/1/2018	Equity Increase	\$231,720
Fresno	Lamas, Frank	Vice President for Student Affairs & Enrollment Management	9/1/2018	Equity Increase	\$253,752
Fullerton	Kim, Danny	Vice President for Administration & Finance/CFO	7/1/2019	Equity increase	\$256,488
Fullerton	Dabirian, Amir	Vice President, Information Technology/CIO	7/1/2019	Equity Increase	\$237,876
Fullerton	Forgues, David	Vice President for Human Resources, Diversity and Inclusion	7/1/2019	Equity Increase	\$216,396
Los Angeles	Dial, Janet	Vice President for University Advancement	11/1/2018	Equity Increase	\$242,820
Monterey Bay	Higgs, Ronnie	Vice President for Student Affairs and Enrollment Services	6/30/2019	Equity Increase	\$225,648
Monterey Bay	Zappas, Barbara	Vice President for University Development	6/30/2019	Equity Increase	\$221,328
San Bernardino	McMahan, Shari	Provost and Vice President for Academic Affairs	10/31/2018	Equity Increase	\$259,596
San Bernardino	Freer, Doug	Vice President for Administration & Finance/CFO	10/31/2018	Equity Increase	\$245,904
San Bernardino	Sudhakar, Samuel	Vice President for Information Technology Services/CIO	10/31/2018	Equity Increase	\$227,340
San Diego	Welter, Steve	Vice President for Research and Graduate Affairs	7/1/2018	Equity Increase	\$293,832

<b>Campus</b>	<b>Name</b>	<b>Title</b>	<b>Eff. Date</b>	<b>Description of Change</b>	<b>Salary After Change or Amount Paid</b>
Chico	Lang, Milton	Vice President for Student Affairs	10/1/2018	Change in responsibilities	\$257,196
Channel Islands	Trinidad, Ysabel	Vice President for Business and Financial Affairs	10/1/2018	Change in responsibilities	\$255,000
Chico	Boura, Ahmad	Vice President for University Advancement	FY2018/19	MPP Merit Bonus Program – established goals met	\$36,000
Los Angeles	Mahoney, Lynn	Provost and Vice President for Academic Affairs	1/2019 – 6/2019	Auto Allowance Non-Gen Funds	\$500/mo.
San Marcos	Prado-Olmos, Patricia	Vice President for Community Engagement	7/1/2019	Temporary additional assignment (6 mos.)	\$3,386/mo.

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

**Policy on Compensation**

**Presentation By**

Adam Day  
Chairman of the Board

Timothy P. White  
Chancellor

Evelyn Nazario  
Vice Chancellor  
Human Resources

**Summary**

The Trustee's policy on compensation was last updated at the September 2017 Board of Trustees meeting, and is codified in RUFPP 09-17-05. Policy changes recommended in this agenda item are to clarify that presidential compensation will now be considered for adjustment during performance reviews by the Trustees, effective January 1, 2020. The current RUFPP 09-17-05 policy is below, with deletions marked by strike through and additions underlined.

**Board of Trustees Policy on Compensation**

**Scope**

This policy governs compensation for all California State University (CSU) employees.

**Guiding Principles**

It is the intent of the Board of Trustees to compensate all CSU employees in a manner that is fair, reasonable, competitive, and fiscally prudent in respect to system budget and state funding. The goal of the CSU continues to be to attract, motivate, and retain the most highly qualified individuals to serve as faculty, staff, and executives, whose knowledge, experience, and contributions can advance the university's mission.

The CSU adheres to compensation practices that are fair and equitable in design, application, and delivery.



## **AMENDED**

U&FP

Agenda Item 4

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### **Implementation**

The CSU will consistently evaluate competitive and fair compensation for all employees based on periodic market comparison surveys and the depth of skill and experience of an individual employee. In addition, the CSU will maintain and update annually a tiered list of CSU comparison institutions for applicable employee groups. The list may take into account geographic location, enrollment, percent of Pell eligible students, budget, research funding, and such other variables as deemed appropriate. Compensation will be guided with reference to the mean and/or median of the appropriate tier of comparison institutions, together with an individual's reputation, and length, depth and effectiveness of applicable experience, and other meritorious achievement and contributions to the success of the CSU.

The compensation system for the CSU shall (a) be administered in a manner that complies with all applicable federal, state, and local regulations and laws, and (b) be consistent with applicable administrative policies, rules and collective bargaining agreements.

### **Presidential Compensation**

When a presidential vacancy occurs, the successor president's salary should not exceed the incumbent's salary by more than 10%. Any amount in excess of the incumbent's salary shall be based upon criteria such as extraordinary circumstances, knowledge and/or experience or ability to contribute to and advance the university's mission, and market conditions. ~~Additionally, as of January 1, 2018, a~~ A president's salary ~~can~~ may only be funded with state funds.

The chancellor shall have authority to negotiate recommended starting salaries for presidents. The chancellor shall present the recommended salary to the Board of Trustees for approval.

Presidential Salary Assessment: Currently, the Policies and Procedures for Review of Presidents require annual reviews with the chancellor and triennial reviews by the Board of Trustees. In these reviews, the president's performance is reviewed against the goals and criteria for leadership expectations. Effective with Board of Trustees reviews occurring in 2020 and beyond, a presidential salary assessment will also be conducted that considers presidential performance, the market data and makes recommendations to the Trustees if a compensation adjustment may be warranted.

A salary adjustment during triennial performance reviews does not prohibit the incumbent from being eligible for the annual merit increase program as provided to other non-represented employees. The Board retains the right to make adjustments as necessary at other times for a president when a significant equity or retention issue is identified.

The chancellor shall recommend presidential salary adjustments to the trustees for approval.

**AMENDED**

U&FP

Agenda Item 4

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**Recommended Action**

The following resolutions are recommended for adoption:

**RESOLVED**, by the Board of Trustees of the California State University, that effective January 1, 2020, the Policy on Compensation, as cited in Item 4 of the Committee on University and Faculty Personnel at the November 19-20, 2019 meeting of the Board of Trustees is adopted; and be it further

**RESOLVED**, all previous versions of policies related to compensation for employees and presidents are superseded.

## AGENDA

### COMMITTEE ON AUDIT

**Meeting:** 4:00 p.m., Tuesday, November 19, 2019  
Glenn S. Dumke Auditorium

Jack McGrory, Chair  
Hugo N. Morales, Vice Chair  
Silas H. Abrego  
Jane W. Carney  
Douglas Faigin  
Jean P. Firstenberg  
Wenda Fong  
Lateefah Simon

- Consent**
1. Approval of Minutes of the Meeting of September 25, 2019, *Action*
  2. Status Report on Current and Follow-up Internal Audit Assignments, *Information*
- Discussion**
3. Status Report on Consideration of Opportunities for Continued Program Enhancement of the Institutional Control Environment, *Information*

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

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

**September 25, 2019**

**Members Present**

Jack McGrory, Chair  
Hugo N. Morales, Vice Chair  
Silas Abrego  
Jane W. Carney  
Douglas Faigin  
Jean P. Firstenberg  
Wenda Fong  
Adam Day, Chairman of the Board

Trustee Jack McGrory called the meeting to order.

**Approval of Minutes**

The minutes of July 23, 2019, were approved as submitted.

**Status Report on Current and Follow-up Internal Audit Assignments**

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

**Status Report on the California State Auditor Report on Accounts Outside the State Treasury and Campus Parking Programs**

Mr. Larry Mandel, vice chancellor and chief audit officer, introduced the item and noted that the California State Auditor issued its report on the California State University's financial accounts held outside the state treasury and campus parking programs in June 2019. The CSU committed to implementing all eight recommendations in the report. The State Auditor requires follow-up responses 60 days, six months, and one year after the report is issued. The system's 60-day follow up response was submitted to the State Auditor on August 19. In the 60-day response, the CSU asserted full implementation of one of the eight recommendations and, although the State Auditor

acknowledged the examples provided were sufficient, they want to see more repetition. As a result, additional examples will be provided as they become available. Work on the remaining seven recommendations is currently in process. The next follow up response—the six-month response—will be due to the State Auditor in December.

Mr. Mandel also discussed the recent Joint Legislative Audit Committee hearing in Sacramento to discuss the audit report. Chancellor White, Trustee McGrory, and CSU executives participated in the hearing and dispelled any notion that the CSU concealed funds from stakeholders. Trustee McGrory also emphasized that maintaining adequate reserves is an essential fiscal practice while also noting that the CSU should revisit its reserve policy using the audit report as guidance. The need for the CSU to maintain sufficient designated reserve funds was affirmed and legislators appreciated the system's commitment to implementing all of the audit report recommendations. It was also acknowledged during the hearing that the CSU needs to conduct a more comprehensive analysis of parking and alternative transportation programs.

### **Status Report on Consideration of Opportunities for Continued Program Enhancement of the Institutional Control Environment**

Mr. Mandel provided a summary of the four observations and recommendations for continued program enhancement related to the institutional control environment contained in the January 2019 Report on the Results of the Quality Assessment Review (QAR) of the California State University System Internal Audit Program. While the primary objective of the QAR was to provide reasonable assurance that the internal auditing program at the California State University System complied with the International Professional Practices Framework promulgated by the Institute of Internal Auditors, observations and recommendations for continued program enhancement related to the institutional control environment were also noted. The review team was cognizant of the control environment at the institution because of the effect it can have on audit work.

While the review team did not detect weaknesses in the control environment, various opportunities were presented for consideration by senior leadership to further enhance the institution's efforts to set a strong tone at the top related to compliance and ethical behavior. Mr. Mandel provided a status update on management's consideration of each of the four opportunities for continued program enhancement and Trustee McGrory indicated that the item should be brought back at the next meeting for further consideration.

Trustee McGrory adjourned the Committee on Audit.

## COMMITTEE ON AUDIT

### **Status Report on Current and Follow-up Internal Audit Assignments**

#### **Presentation By**

Larry Mandel  
Vice Chancellor and Chief Audit Officer  
Audit and Advisory Services

#### **Summary**

This item includes both a status report on the 2019 audit plan and follow-up on past assignments. For the 2019 year, assignments were made to develop and execute individual campus audit plans; conduct audits of Information Technology (IT), Sponsored Programs and Construction; use continuous auditing techniques; provide advisory services and investigation reviews; and continue implementation activities for the redesign of Audit and Advisory Services. Follow-up on current and past assignments was also being conducted on approximately 46 completed campus reviews. Attachment A summarizes the audit assignments in tabular form.

## AUDITS

### General Audits

The organizational redesign for Audit and Advisory Services provides for individual campus audit plans that are better aligned with campus and auxiliary organization risks and systemwide goals and strategies. Risk assessments and initial audit plans have been completed for all campuses. Audit plans include a Health and Safety audit at each campus as a follow-up to the health and safety audits performed by the California State Auditor in 2018. Twenty-four campus reports have been completed, fieldwork is being conducted at six campuses, report writing is being completed for four campuses, and five reports are awaiting a campus response prior to finalization.

### Information Technology Audits

The initial audit plan indicated that reviews of Information Security, IT Disaster Recovery, Cloud Computing, and Accessible Technology would be performed at those campuses where a greater degree of risk was perceived for each topic. Scheduled reviews may also include campus-specific concerns or follow-up on prior campus issues. Four campus reports have been completed, fieldwork is being completed at two campuses, report writing is being completed for three campuses, and one report is awaiting a campus response prior to finalization.

### Sponsored Programs

The initial audit plan indicated that reviews of both post-award and pre-award activities would be performed. Post-award reviews emphasize review of operational, administrative, and financial controls to determine whether processes and expenditures are in accordance with both sponsor terms and conditions, and applicable policies, procedures, and regulations. Pre-award reviews emphasize compliance with conflict-of-interest and training requirements. Scheduled reviews may also include campus-specific concerns or follow-up on prior campus issues relating to sponsored programs activities. Three campus reports have been completed, fieldwork is being conducted at one campus, and report writing is being completed for one campus.

### Construction

The initial audit plan indicated that reviews of recently completed construction projects, including activities performed by the campus, general contractor, and selected subcontractors would be performed. Areas to be reviewed include, but are not limited to approval of project design, budget and funding; administration of the bid and award process; the closeout process; and overall project accounting and reporting. Three campus reports have been completed and one report is awaiting a campus response prior to finalization.

## ADVISORY SERVICES

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

## INVESTIGATIONS

Audit and Advisory Services is periodically called upon to provide investigative reviews, which are often the result of alleged misappropriations or conflicts of interest. Further, whistleblower investigations are being performed on an ongoing basis, both by referral from the state auditor and directly from the CSU Chancellor's Office. In addition, the investigations unit tracks external audits being conducted by state and federal agencies, acts as a liaison for the system throughout the audit process, and offers assistance to campuses undergoing such audits.

## CONTINUOUS AUDITING TECHNIQUES

The initial audit plan indicated that continuous auditing techniques would be used to review credit card data for the 12 campuses not reviewed in 2018 to identify potential risks and to evaluate compliance with policies and procedures. Continuous auditing uses data analytics tools and techniques to analyze large volumes of data, look for anomalies and trends, and complement the existing risk assessment process. Reviews are ongoing.

## COMMITTEES/SPECIAL PROJECTS

Audit and Advisory Services is periodically called upon to provide consultation to the campuses and/or to participate on committees such as those related to information systems implementation and policy development, and to perform special projects.

## AUDIT SUPPORT

### Annual Risk Assessment

Audit and Advisory Services annually performs individual campus risk assessments, using management interviews, surveys, audit history, and other factors to score an audit universe of topics in order to determine the topics of highest risk to each campus and the system. Periodically, other audit topics are selected for review due to their high profile nature in order to assure the board that appropriate policies and procedures are in place to mitigate risk to the system.

### Administration

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



Status Report on Current and Past  
 Audit Assignments  
 (as of 11/14/2019)

Campus	Audit Topic	Audit Plan Year	Audit Status	Follow-up on Current and Past Audit Assignments	
				*Recs	**Mo.
Bakersfield	Sponsored Programs - Post Award	2018	AC	5/5	-
	Const. - Humanities Office Bldg. & Humanities Classrooms	2019	AC	4/4	-
	Health and Safety	2019	AC	2/10	2
	Student Union	2019	FW		
Channel Islands	Health and Safety	2019	RW		
	Release Time and Additional Employment	2019	FW		
Chico	Centers and Institutes	2018	AC	5/5	-
	Special Investigation - Misuse of Campus Resources and Improper Reim. Claims	2018	AC	0/7	1
	Health and Safety	2019	AC	0/11	2
	Housing and Residential Services	2019	AC	0/11	1
Dominguez Hills	International Activities	2018	AC	8/9	13 <sup>1</sup>
	Health and Safety	2019	AI		
East Bay	Educational Foundation	2019	AC	3/3	-
	Health and Safety	2019	AC	0/13	1
Fresno	Information Security	2019	AC	4/10	2
	Health and Safety	2019	AC	0/12	2
	Associated Students, Inc.	2019	FW		
Fullerton	Sponsored Programs	2019	AC	4/4	-
	Health and Safety	2019	AC	0/9	4
	Associated Students, Inc.	2019	AI		
	Accessible Technology	2019	FW		
Humboldt	Health and Safety	2019	AC	4/17	5
Long Beach	The Forty-Niner Shops, Inc.	2018	AC	14/18	8
	Information Security	2019	AC	2/4	5
	Health and Safety	2019	AC	0/15	3
	Emergency Management	2019	AI		
Los Angeles	Health and Safety	2019	AC	10/10	-
	Const. - Rongxiang Xu Bioscience Inn. Cntr.	2019	AI		
	Foundation	2019	AI		
Maritime Academy	Health and Safety	2019	AC	7/7	-
	IT Disaster Recovery	2019	FW		
Monterey Bay	University Corporation	2019	AC	7/9	5
	Sponsored Programs - Post Award	2019	AC	3/4	5
	Health and Safety	2019	FW		
Northridge	Health and Safety	2019	AC	7/11	5
	Cloud Computing	2019	RW		
Pomona	Const. - Student Services Building	2019	AC	0/5	2
	Professional & Continuing Education	2019	AI		
	Health and Safety	2019	FW		

Status Report on Current and Past  
Audit Assignments  
(as of 11/14/2019)

Campus	Audit Topic	Audit Plan Year	Audit Status	Follow-up on Current and Past Audit Assignments	
				*Recs	**Mo.
Sacramento	Sponsored Programs - Post Award	2018	AC	3/3	-
	Associated Students of CSU, Sacramento	2018	AC	8/10	9
	Cashiering	2019	AC	4/7	7
	Emergency Management	2019	AC	0/7	2
	Health and Safety	2019	FW		
San Bernardino	Health and Safety	2019	AC	16/17	6
	Information Security	2019	AC	0/4	1
San Diego	Decentralized Computing	2018	AC	7/11	11 <sup>2</sup>
	The Campanile Foundation	2019	AC	4/4	-
	Health and Safety	2019	AC	0/6	3
	Sponsored Programs - Pre Award	2019	AC	0/1	3
San Francisco	Student Organizations	2018	AC	7/7	-
	Health and Safety	2019	AC	9/11	6
	Information Security	2019	RW		
	Emergency Management	2019	RW		
San Jose	The Student Union of San Jose State Univ.	2018	AC	7/7	-
	Health and Safety	2019	AC	9/12	6
	Const. - Spartan Golf Complex, Phase I	2019	AC	1/5	4
	Information Security	2019	AI		
	Facilities Management	2019	RW		
San Luis Obispo	Health and Safety	2019	AC	9/9	-
	Sponsored Programs	2019	RW		
San Marcos	Health and Safety	2019	AC	3/9	3
	IT Disaster Recovery	2019	AI		
Sonoma	Health and Safety	2019	RW		
Stanislaus	Health and Safety	2019	AC	1/11	3
	Foundation	2019	AC	5/7	2
	Sponsored Programs - Post Award	2019	FW		
Chancellor's Office	Emergency Management	2018	AC	4/4	-
	Accessible Technology	2019	AC	0/7	4
Systemwide	Student Organizations	2017	AC	0/1	20 <sup>3</sup>

**Status**

FW - Field Work In Progress

RW - Report Writing in Progress

AI - Audit Incomplete (awaiting formal exit conference and/or campus response)

AC - Audit Complete

**Follow-Up**

\* The number of recommendations satisfactorily addressed followed by the number of recommendations in the original report.

\*\* The number of months recommendations have been outstanding from date of report.

<sup>1</sup> Approved extended completion date of 4/30/20.

<sup>2</sup> Approved extended completion date of 8/31/19 and 12/31/19.

<sup>3</sup> Approved extended completion date of 12/31/18.

Numbers/letters in green are updates since the agenda mailout.

## COMMITTEE ON AUDIT

### **Status Report on Consideration of Opportunities for Continued Program Enhancement of the Institutional Control Environment**

#### **Presentation By**

Larry Mandel  
Vice Chancellor and Chief Audit Officer

#### **Summary**

At the July 2019 meeting of the Committee on Audit, the Report on the Results of Quality Assessment Review (QAR) of the California State University System Internal Audit Program was presented. While the primary objective of the QAR was to provide reasonable assurance that the internal auditing program at the California State University System complied with the *International Professional Practices Framework* promulgated by the Institute of Internal Auditors, observations and suggestions for continued program enhancement related to the institutional control environment were also noted. The review team was cognizant of the strong control environment at the institution because of the effect it can have on audit work. While the review team did not detect weaknesses in the control environment, the below opportunities were presented for consideration by senior leadership to further enhance the institution's efforts to set a strong tone at the top related to compliance and ethical behavior.

#### Code of Ethics

##### *Opportunity for Consideration:*

While some individual departments and divisions, including Audit and Advisory Services, have adopted or subscribe to codes of ethics specific to their offices, the CSU does not have a systemwide code of ethics. A code of ethics helps define baseline expectations for behavior and promote an environment that supports ethical decision making, respect for all persons, and other desirable notions. A code of ethics would provide overarching support for existing policies related to human resources, financial matters, academic integrity, and the like, and we encourage the development of one.

##### *Status:*

The CSU senior leadership is in the process of developing a systemwide statement on ethical values and expectations. A draft ethics statement is anticipated to be available by the January 2020 meeting of the Committee on Audit.

### Whistleblower Hotline

#### *Opportunity for Consideration:*

We recommend the institution consider implementing a third party whistleblower hotline. Whistleblower hotlines provide a mechanism for complaints, anonymous or otherwise, to be made through one central communication channel. A third party hotline could also provide complainants with greater assurance that their identity (whether or not it is disclosed to the third party hotline) will be protected and limit the possibility of retaliation.

#### *Status:*

While the CSU does not have a systemwide reporting hotline to receive whistleblower complaints/allegations of improper governmental activity, both systemwide policies and procedures and the California State Auditor's (CSA's) Whistleblower Hotline provide mechanisms for complaints, anonymous or otherwise.

In September 2018, the chancellor issued Executive Order (EO) 1115, *Complaint Procedures for Protected Disclosure of Improper Governmental Activities and/or Significant Threats to Health or Safety*. This EO revised the procedures for making protected disclosures (whistleblower complaints) and, among other things, allowed third-party and anonymous complaints. The procedure is available to anyone (employees, students, and third parties) wishing to make a verbal or written complaint and applies systemwide to all campuses and the Chancellor's Office. The identity of complainants is protected. The EO process is accessible and widely used and Systemwide Human Resources is the office responsible for overseeing and administering the whistleblower policy. It is the campuses' responsibility to adopt and implement the procedures set out in the EO instead of establishing their own procedures.

Additionally, the state auditor maintains a whistleblower hotline where complaints pertaining to the CSU may be made. State agencies, including the CSU, are also required to inform employees about the CSA's Whistleblower Hotline. This occurs through posting of a notice from the CSA and an annual email notification. The California Government Code requires state agencies to post the CSA notice in locations where other employee notices are maintained. Complainants may file with the CSA via their toll-free hotline, online complaint form, or by mail.

Senior leadership has determined that in consideration of the CSU internal reporting procedures and California State Auditor hotline, there is a sufficient structure in place to ensure that employees or others that suspect or know about fraud or other wrongdoing have a way to report it anonymously.

### Institutional Compliance Function

#### *Opportunity for Consideration:*

Compliance efforts at CSU are currently decentralized to many responsible offices such as athletics, research, human resources, and the like on each campus. While some institutions operate successfully in exactly such a decentralized environment, CSU's magnitude and complexity increases its compliance risk posture. Compliance efforts at CSU may be further improved through development of a systemwide compliance function. While we do not advocate one office taking responsibility for all compliance efforts, a leading practice we recommend is to designate an institutional compliance officer to support coordination, communication, training, and risk monitoring across the campuses.

#### *Status:*

The CSU has a robust decentralized compliance function in which each disparate area of compliance is managed by specialized subject-matter experts. The compliance function for the system is dispersed throughout the various divisions at the Office of the Chancellor. For example, Business and Finance has oversight of Clery compliance and Systemwide Human Resources has oversight of compliance areas such as Title IX and Whistleblower and Equal Employment Opportunity. Additionally, the systemwide internal audit function periodically audits most major compliance functions throughout the system.

Senior leadership has determined that there is a sufficient structure in place to ensure that significant compliance areas have adequate systemwide coverage in addition to the campus compliance responsibility.

### Prosecution for Wrongdoing

#### *Opportunity for Consideration:*

CSU operates 23 institutions throughout the state of California. Decisions of whether to refer cases involving employees suspected of criminal wrongdoing for prosecution are currently impacted by whether the jurisdiction is likely to take the case, which may result in the appearance of uneven treatment of individuals. We recommend development of a systemwide policy with guidelines for referring cases for prosecution so similar cases will be handled the same regardless of jurisdiction.

#### *Status:*

The Committee on Audit and Board of Trustees approved a resolution at the May 2019 meeting containing guidelines and requirements for referring cases for prosecution.

## AGENDA

### COMMITTEE ON COMMITTEES

**Meeting:** 4:30 p.m., Tuesday, November 19, 2019  
Glenn S. Dumke Auditorium

Jane W. Carney, Chair  
Wenda Fong, Vice Chair  
Jack McGrory  
Hugo Morales

**Consent**

1. Approval of Minutes of the Meeting of September 25, 2019, *Action*
2. Amendments to Board of Trustees' Standing Committee Assignments for 2019-2020, *Action*

**MINUTES OF THE MEETING OF  
COMMITTEE ON COMMITTEES**

**Trustees of The California State University  
Glenn S. Dumke Conference Center  
401 Golden Shore  
Long Beach, California**

**September 25, 2019**

**Members Present**

Jane W. Carney, Chair  
Wenda Fong  
Jack McGrory  
Hugo Morales

**Call to Order**

Trustee Carney called the meeting to order.

**Consent Agenda**

Trustee Carney presented the consent agenda consisting of the May 1, 2019 minutes and an action item to amend the Board of Trustees' Standing Committees for 2019-2020. The committee approved all items on the consent agenda. (RCOC 09-19-04)

Trustee Carney adjourned the Committee on Committees.

**COMMITTEE ON COMMITTEES**

**Amendments to Board of Trustees' Standing Committee Assignments for 2019-2020**

**Presentation By**

Jane W. Carney  
Chair, Committee on Committees

**Summary**

AB 514 (Medina), signed into law by Governor Gavin Newsom on July 9, 2019, eliminates the prohibition against a CSU Board of Trustees student member voting during the student member's first year on the board. The law takes effect on January 1, 2020. To comply with the statute, the Committee on Committees recommends amendments to the Standing Committees for 2019-2020 appointing Student Trustee Maryana Khames to the standing committees as noted below. The amendments also reflect changes due to vacancies that will be left by Trustee Thelma Meléndez de Santa Ana's resignation from the board at the end of 2019.

The following resolution is recommended for approval:

**RESOLVED**, By the Board of Trustees of The California State University, on recommendation by the Committee on Committees that the following amendments be made to the Standing Committees for 2019-2020 effective January 1, 2020:

**AUDIT**

Jack McGrory, Chair  
Hugo N. Morales, Vice Chair  
Silas H. Abrego  
Jane W. Carney  
Douglas Faigin  
Jean P. Firstenberg  
Wenda Fong  
Lateefah Simon

**CAMPUS PLANNING, BUILDINGS AND  
GROUNDS**

Rebecca D. Eisen, Chair  
Romey Sabalius, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Wenda Fong  
*Maryana Khames*  
Jeffrey R. Krinsk  
Jack McGrory  
~~Thelma Meléndez de Santa Ana~~  
Peter J. Taylor

**COLLECTIVE BARGAINING**

Lateefah Simon, Chair  
Douglas Faigin, Vice Chair  
Debra S. Farar  
Lillian Kimbell  
Jack McGrory  
Christopher Steinhauser  
Peter J. Taylor

**EDUCATIONAL POLICY**

Peter J. Taylor, Chair  
Jane W. Carney, Vice Chair  
Silas H. Abrego  
Rebecca D. Eisen  
Douglas Faigin  
Debra S. Farar  
Wenda Fong  
Juan F. Garcia  
*Maryana Khames*  
Lillian Kimbell  
~~Thelma Meléndez de Santa Ana~~  
Romey Sabalius  
Christopher Steinhauser



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**FINANCE**

Lillian Kimbell, Chair  
Jack McGrory, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Rebecca D. Eisen  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius  
Lateefah Simon  
Peter J. Taylor

**GOVERNMENTAL RELATIONS**

Silas H. Abrego, Chair  
Juan F. Garcia, Vice Chair  
Douglas Faigin  
Debra S. Farar  
Jean P. Firstenberg  
Jeffrey R. Krinsk  
Jack McGrory  
Romey Sabalius

**INSTITUTIONAL ADVANCEMENT**

Jean P. Firstenberg, Chair  
Wenda Fong, Vice Chair  
Larry L. Adamson  
Debra S. Farar  
*Maryana Khames*  
Lillian Kimbell  
Jeffrey R. Krinsk  
~~Thelma Meléndez de Santa Ana~~  
Hugo N. Morales

**ORGANIZATION AND RULES**

~~Thelma Meléndez de Santa Ana, Chair~~  
*Larry L. Adamson, Chair*  
Jean P. Firstenberg, Vice Chair  
Silas H. Abrego  
Douglas Faigin  
*Maryana Khames*  
Jeffrey R. Krinsk  
Lateefah Simon  
Christopher Steinhauser

**UNIVERSITY AND FACULTY  
PERSONNEL**

Debra S. Farar, Chair  
Christopher Steinhauser, Vice Chair  
Rebecca D. Eisen  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius

## AGENDA

### COMMITTEE ON EDUCATIONAL POLICY

**Meeting:** 8:00 a.m., Wednesday, November 20, 2019  
Glenn S. Dumke Auditorium

Peter J. Taylor, Chair  
Jane W. Carney, Vice Chair  
Silas H. Abrego  
Rebecca D. Eisen  
Douglas Faigin  
Debra S. Farar  
Wenda Fong  
Juan F. Garcia  
Lillian Kimbell  
Thelma Meléndez de Santa Ana  
Romey Sabalius  
Christopher Steinhauser

- Consent** 1. Approval of Minutes of the Meeting of September 24, 2019, *Action*
- Discussion** 2. Amendment to Title 5 Regarding Student Organizations, *Action*
3. Amendment to Title 5 Regarding Admissions Requirements: Quantitative Reasoning, *Information*
4. Research, Scholarship and Creative Activities, *Information*
5. Graduation Initiative 2025, *Information*

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

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

**September 24, 2019**

**Members Present**

Peter Taylor, Chair  
Jane W. Carney, Vice Chair  
Silas H. Abrego  
Rebecca D. Eisen  
Douglas Faigin  
Debra S. Farar  
Wenda Fong  
Juan F. Garcia  
Lillian Kimbell  
Thelma Meléndez de Santa Ana  
Romey Sabalius  
Christopher Steinhauser  
Adam Day, Chairman of the Board  
Timothy P. White, Chancellor

Trustee Taylor called the meeting to order.

**Approval of Minutes**

The minutes from July 23-24, 2019, were approved as submitted.

**Approval of Minutes**

The minutes of August 29, 2019, were amended to reflect Trustee Fong's recommendation for two minor edits. The amended minutes were approved.

### **Amendment to Title 5 Regarding Student Organizations**

Loren J. Blanchard, executive vice chancellor for Academic and Student Affairs, introduced the information item by stating that it was being brought forward as an information item again as a result of questions raised by trustees.

Luoluo Hong, associate vice chancellor for Student Affairs and Enrollment Management, presented the Title 5 amendment, explaining that it relates to the policy prohibiting recognized student organizations from discriminating on the basis of any protected status. The Title 5 amendment would align CSU policies as defined by federal and state law by adding as protected status: religious creed, medical condition, genetic information, gender identity, gender expression and veteran and military status. Following trustee questions during the July board meeting, citizenship was maintained as a protected status.

There were no questions from the board.

### **Educational Opportunity Program**

Loren J. Blanchard, executive vice chancellor for Academic and Student Affairs, introduced the information item, highlighting that the CSU Educational Opportunity Program has provided educational access and opportunity to a quarter of a million students from historically underserved communities over the past 50 years. This long-standing history of success has informed much of the university's current Graduation Initiative 2025 efforts.

Ray Murillo, director for student programs in Student Affairs and Enrollment Management, provided examples of EOP components that have informed Graduation Initiative 2025 efforts, including intrusive advising, expanded orientation programs, Summer Bridge and an emphasis on fostering a sense of belonging. He also shared information about EOP enrollment and data highlighting that graduation rates are higher for EOP students.

Trustee Abrego shared his firsthand reflections of EOP, as a student during its creation and as an EOP director at CSU Fullerton. In addition, a video was shown highlighting testimonials from EOP alumni about the important role EOP played in their success.

Following the presentation, trustees asked questions related to how best to grow EOP, how to engage alumni in supporting EOP students and how to direct additional resources to the program.

## **Proposal to Modify First-Year Admission Requirements**

Loren J. Blanchard, executive vice chancellor for Academic and Student Affairs, introduced the information item, providing a brief overview of the August 29, 2019 special public comment open forum on the CSU quantitative reasoning proposal.

James T. Minor, assistant vice chancellor and senior strategist for Academic and Student Affairs, presented the official proposal. He highlighted that the proposal expands the a-g requirements that determine minimum eligibility for CSU admission to require the completion of one additional quantitative reasoning course. The course could be fulfilled with a high school science course, an elective with a quantitative reasoning foundation, such as personal finance or computer science, or a more traditional mathematics course beyond Algebra 2. It could also be met with a quantitatively-based course offered through Career and Technical Education or through dual enrollment in partnership with a local community college. In addition, Dr. Minor provided several examples of how students could fulfill the requirement and provided examples of qualifying courses available at specific high schools. Finally, Dr. Minor highlighted that there is an exemption for any student who cannot fulfill the new requirement due to lack of resources and/or course availability at their high school. As a result of feedback from the August 29 open forum, the proposal details that the exemption would be automated through a partnership with the California Department of Education and the University of California (UC).

Marquita Grenot-Scheyer, assistant vice chancellor for Educator Preparation and Public School Programs, provided specific details about the implementation plan. She highlighted data from the UC 'a-g' database that indicate that 99.7 percent of California comprehensive high schools offer at least one course that would satisfy the proposed quantitative reasoning requirement and that only 16 high schools – predominately small, charter schools – currently offer fewer than three qualifying courses or only offer a mathematics course. Dr. Grenot-Scheyer presented a three-prong implementation plan that utilizes the data on capacity to target support to the schools and districts most in need of support. The implementation plan includes helping expand curriculum in quantitative reasoning in high schools, addressing teaching capacity and engaging in a significant communication campaign to ensure educators, families and prospective students are aware of – and prepared for – this admission change.

Following the presentation, trustees had a number of questions and comments. These questions included, but were not limited to: how will the board know if the requirement is having a disparate impact on underserved students and what would their options be; what is the problem the requirement intends to address; why has there been significant opposition; should the CSU be the lever to make this change to K-12 education; and a request for the CSU to delay this proposal.

Trustee Taylor adjourned the Committee on Educational Policy.

## **COMMITTEE ON EDUCATIONAL POLICY**

### **Recommended Amendment to Title 5 Regarding Student Organizations**

#### **Presentation By**

Loren J. Blanchard  
Executive Vice Chancellor  
Academic and Student Affairs

#### **Summary**

This action item includes amendments that would align and update California State University (CSU) policies related to student organizations by conforming the requirement that student organizations cannot discriminate on the basis of any protected class with other CSU policies as defined by federal and state law.

The board discussed this matter as an information item during the September 2019 meeting.

#### **Background**

Participating in student activities, clubs and organizations is an integral part of the CSU student experience. On each campus there are typically hundreds of organizations, covering a wide range of interests and topics. Students who participate in these activities report higher levels of satisfaction with their college experience, as well as a greater sense of belonging and connection with their peers. Participation also has a number of benefits for students, including:

- Enriching the classroom experience;
- Easing the transition to college;
- Providing connections with the university and available resources; and
- Enabling students to enhance and practice job-related skills (leadership, communication, budget management, fundraising, problem-solving, public speaking, etc.)

Student organizations in the CSU are student-led and are independent from the campus. Recognized student organizations are required to meet and maintain campus requirements, which include:

- A university advisor, who must be either a faculty member or professional staff member. As student organizations are independent from the campus, advisors do not serve in a supervisory or leadership role. Instead, they often act as mentors, educators and interpreters of institutional policy;
- A minimum of five CSU students who are currently enrolled in at least one class;

- A signed agreement that the organization does not discriminate on the basis of protected class (in alignment with CSU policy as defined by federal and state law); and
- Membership and leadership that are open to all currently enrolled students at that campus (except that a social fraternity or social sorority may impose a gender limitation for membership as permitted by California Education Code).

Recognized student organizations are eligible for benefits and privileges, including the use of campus facilities at reduced or no charge, assistance from a campus' student development and leadership department, participation in university activities and programs and funding from Associated Students, Inc.

### **Proposed Revisions**

The proposed Title 5 amendments would align and update CSU policies related to student organizations by conforming the requirement that student organizations cannot discriminate on the basis of any protected class. This amendment would align this section of Title 5 with other CSU policies as defined by federal and state law.

Specifically, the amendments would add as protected classes: ethnicity (including color and ancestry), religious creed, nationality, medical condition, genetic information, sex, gender identity (including transgender), gender expression, sexual orientation, veteran and military status.

The following resolution is proposed to modify Title 5 by amending sections 41500-Withholding of Recognition; 41503-Filing Requisites; 41504-Penalties; and 41505-Athletics and Other Intercollegiate Activities.

**RESOLVED** by the Board of Trustees of the California State University that Title 5, California Code of Regulations sections 41500, 41503, 41504 and 41505 be amended as follows:

**Title 5. Education**  
**Division 5. Board of Trustees of the California State Universities**  
**Chapter 1. California State University**  
**Subchapter 4. Student Affairs**  
**Article 4. Nondiscrimination in Student Organizations**  
**5 CCR § 41500 Withholding of Recognition**

§ 41500. Withholding of Recognition.

No campus shall recognize any fraternity, sorority, ~~living group~~, honor society, or other student organization ~~which~~ that discriminates on the basis of race or ethnicity (including color and ancestry), religion (or religious creed), nationality, citizenship, national origin, ethnicity, color, age, medical condition, genetic information, gender (or sex), gender identity (including transgender), gender expression, sexual orientation, marital status, ~~citizenship, sexual orientation, veteran or military status,~~ or disability. The prohibition on membership policies that discriminate on the basis of gender does not apply to social fraternities or sororities ~~or to other university living groups.~~

Note: Authority cited: Sections 66600, 89030, 89035 and 89300, Education Code. Reference: Sections 66600, 89030, 89300-89302, Education Code.

**Title 5. Education**  
**Division 5. Board of Trustees of the California State Universities**  
**Chapter 1. California State University**  
**Subchapter 4. Student Affairs**  
**Article 4. Nondiscrimination in Student Organizations**  
**5 CCR § 41503 Filing Requisites**

§ 41503. Filing Requisites.

Each student organization shall deposit with the Vice President of Student Affairs or equivalent officer of the campus ~~by~~, copies of all constitutions, charters or other documents relating to its policies. The student organizations shall also deliver to the Vice President of Student Affairs or equivalent officer a statement signed by the president or similar officer of the local student organization attesting that the organization has no rules or policies that ~~which~~ discriminate ~~on the basis of race, religion, national origin, ethnicity, color, age, gender, marital status, citizenship, sexual orientation, or disability,~~ on the basis of the protected categories set forth in Section 41500; except as excepted above. This statement shall be renewed annually and the other documents required by this section shall be refiled within 90 days after any substantive change or amendment.

Note: Authority cited: Sections 66600, 89030, 89035 and 89300, Education Code. Reference: Sections 66600, 89030, 89300-89302, Education Code.

**Title 5. Education**



**Division 5. Board of Trustees of the California State Universities**  
**Chapter 1. California State University**  
**Subchapter 4. Student Affairs**  
**Article 4. Nondiscrimination in Student Organizations**  
**5 CCR § 41504 Penalties**

§ 41504. Penalties.

Should the national governing body of any organization described in Section 41500 take any action that ~~which~~ has the effect of penalizing or disciplining any branch or chapter at a campus in order to enforce a policy of discrimination based on the protected categories set forth in Section 41500 ~~race, religion, national origin, ethnicity, color, age, gender, marital status, citizenship, sexual orientation, or disability, except as excepted above~~, recognition of that organization by any campus shall be immediately withdrawn.

Note: Authority cited: Sections 66600, 89030, 89035 and 89300, Education Code. Reference: Sections 66600, 89030, 89300-89302, Education Code.

**Title 5. Education**  
**Division 5. Board of Trustees of the California State Universities**  
**Chapter 1. California State University**  
**Subchapter 4. Student Affairs**  
**Article 4. Nondiscrimination in Student Organizations**  
**5 CCR § 41505 Athletic and Other Intercollegiate Activities**

§ 41505. Athletics and Other Intercollegiate Activities.

No campus shall enter into intercollegiate activities that ~~which~~ will subject its students directly or indirectly to discrimination or segregation on the basis of protected categories set forth in Section 41500 ~~race, religion, national origin, ethnicity, color, age, gender, marital status, citizenship, sexual orientation, or disability~~. The prohibition against discrimination on the basis of gender does not apply to membership on intercollegiate athletic teams, facilities, or competition.

Note: Authority cited: Sections 66600, 89030, 89035 and 89300, Education Code. Reference: Sections 66600, 89030, 89300-89302, Education Code.

**COMMITTEE ON EDUCATIONAL POLICY**

**Amendment to Title 5 Regarding Admission Requirements: Quantitative Reasoning**

**Presentation By**

Loren J. Blanchard  
Executive Vice Chancellor  
Academic and Student Affairs

James T. Minor  
Assistant Vice Chancellor and Senior Strategist  
Academic and Student Affairs

Marquita Grenot-Scheyer  
Assistant Vice Chancellor  
Educator Preparation and Public School Programs

Nathan Evans  
Chief of Staff and Senior Advisor  
Academic and Student Affairs

**Summary**

As the largest and most diverse four-year public university system in the nation, the California State University (CSU) is committed to completely eliminating equity gaps – the gaps between degree attainment for students from historically underserved communities and their peers – at all levels of the university. Today, quantitative reasoning skills represent one of the greatest disparities among incoming college students.

The proposal outlined in this item will help achieve educational equity by ensuring that a greater number of students from all backgrounds arrive at the CSU better prepared for a diverse range of majors and career paths. The goal is to expand access and equity for all students to achieve their personal and professional goals rather than limiting their opportunities at the point of college admission because of limited preparation for particular majors during high school.

The California State University (CSU) is recommending that graduating high school students, beginning with the entering first-year class of 2027, be required to complete one additional course of quantitative reasoning to meet the minimum qualifications for CSU first-year admission. Students who would otherwise be CSU eligible, but are unable to meet this requirement because of resource limitations at their high school, will be automatically provided an exemption during the initial implementation of the requirement.

The proposed implementation term has been extended to fall 2027 to ensure ample time for planning, communication and capacity building, particularly at high schools that currently have fewer course options. The CSU will continue to collaborate with PK-12 districts in every region of the state – building on decades-long partnerships – to expand curricular offerings in subjects that align with this requirement. To support successful implementation, the CSU has committed an additional \$10 million over the next four years to its Mathematics and Science Teacher Initiative to double (from 1,000 to 2,000) the number of mathematics, science and computer science teachers prepared at the CSU. Additionally, the university will tailor and expand existing student outreach and enrichment programs to support PK-12 student learning.

The proposal presented herein has benefited from significant consultation with stakeholders, the public and trustees. This information item details the extensive consultation and the improvements to the proposal that are a result of that consultation. Additionally, this item includes an analysis of student data, which reinforces previously shared CSU data, that was provided by the California Department of Education (CDE) as a result of a data-sharing agreement.

The board previously discussed this matter as an information item during the March 2019 and July 2019 meetings, the August 29, 2019 special forum and the September 2019 meeting. Additional details related to this proposal can be found in the agenda items for those meetings.

This proposal will be presented as an action item during the January 2020 meeting.

### **Consultation**

The development of the CSU proposal has been informed by ongoing consultation and collaboration with a diverse range of CSU constituents, trustees, community partners and PK-12 district and school personnel. It has benefited from the extensive work of the Academic Senate CSU Quantitative Reasoning Task Force, which included participation from state government, the California Department of Education, the California Community College Chancellor's Office, the University of California Office of the President and technology organizations and companies.

Over the past several years, the Office of the Chancellor has facilitated conversations with a number of leaders, staff and organizations regarding the quantitative reasoning admission requirement, including:

- Academic Senate CSU
- California State Student Association
- Associated Students, Incorporated
  - Cal State Dominguez Hills
  - Cal State Los Angeles
  - Cal Poly Pomona

- California Department of Education
- California State Board of Education
- California PK-12 school districts
  - Elk Grove Unified
  - Fresno Unified
  - Kern Union High School
  - Long Beach Unified
  - Los Angeles Unified
  - San Bernardino Unified
  - San Diego Unified
- California County Offices of Education
  - Fresno County
  - Kern County
  - Riverside County
  - San Bernardino County
- California Community Colleges Chancellor's Office
- Long Beach Community College District
- Sacramento City College
- Compton Community College
- University of California Office of the President
- USC Pullias Center for Higher Education
- UMOJA Community Education Foundation
- Office of California Governor Gavin Newsom
- Office of California Lieutenant Governor Eleni Kounalakis
- California Assembly Higher Education Committee
- California Assembly Education Committee
- California Assembly Budget Subcommittee 2: Education
- California Senate Education Committee
- California Senate Budget Subcommittee 1: Education
- Campaign for College Opportunity
- West Angeles Education and Enrichment Program
- Community Education Coalition
- Ed Trust West
- Parent Institute for Quality Education
- Just Equations
- Public Advocates
- Children Now
- College Futures Foundation
- Lumina Foundation
- Kresge Foundation

- Capitol Advisors
- Los Angeles Chamber of Commerce
- Mathematics Diagnostic Testing Project staff
- California Academic Partnership Program Advisory Council
- Intersegmental Coordinating Committee

Additionally, this proposal has been presented at three Board of Trustees meetings, a California Department of Education forum and a California State Assembly hearing. Information regarding the proposed requirement was also provided to more than 5,000 high school counselors and educators during the 2018 and 2019 CSU Counselor Conferences across the state.

### **Improvements Resulting from Consultation**

Throughout the consultation process, feedback received has been incorporated into the proposal and the implementation plan, strengthening both components. These improvements include:

#### *Recommendation for Senior Year*

As a result of early consultation, a shift was made from requiring the additional quantitative reasoning course to be taken in a student's senior year to allowing a student to take the course any time during high school. This shift recognizes the importance of providing students and school districts maximum flexibility.

#### *Automated Exemption Policy*

Despite the multiple pathways available to meet the quantitative reasoning admission requirement and the CSU's commitment to supporting capacity building over the next seven years, the university acknowledges that some students may experience unique circumstances requiring an exemption. The CSU will provide an exemption for any student, who is otherwise eligible, who cannot fulfill the new requirement due to lack of resources and/or course availability at their high school.

As a result of feedback received during the August 29 special forum, the CSU will seek a working partnership with the University of California and the California Department of Education to classify schools with limited qualifying course offerings related to the implementation of this proposal in 2027. These schools would be internally identified in Cal State Apply, the CSU online application for admission, to ensure any student applying for the CSU from an identified high school receives the exemption. This will automate the exemption for students applying from these schools, removing the burden from students to "seek out" the exemption.

### *Additional Investment to Address California's Teacher Shortage*

As a result of consultation, CSU Chancellor White has committed an additional \$10 million to the CSU's Mathematics and Science Teacher Initiative (MSTI) to double the number of mathematics, science and computer science teachers prepared at the university from 1,000 to 2,000 annually. This investment is on top of the \$2.7 million invested by the CSU annually.

Since 2005, the California legislature has provided ongoing support to the CSU's Mathematics and Science Teacher Initiative (MSTI), preparing mathematics and science teachers today and developing the next generation of California's STEM teacher-leaders. This work encompasses many components, including:

- Recruiting new students;
- Developing new credential pathways;
- Providing financial support to attract outstanding candidates and facilitate credential completion;
- Ensuring program alignment with California community colleges;
- Developing partnerships with federal agencies, laboratories and industry leaders; and
- Identifying the most successful approaches across the CSU system.

It is particularly noteworthy that the mathematics and science teachers prepared by CSU campuses often go on to teach in the state's high-need schools where 25 percent or more students come from families in poverty and mathematics achievement rates are significantly below statewide averages. As a result, these new mathematics and science teachers are contributing markedly to reducing the disparities in access to qualified teachers that have been found in the state for the past three decades and that have contributed to continued equity gaps in these fields.

### *Seven-Year Implementation Timeline*

Through initial rounds of consultation, the implementation timeline was set at six years (2026). Recently, the timeline was extended to seven years (2027) to allow additional time for capacity-building efforts and communication to students and families. With the extended implementation timeline, the first student cohort that would be required to take an additional quantitative reasoning course for CSU admission is currently in fifth grade.

### *Chancellor's Office Steering Committee*

Incorporating feedback received during the consultation process, the CSU has committed to creating a steering committee that will provide implementation guidance. The committee's charge will be to develop and monitor indicators and metrics to assess the impact and effectiveness of the quantitative reasoning admission requirement. It will report to the executive vice chancellor for

the Division of Academic and Student Affairs. While membership is yet to be determined, it will include some combination of state officials, PK-12 district personnel, students, faculty and community members.

#### *Annual Presentations to the Board*

Originating from consultation, the Office of the Chancellor has committed to providing annual reports to the Board of Trustees on the quantitative reasoning admission requirement. These reports, which would commence in 2020, would include implementation updates, progress toward the stated goals and a summary of first-time applicants with attention to changes to student demographics. These updates would provide the board with an annual opportunity to discuss and consider necessary changes to implementation strategies or timelines.

#### *Additional Investment to Support PK-12 Outreach and Enrichment Activities*

The final area where the proposal has been improved through direct consultation with the Superintendent of Public Instruction is a plan to leverage existing PK-12 student outreach and enrichment activities – through additional investment and a focus on quantitative reasoning preparation – to provide student support related to this new admission requirement.

The CSU continues to work with PK-12 schools and community partners to address educational attainment disparities. Today, the CSU spends more than \$70 million annually on outreach and enrichment programs, engaging with more than 1.1 million elementary, middle and high school students. Specific programs the CSU will leverage to support this admission requirement, include – but are not limited to – those listed below.

#### CSU Summer Algebra Institute

The CSU Summer Algebra Institute (SAI) is a six-week mathematics enrichment program for rising 9-12 grade students. Currently, approved SAI sites receive \$30,000 in funding, program administration training for site coordinators and mathematics instructors, learning community check-ins to support successful program outcomes and support from the Office of the Chancellor to partner with local CSU campuses. The CSU will scale the SAI through the awarding of additional regional grants to build quantitative reasoning capacity across the state.

#### Early Assessment Program

The Early Assessment Program includes a dedicated employee on each CSU campus who engages directly with high schools in their respective region regarding English and mathematics preparation. This includes workshops and professional development for students and teachers. These efforts, which currently total an approximately \$4 million investment, would be tailored to specifically address quantitative reasoning in the coming years.

### College Student Placements

The CSU will engage its existing VISTA grants to support the placement of volunteer college students in communities needing additional support in quantitative reasoning preparation. This includes the engagement of STEM VISTA, a program that places volunteers in CSU campus STEM departments and institutes to encourage STEM success in students from historically underserved communities. And, through the Center for Community Engagement and campus-based service-learning programs, additional college student placements are also possible.

### **Proposal to Require an Additional Course in Quantitative Reasoning**

The CSU is recommending that incoming high school students, beginning with the entering first-year class of 2027, be required to complete one additional course in quantitative reasoning in high school to meet the minimum eligibility for CSU admission as a first-year student. The proposal strongly recommends that the additional quantitative reasoning course be completed during the senior year of high school. No changes are proposed for transfer admission eligibility.

The CSU is proposing to expand the ‘a-g’ requirements that determine minimal eligibility for CSU admission by requiring the completion of an additional course in quantitative reasoning, which could be fulfilled from area ‘c – mathematics,’ area ‘d – laboratory science’ or a quantitative reasoning course from area ‘g – college preparatory elective.’ Such college preparatory courses in area ‘g’ could include computer science, coding, finance and Career and Technical Education courses with quantitative reasoning content. Students can satisfy this requirement with course-taking beginning in middle school.

As shown in the following charts, under the CSU proposal, the area ‘c – mathematics’ requirement will not change. It is recommended that area ‘g – college preparatory elective’ be expanded from one to two courses to include an additional course in quantitative reasoning selected from area ‘c – mathematics’, area ‘d – laboratory science’, or a quantitative reasoning course from area ‘g – college preparatory elective.’ The objective of this change is that students take the next appropriate quantitative reasoning course to strengthen fluency and preparation for college-level coursework.



*Existing CSU College Preparatory Course Requirements for First-Year Admission*

Area	Subject	Courses
a.	<b>History and Social Science</b> (including 1 year of U.S. history or 1 semester of U.S. history and 1 semester of civics or American government AND 1 year of social science)	2
b.	<b>English</b> (4 years of college preparatory English composition and literature)	4
c.	<b>Mathematics</b> (4 years recommended) including Algebra I, Geometry, Algebra II, or higher mathematics (take one each year)	3
d.	<b>Laboratory Science</b> (including 1 biological science and 1 physical science)	2
e.	<b>Language Other Than English</b> (2 years of the same language; American Sign Language is applicable - See below about a possible waiver of this requirement)	2
f.	<b>Visual and Performing Arts</b> (dance, drama or theater, music, or visual art)	1
g.	<b>College Preparatory Elective</b> (additional year chosen from the University of California ‘a-g’ list)	1
<b>Total Required Courses</b>		<b>15</b>

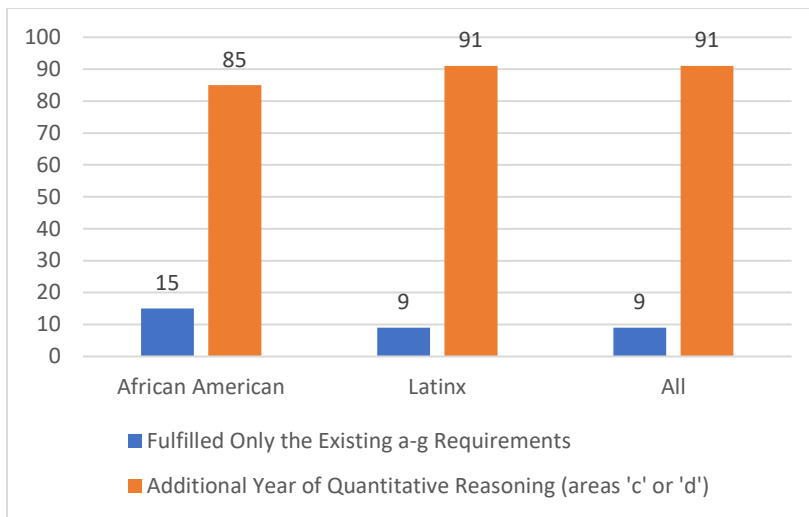
*Proposed CSU College Preparatory Course Requirements for First-Year Admission*  
 (The proposed change is indicated in red.)

Area	Subject	Courses
a.	<b>History and Social Science</b> (including 1 year of U.S. history or 1 semester of U.S. history and 1 semester of civics or American government AND 1 year of social science)	2
b.	<b>English</b> (4 years of college preparatory English composition and literature)	4
c.	<b>Mathematics</b> (including Algebra I, Geometry, Algebra II, or higher mathematics or a comparable integrated pathway; take one each year)	3
d.	<b>Laboratory Science</b> (including 1 biological science and 1 physical science)	2
e.	<b>Language Other Than English</b> (2 years of the same language; American Sign Language is applicable - See below about a possible waiver of this requirement)	2
f.	<b>Visual and Performing Arts</b> (dance, drama or theater, music, or visual art)	1
g.	<b>College Preparatory Elective</b> (1 year selected from “c – mathematics”, “d – laboratory science”, or a quantitative reasoning course from the “g – college preparatory elective” areas AND 1 additional year chosen from the University of California ‘a-g’ list)	2
<b>Total Required Courses</b>		<b>16</b>

The proposal is designed to improve the level of preparation of incoming students, not create a barrier to the CSU. During the development of this proposal, the CSU has maintained a commitment to avoid placing an undue hardship on students who are unable to fulfill the new requirement because of limited course offerings in their high school. As previously discussed, the CSU will provide an exemption for any student, who is otherwise eligible, who cannot fulfill the new requirement due to lack of resources and/or course availability at their high school.

### Majority of California Students Already Meet the Proposed Requirement

As shown in the chart below ((based on CSU data and previously shared in the August 2019 Ed Policy agenda item 1), 91 percent of all fall 2018 incoming first-year CSU students would have fulfilled the quantitative reasoning requirement by virtue of having taken an additional mathematics or science course. That figure holds steady when looking solely at incoming Latinx students, while the figure dips slightly to 85 percent for African American students.



CSU Institutional Research & Analyses: Fall 2018 Incoming First-Year Students

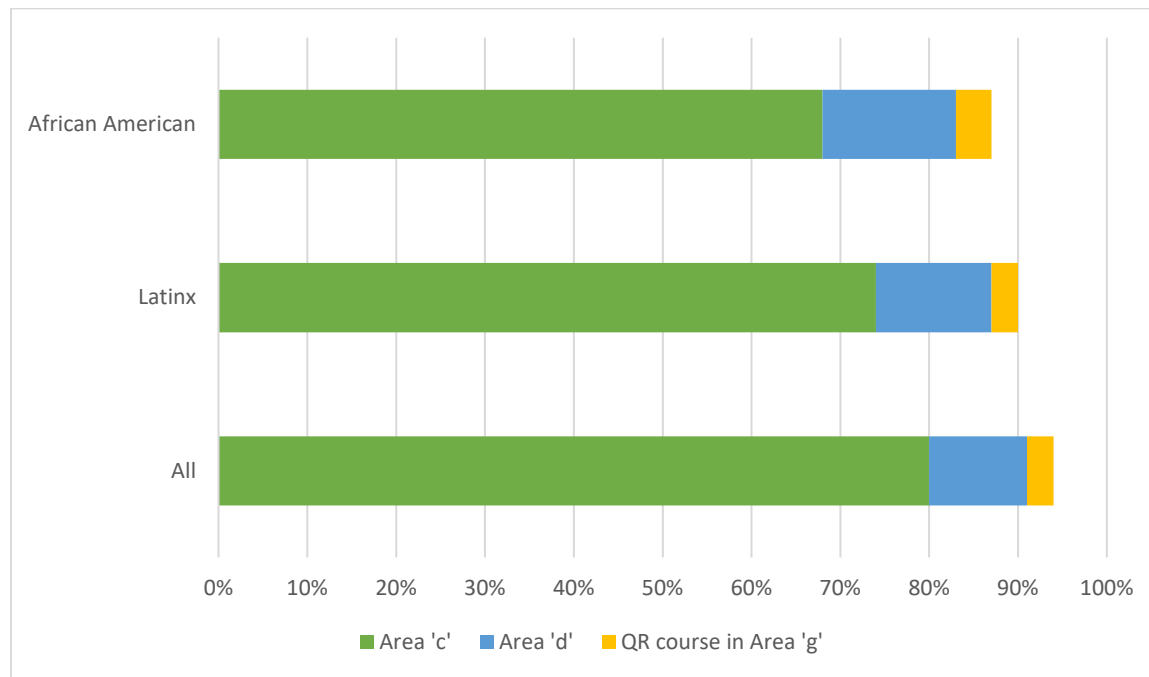
On August 29, 2019, the CSU finalized a new data sharing agreement with the CDE to jointly gain a better understanding of ‘a-g’ course outcomes for CSU applicants. There are two important notes regarding this data sharing agreement. First, the agreement, as negotiated over the previous four months, limits data accessibility to CSU applicants. It does not include the universe of California high school students. However, given the vast number of CSU applicants each year and their geographic and demographic diversity, these data reflect college-bound students across the state and the high schools they attend. Second, the assessment of existing data is historical—a view of the landscape as things were or as students behaved under the existing ‘a-g’ requirements. These data do not account for projected increases in course offerings over the next seven years or changes in advising and course-taking behavior that would occur as a result of the proposed requirement being adopted.

The CSU has carefully analyzed the CDE data, which it received in late-September. The CDE data provide more granular, detailed course records for each CSU applicant. For example, while the CSU student data reflect students who have taken an additional quantitative reasoning course (as measured in area ‘c-mathematics’ or ‘d-laboratory science’) in high school prior to enrolling in the CSU, the CDE data expands this universe to include outcomes for students whose additional quantitative reasoning course is from area ‘g-college elective.’

The CDE data presented in this agenda item reflect fall 2018 regularly admitted applicants (meeting current ‘a-g’ and CSU admission standards), as this student population provides the best reference point from which to consider the proposed standard.

The data reinforce the findings of the CSU data presented in August and September that the vast majority of students currently meet the proposed quantitative reasoning admission requirement through their existing course-taking behavior. Based on the CSU analysis of the CDE data, 93 percent of 126,071 regularly admitted fall 2018 applicants would have met the proposed requirement (including 88 percent of African American applicants and 91 percent of Latinx applicants). With the additional, granular detail from CDE, the overall rates improved from the previously shared CSU data by two percentage points, with rates previously shared for African American students improving three points.

The chart below (based on the CDE data), shows how these applicants would have met the proposed requirement.



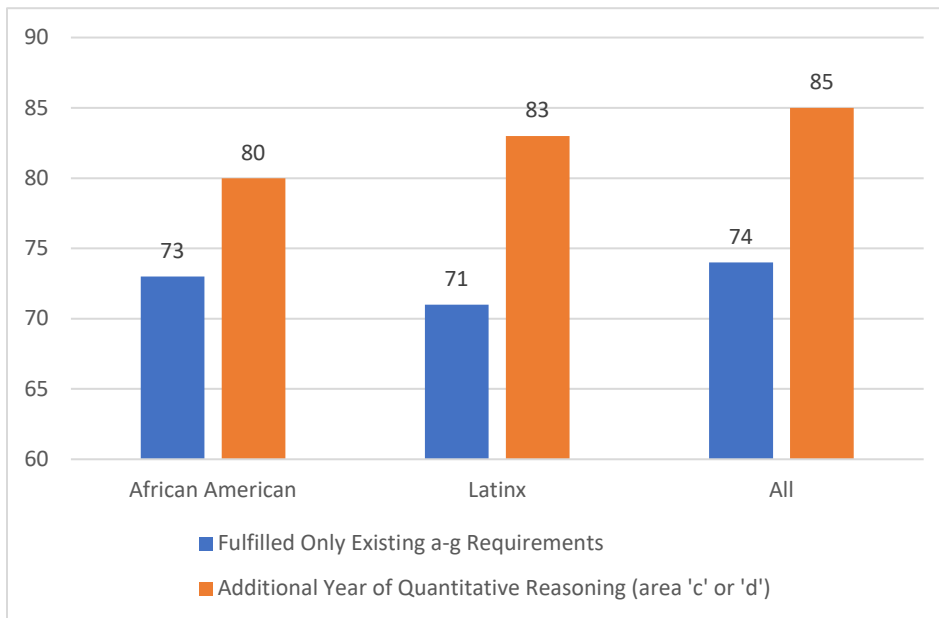
CSU Analysis of California Department of Education California Longitudinal Pupil Achievement Data System:  
Fall 2018 CSU First-Time, Regularly Admitted Applicants

## Preparation in Quantitative Reasoning Matters for College Retention

CSU-specific data and a growing body of national research suggest that additional quantitative reasoning preparation is associated with improved outcomes in college. While much of the data has been included in previous agenda items, this section highlights new CDE data related to first-year retention.

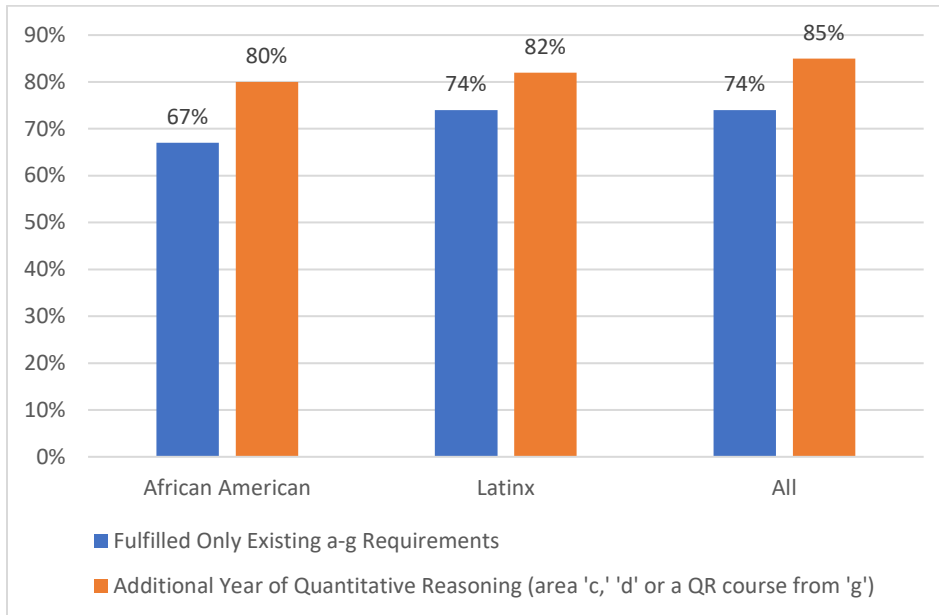
### *CSU Data*

Students taking an additional quantitative reasoning course in high school are more likely to return for their second year of college. As shown below using CSU data, 85 percent of CSU students who took an additional quantitative reasoning course (from areas 'c' or 'd') in high school returned for their second college year, compared to 74 percent who only fulfilled the existing 'a-g' requirements. This is consistent across all ethnic groups, including African American and Latinx students.



*CSU Institutional Research & Analyses: Fall 2017 Cohort*

The data on first-year retention are reinforced by the CDE data. As shown below, there is an 11-point gap in one-year retention rates for enrolled regularly admitted fall applicants between those meeting the proposed standard (85 percent retained after one year) and those not meeting the standard (74 percent retained after one year). These gaps hold across ethnic groups, as is shown in the chart below.



CSU Analysis of California Department of Education California Longitudinal Pupil Achievement Data System: Fall 2018 CSU First-Time Enrolled Regularly Admitted Students

### Understanding California School District Capacity

Given the CSU’s longstanding partnerships with school districts across the state, there is a working knowledge of existing capacity disparities and regional variations, which will be used to target implementation support to the districts and schools that are most in need.

#### *A Review of the University of California ‘a-g’ Database*

Data from the University of California’s ‘a-g’ database indicate that 99.7 percent (or 1,448 of 1,453) of California comprehensive high schools offer a course that would satisfy the proposed quantitative reasoning requirement. Still, CSU staff acknowledge the concerns about sufficient access to qualifying courses. A preliminary analysis of approved 2019-20 ‘a-g’ courses provides a clearer picture of course accessibility to meet the proposed requirement:

- Select charter schools with low enrollments presently have the least capacity. In many cases, these schools currently recommend students complete online courses or community college courses if they are seeking to satisfy the existing ‘a-g’ requirements. Several have since closed or have only recently begun enrolling students.

- Five schools with 136 students combined earning their diploma (2017-18) currently do not offer courses that would meet the proposed requirement.
- Six schools, two with 56 students earning a diploma (2017-18) and four charter schools with 112 students earning their diploma (2017-18), had only area ‘c-mathematics’ courses that would meet the proposed requirement.
- Seven schools, one with fewer than 10 students earning their diploma (2017-18) and six charter schools with a combined 89 students earning their diploma (2017-18), had only one area ‘d’ or ‘g’ course that would meet the proposed requirement.
- The remaining 1,435 schools offer multiple courses to satisfy the proposed requirement.

The table below summarizes these findings:

<b>Method to Meet Proposed Requirement</b>	<b>Charter School</b>		<b>Not a Charter School</b>		<b>Grand Total</b>	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
Can meet with area ‘c’ course or 2 or more courses from areas ‘d’ or ‘g’	380	89.8%	1,018	98.8%	1,398	96.2%
Can meet with area ‘c’ course or 1 area ‘g’ course	3	0.7%	2	0.2%	5	0.3%
Can meet with area ‘c’ course or 1 area ‘d’ course	11	2.6%	4	0.4%	15	1.0%
Can only meet with 2 or more courses from areas ‘d’ or ‘g’	14	3.3%	3	0.3%	17	1.2%
Can only meet with an area ‘c’ course	4	0.9%	2	0.2%	6	0.4%
Can only be met with 1 course in areas ‘d’ or ‘g’	6	1.4%	1	0.1%	7	0.5%
Does not meet proposed requirement	5	1.2%	--	--	5	0.3%
<b>Grand Total</b>	<b>423</b>	<b>100%</b>	<b>1,030</b>	<b>100%</b>	<b>1,453</b>	<b>100%</b>

*A Review of CSU Data*

In other school contexts, ample course offerings are available, but student course-taking behavior may need to be examined. Preliminary assessment of CSU fall 2018 first-time student data (through a review of high school course-taking behavior in areas ‘c-mathematics’ and ‘d-laboratory science’) identified the districts (shown below) that have 20 or more students who entered the CSU not having met the proposed standard and where the overall percentage of students meeting the requirement was well below the average (91 percent).

- Baldwin Park Unified
- Calexico Unified
- Central Unified
- Central Union High
- Chico Unified
- Coachella Valley Unified
- Delano Joint Union High
- Kern County Office of Education
- Lodi Unified
- Manteca Unified
- Merced Union High
- Oceanside Unified
- Salinas Union High
- San Gabriel Unified
- San Juan Unified
- Santa Rosa High
- Turlock Unified
- Visalia Unified
- Wasco Union High
- Washington Unified

These districts account for one in fourteen of new fall 2018 enrollees from California public high schools while also accounting for one in six students who would not have met the proposed standard. The CSU recognizes it will need to work closely with these districts to build capacity and/or change course-taking behavior.

*A Review of CDE Data*

The CDE data analyzed by the CSU as part of the data-sharing agreement found that 361 of the 469 school districts (77 percent) with at least one CSU regular admit for fall 2018 would have 20 or fewer students who would not have met the proposed quantitative reasoning requirement. Only 12 of the 469 districts (3 percent) would have had 100 or more students who would not have met the standard.

Three districts (Los Angeles Unified, Long Beach Unified and Chaffey Joint Union High) had more than 150 students regularly admitted to CSU who would not have met the standard in 2018. This graduating class preceded Long Beach Unified School District’s adoption of a four-year mathematics high school graduation requirement. Further, a close examination of Los Angeles Unified indicates that 91 percent of the 15,169 regularly admitted students from the district met the proposed standard.

To be clear, considering the existing course completion and the intervening seven years to provide adequate curricular and advisement capacity for students, the proposed requirement will require limited changes in some high schools. The CSU is committed to working with all districts to meet this challenge.

### **Proposed Title 5 Revision**

A modification of first-year admission requirements for the CSU would necessitate revisions to two sections of Title 5. The proposed amendments are included below and are would be presented for board action in conjunction with this proposal to modify first-year admission requirements for the CSU.

**Title 5. Education**  
**Division 5. Board of Trustees of the California State Universities**  
**Chapter 1. California State University**  
**Subchapter 3. Admission Requirements**  
**Article 1. Construction and Definitions**  
**5 CCR § 40601**

§ 40601. Applicants Who Are California Residents or Graduates of a California High School.

The following terms, whenever used or referred to in this subchapter, shall have the following meanings, respectively, unless a different meaning appears from the context:

- (a) The term “Chancellor” means the Chancellor of the California State University or designee.
- (b) The term “the campus” means the campus to which application for admission is made.
- (c) The term “appropriate campus authority” means the president of the campus or designee.
- (d) The term “college” means:
  - (1) Any institution of higher learning that is accredited to offer work leading to the degree of Bachelor of Arts or to the degree of Bachelor of Science, by the applicable regional accrediting agency recognized by the United States Department of Education, except an institution which is accredited only as a “specialized institution”;
  - (2) Any foreign institution of higher learning which, in the judgment of the Chancellor, offers course work equivalent to that offered by institutions included within subdivision (d)(1) of this section.



(e) The term “application” means the submission to the campus, by the person applying for admission, of all documents, including official transcripts of all the applicant's academic records and information that the applicant is required personally to submit, and the payment of any application fee due, pursuant to Section 41800.1.

(f) The term “eligibility index” means the number derived for admission determination, from a weighted combination of the grade point average for courses taken in the comprehensive pattern of college preparatory subjects during the final three years of high school, and the score on either the ACT or the SAT (examinations), pursuant to Title 5 section 40752 or section 40802. The weighting of grade point averages and test scores shall be determined and adjusted from time to time by the chancellor on the basis of standards defined by a California higher education eligibility study.

(g) The term “good standing at the last college attended” means that at the time of application for admission and at the time of admission, the applicant was not under disciplinary or academic suspension, dismissal, expulsion or similar action by the last college attended and was not under disciplinary suspension, dismissal, expulsion or similar action at any institution of the California State University.

(h) The term “first-time freshman” means an applicant who has earned college credit not later than the end of the summer immediately following high school graduation or an applicant who has not earned any college credit.

(i) The term “undergraduate transfer” means any person who is not a first-time freshman pursuant to Section 40601(h), and who does not hold a baccalaureate degree from any college.

(j) The term “full-time student” means any student whose program while in attendance at a college averaged twelve or more semester units per semester, or the equivalent.

(k) The term “resident” shall have the same meaning as does the same term in Section 68017 of the Education Code, and shall include all persons so treated by the provisions of that section.

(l) The term “unit” means a semester unit within the meaning of Section 40103, or the equivalent thereof.

(m) The term “transferable” when used in connection with college units, college credit or college work, shall mean those college units, credit or work which are determined to be acceptable (either for specific requirements or as electives) toward meeting the requirements of a baccalaureate degree. The Chancellor is authorized to establish and from time to time to revise procedures for the implementation of this subdivision.

(n) The term “comprehensive pattern of college preparatory subjects” means, in each area of study, at least four years of English, three years of mathematics, two years of history or social science, two years of laboratory science, two years of foreign language, one year of visual and performing arts, one year of electives from any combination of mathematics, laboratory science, CSU-approved career technical education courses, and other fields of study with quantitative reasoning content determined by the Chancellor to be appropriate preparation for California State University study, and one year of electives from any combination of English, mathematics, social science, history, laboratory science, foreign language, visual and performing arts, CSU-approved career technical education courses, and other fields of study determined by the Chancellor to be appropriate preparation for California State University study.

(o) The terms “impacted campus” or “impacted programs” at any campus mean that the number of applications from eligible applicants received during the initial application filing period exceeds the number of available admission spaces.

(p) The terms “redirection” or “redirect” refer to the responsibility of each CSU campus that opens to receive new undergraduate applications for any given term to admit eligible transfer applicants with Associate Degrees for Transfer or to forward their application to another CSU campus with the capacity to admit.

Note: Authority cited: Section 89030, Education Code. Reference: Sections 89030 and 89030.5, Education Code.

**Title 5. Education**  
**Division 5. Board of Trustees of the California State Universities**  
**Chapter 1. California State University**  
**Subchapter 3. Admission Requirements**  
**Article 4. Admission as First-Time Freshman**  
**5 CCR § 40753**

§ 40753. Applicants Who Are California Residents or Graduates of a California High School.

(a) A graduate of a California high school or a high school graduate who is a resident may be admitted to a campus as a first-time freshman if

(1) the graduate's eligibility index is equal to or greater than that minimum eligibility index, as determined by the Chancellor, required to limit eligibility to that one-third of California high school graduates which has the greatest probability of academic success in the California State University, and

(2) for admissions prior to fall term ~~2003~~ 2027, the graduate has completed satisfactorily a comprehensive pattern of college preparatory subjects to include at least four years of English, three years of mathematics, two years of history or social science, two years of laboratory science, two years of foreign language, one year of visual and performing arts, and one year of electives from any combination of English, mathematics, social science, history, laboratory science, foreign language, visual and performing arts, CSU-approved career technical education courses, and other fields of study determined by the Chancellor to be appropriate preparation for California State University study. ~~four years of English, three years of mathematics, one year of United States history or United States history and government, one year of laboratory science, two years of foreign language, one year of visual and performing arts, and three years of electives from any combination of English, mathematics, social science, history, laboratory science, foreign language, visual and performing arts, and other fields of study determined by the Chancellor to be appropriate preparation for California State University study. A graduate who qualifies for admission under subdivision (a)(1) and who has completed at least ten of the courses in the comprehensive pattern of this subdivision may be admitted on condition that the graduate completes the work identified by the Chancellor or designee at the time of the graduate's admission as necessary to remove the coursework deficiency within the first two years of the graduate's baccalaureate studies. The Chancellor shall implement the comprehensive pattern of college preparatory subject requirements and in so implementing shall make every effort to avoid undue hardship during the phasing in of these requirements and shall determine satisfactory completion of the requirements and may grant exceptions for preparation determined by the Chancellor to be equivalent.~~

(3) commencing with admissions for the fall term ~~2003~~ 2027, the graduate has completed satisfactorily the comprehensive pattern of college preparatory subjects defined in Section 40601. The Chancellor shall implement the comprehensive pattern of college preparatory subject requirements and in so implementing shall make every effort to avoid undue hardship during the phasing in of these requirements and shall determine satisfactory completion of the requirements and may grant exceptions for preparation determined by the Chancellor to be equivalent.

(b) This section shall not apply to an applicant who is eligible for admission as a first-time freshman pursuant to Section 40755.

Note: Authority cited: Section 89030, Education Code. Reference: Section 89030, Education Code.

**Title 5. Education**  
**Division 5. Board of Trustees of the California State Universities**  
**Chapter 1. California State University**  
**Subchapter 3. Admission Requirements**  
**Article 4. Admission as First-Time Freshman**  
**5 CCR § 40754**

§ 40754. Applicants Who Are Neither California Residents nor Graduates of a California High School.

(a) A high school graduate who is neither a resident nor a graduate of a California high school may be admitted to a campus as a first-time freshman if

(1) the graduate's eligibility index is equal to or greater than that minimum eligibility index, as determined by the Chancellor, which is required to limit eligibility to that one-sixth of California high school graduates which has the greatest probability of academic success in the California State University, and

(2) for admissions prior to fall term ~~2003~~ 2027, the graduate has completed satisfactorily a comprehensive pattern of college preparatory subjects to include at least four years of English, three years of mathematics, two years of history or social science, two years of laboratory science, two years of foreign language, one year of visual and performing arts, and one year of electives from any combination of English, mathematics, social science, history, laboratory science, foreign language, visual and performing arts, CSU-approved career technical education courses, and other fields of study determined by the Chancellor to be appropriate preparation for California State University study. ~~four years of English, three years of mathematics, one year of United States history or United States history and government, one year of laboratory science, two years of foreign language, one year of visual and performing arts, and three years of electives from any combination of English, mathematics, social science, history, laboratory science, foreign language, visual and performing arts, and other fields of study determined by the Chancellor to be appropriate preparation for California State University study. A graduate who qualifies for admission under subdivision (a)(1) and who has completed at least ten of the courses in the comprehensive pattern of this subdivision may be admitted on condition that the graduate completes the work identified by the Chancellor or designee at the time of the graduate's admission as necessary to remove the coursework deficiency within the first two years of the graduate's baccalaureate studies. The Chancellor shall implement the comprehensive pattern of college preparatory subject requirements and in so implementing shall make every effort to avoid undue hardship during the phasing in of these requirements and shall determine satisfactory completion of the requirements and may grant exceptions for preparation determined by the Chancellor to be equivalent.~~

(3) commencing with admissions for the fall term ~~2003~~ 2027, the graduate has completed satisfactorily the comprehensive pattern of college preparatory subjects pursuant to Section 40601. The Chancellor shall implement the comprehensive pattern of college preparatory subject requirements and in so implementing shall make every effort to avoid undue hardship during the phasing in of these requirements and shall determine satisfactory completion of the requirements and may grant exceptions for preparation determined by the Chancellor to be equivalent.

(b) This section shall not apply to an applicant who is eligible for admission as a first-time freshman pursuant to Section 40755.

Note: Authority cited: Section 89030, Education Code Reference: Section 89030, Education Code.

## **Conclusion**

This proposal to modify first-year admission requirements to the CSU continues the progress made to ensure equity and authentic access for all CSU students. The proposal has benefited from years of consultation, incorporating feedback that includes a seven-year implementation timeframe, an automated exemption policy and investments in teacher preparation and student outreach and enrichment programs,

The CSU remains committed to access and takes seriously the responsibility to do no harm to students who may be attending schools with limited access to qualifying courses. And the university is committed to partnering with districts, schools and community organizations to build the necessary capacity for successful implementation.

## **COMMITTEE ON EDUCATIONAL POLICY**

### **Research, Scholarship and Creative Activities**

#### **Presentation By**

Ganesh Raman  
Assistant Vice Chancellor  
Research

Ariana Gonzalez  
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California State University, Los Angeles

#### **Summary**

Research, scholarship and creative activity touch every part of the California State University (CSU) – enhancing learning and preparing students for the workplace of the future. The breadth and depth of this work spans 23 campuses and 10 multi-campus affinity groups through shared expertise, facilities and resources.

#### **Background**

As the CSU enters the fourth year of Graduation Initiative 2025, its ambitious effort to improve student success, increase graduation rates and eliminate equity gaps, “high-impact practices” – including research and creative activities – connect students to the university and increase the likelihood of a student earning a degree. The CSU offers a wide scope of high-quality, hands-on research opportunities to undergraduate students. With the mentorship of outstanding CSU faculty, students develop critical skills that support their learning and prepare them for future careers. This is particularly critical for students from historically underserved communities. CSU campuses pursue external funding grants specifically aimed at engaging and retaining underrepresented students in scientific and technical fields.

The myriad of research, scholarship and creative activity opportunities also help attract and retain outstanding faculty, sustain their engagement and provide opportunities for their continued growth in their field. Through peer-reviewed awards, journal publications, presentations and performances, faculty have the opportunity to demonstrate their leadership. As a result, CSU faculty create new knowledge and experiences across all academic disciplines.

Additionally, research, scholarship and creativity activities in the CSU advance California's most pressing needs. From agriculture, biotechnology and oceanography to palliative care and social science, faculty experts and students are conducting research that impacts communities, the state, the nation and the world.

### **External Funding Accomplishments**

Several of the most prestigious grants and contracts received by CSU faculty during the 2018-19 academic year are included below.

#### *National Institutes of Health: Building Infrastructure Leading to Diversity (BUILD)*

Many of the CSU's larger federal awards relate to community improvement and to student success, especially among historically underserved students, supporting the CSU goal of closing equity gaps.

The biotechnology and diversity foci of the National Institutes of Health (NIH)-funded Building Infrastructure Leading to Diversity (BUILD) grants are one example. The BUILD program supports the educational success of historically underserved students in educational programs that prepare graduates for biomedical research careers and graduate school.

Five years ago, three CSU campuses—Long Beach, Northridge and San Francisco—won three of the ten BUILD grants awarded nationally, for a combined total of more than \$61 million. In 2019, these three campuses competed for, and were successful in receiving, renewal grants for more than \$54 million dollars. These renewal grants will enable the campuses to continue to support the success of historically underserved students in biomedical sciences.

#### California State University, Northridge

Funding Amount: \$19.3 million

At CSU Northridge, the campus' BUILD effort, known as BUILD PODER, is rooted in critical race theory, uniting educational social justice and health equity to make biomedical research meaningful and relevant. The second phase funded through the renewal grant, BUILD PODER II, will sustain best practices through partnerships with community colleges and research institutions, faculty training and research infrastructure. It will also be supported through the Health Education Research and Education Center in CSU Northridge's first building dedicated to research, Lilac Hall.

California State University, Long Beach

Funding Amount: \$19.8 million

CSU Long Beach's BUILD II Program (the second phase of its work funded with the renewal grant) prioritizes enhancement, institutionalization and sharing of the evidence-based practices that were created during the first phase of the program. As part of BUILD II, the university has developed a plan to share these best practices in collaboration with CSU Northridge and San Francisco State, creating a CSU BUILD Alliance.

San Francisco State University

Funding Amount: \$14.8 million

With the NIH grant renewal, San Francisco State partnered with the University of California (UC), San Francisco, to continue to implement, investigate and share their transformative institutional efforts to enhance diversity of the biomedical research workforce. The partnership's BUILD efforts focus on students, faculty and institutional practices to create change that will transform teaching and research environments.

*National Science Foundation CAREER Award*

The National Science Foundation (NSF) Faculty Early Career Development Program award – or CAREER award – is the foundation's most prestigious award in support of early-career faculty who have the potential to serve as academic role models in research and education. Four CSU faculty members received this award in 2018-19:

- Alicia Kinoshita, associate professor, Department of Civil, Construction and Environmental Engineering, San Diego State: \$226,083 to understand and predict changes in vegetation, soil and stream processes that occur after fires;
- Susan Cohen, assistant professor, Department of Biological Sciences, CSU Los Angeles: \$330,239 to gain a near comprehensive understanding of the cyanobacterial circadian clock, and help set the foundation for leveraging these bacteria for broad ranging applications including bioremediation, biotechnology, and ecological/environmental issues;
- Kimberly Blisniuk, assistant professor, Geology Department, San José State: \$313,619 to re-evaluate the seismic hazard potential of individual faults that make up the southern San Andreas Fault system; and
- Chantal Stieber, assistant professor, Department of Chemistry and Biochemistry, Cal Poly Pomona: \$195,448 to study small molecule reactions at metal centers as mimics for existing biological processes involved in agricultural nitrogen fixation (such as in legumes) or for reducing the health effects of automobile pollutants.



*National Science Foundation's Centers of Research Excellence in Science and Technology II (CREST II)*

Funding Amount: \$5 million

CSU San Bernardino received a CREST II grant – one of only five CREST awards announced nationwide this year – to further extend the campus' Center for Advanced Functional Materials' capacity for discovery, innovation and student success in STEM fields. The funds also help broaden the campus' capacity to recruit and retain diverse students pursuing STEM degrees and careers as well as strengthen research collaborations with institutions and local community colleges to help students advance through the academic pipeline.

*California Education Learning Lab*

In 2018, California Assembly Bill 1809 established the California Education Learning Lab in order to increase learning outcomes and close equity and achievement gaps across California's public higher education segments, particularly in science, technology, engineering and mathematics (STEM) disciplines. The following CSU campuses partnered intersegmentally to receive these state-based research grants:

- CSU Fullerton, UC Berkeley, Santa Ana College: \$1,300,000 to improve outcomes for STEM learners in targeted courses by deploying and improving open, adaptive courseware;
- Humboldt State, UC Irvine, Foothill-De Anza Community College District, Modesto Junior College: \$1,300,000 to enact a three-year plan to initiate a systemic shift in the culture of online and hybrid STEM instruction across California public higher education institutions;
- CSU Los Angeles, UCLA, Los Angeles Pierce College: \$1,300,000 to develop, implement and continuously improve an online interactive textbook for introductory statistics;
- Cal Poly San Luis Obispo, UC Santa Barbara, Allan Hancock College: \$1,300,000 to eliminate equity and performance gaps in mechanics courses by developing a suite of adaptive web-based tools that incorporate videos while leveraging cognitive tools and interventions to establish a sense of belonging, a strong STEM identity and deep conceptual understanding;
- CSU San Marcos, MiraCosta College: \$1,038,000 to address the high rates of students not passing introductory computer science classes; and
- Sonoma State, UC Berkeley, College of Marin, Diablo Valley College: \$1,300,000 to disrupt pervasive narratives and misplaced assessments of what defines scientific brilliance through materials to help both instructors and students view science as an expansive and inclusive set of practices

*National Science Foundation*

San Francisco State University

Funding Amount: \$1.3 million

San Francisco State received funding from the National Science Foundation (NSF) to develop and implement a computing applications minor that promotes an inclusive learning environment. The project seeks to increase the number of students who are proficient in data and computer science and to increase diversity in data and computational science to advance the diversification of the workforce.

California State University, Dominguez Hills

Funding Amount: \$1.3 million

CSU Dominguez Hills was awarded a NSF Improving Undergraduate STEM Education: Hispanic-Serving Institution (HSI) Award, which seeks to enhance the quality of undergraduate STEM education at HSIs and to increase retention and graduation rates of undergraduate students pursuing degrees in STEM at HSIs. The project seeks to broaden STEM faculty's use of inclusive pedagogy and welcoming environments in STEM courses, improve alignment between courses offered at the community colleges and the universities, and support the development of a diverse faculty.

California State University Channel Islands

Funding Amount: \$2.5 million (over five years)

CSU Channel Islands was also awarded a NSF Improving Undergraduate STEM Education: HSI Award for their project that aims to increase graduation rates and reduce the time to degree completion for all STEM majors and to reduce the gap existing between Latinx and non-Latinx white students as well as between female and male students. This program aims to create a self-propagating student community as Latinx and female students move through advising workshops and introductory courses and are looped back into the learning and research assistantship programs as they proceed toward graduation.

California State University, Fresno

Funding Amount: \$1.4 million

Fresno State was awarded a NSF Robert Noyce Teacher Scholarship Program Award, which seeks to encourage talented STEM majors and professionals to become K-12 mathematics and science teachers. With the award, the campus will provide scholarships to help majors in the integrated credential option pay tuition and other costs, so that the students can concentrate on earning a degree. The project is a collaboration between Fresno, Clovis and Sanger unified school districts and 14 community colleges to strengthen the teacher preparation pipeline.

*National Institutes of Health*

Dr. Marcelo E. Tolmasky, professor of biological science and director for the Center for Applied Biotechnology Studies at CSU Fullerton, was awarded \$1.3 million by the National Institutes of Health (NIH) to support the “LA Basin CSU Minority Health and Health Disparities Research Training Program.” Among a number of goals, this program works to increase the number of individuals from historically underserved communities who pursue advanced degrees and careers in the fields of biomedical, behavioral, clinical and social sciences research. The program is a consortium of seven CSU campuses – Fullerton, Dominguez Hills, Northridge, Long Beach, Los Angeles, Pomona and San Marcos – in addition to Charles R. Drew University of Medicine and Science.

*National Aeronautics and Space Administration (NASA)*

CSU Northridge received a \$3 million NASA award for an interdisciplinary team led by Dr. Nhut Ho. In partnership with the NASA Armstrong Flight Research Center and Jet Propulsion Lab, this award will establish the Autonomy Research Center for STEM, which will contribute to NASA’s research, further develop the STEM workforce and begin commercializing research results to address pressing societal needs.

*California Arts Council*

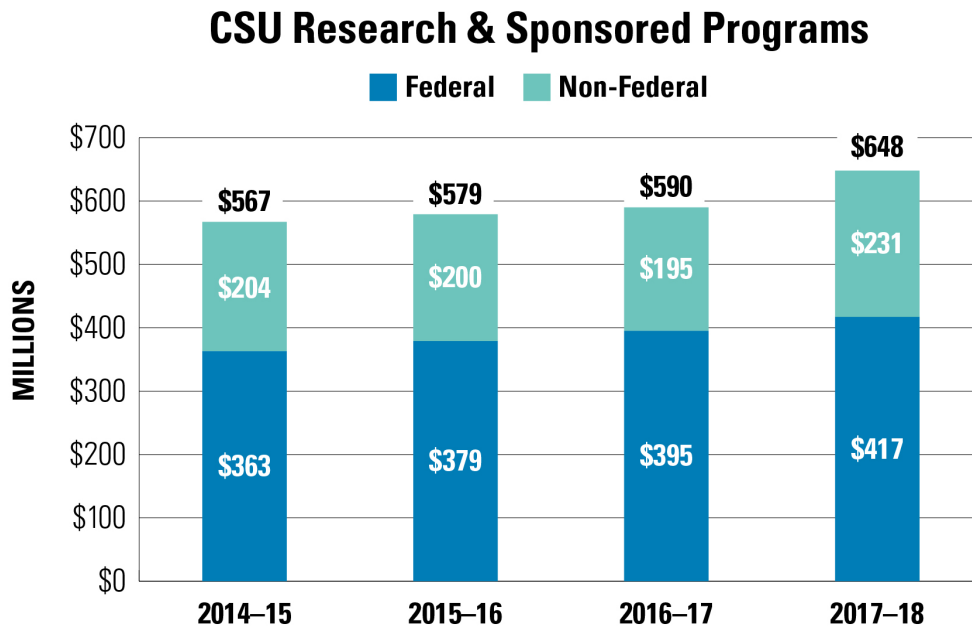
The PRAXIS City ArtS Parks program at CSU Dominguez Hills has received a \$135,000 award from the California Arts Council. The award will be used to provide art workshops taught by working artists at additional parks throughout the City of Carson and to create two public arts projects in the city. The PRAXIS City ArtS Parks program works to expand narratives of South Los Angeles with afterschool art and mentoring programs. The award was given to Devon Tsuno and Aandrea Stang, co-directors of PRAXIS.

*California Department of Education*

Dr. Carola Oliva Olson, an associate professor of early childhood studies at CSU Channel Islands, received a \$1.1 million grant from the California Department of Education for her project that provides continuous and comprehensive professional development focused on dual language learning to teachers, assistant teachers, administrators and coaches via online instruction.

**External Funding**

As demonstrated in the chart below, total external funding – grant and contract revenue – for CSU research and sponsored programs has increased steadily over the past several years. In 2017-18, the most recent year for which data are available, the total amount was \$648 million. This is an increase from the previous year’s \$590 million in external funding.



Unlike state funds that are used exclusively for basic university operations, faculty compete for these external funds, which are used for innovative projects that benefit local communities and prepare students for 21st century careers.

These external funds include approximately \$72 million to cover institutional overhead, also known as indirect costs. Programs in research, scholarship and creative activities have associated infrastructure expenses that are recovered with indirect costs budgeted into the application for external funding.

## **Research in the CSU**

Examples of faculty-led and student-led research can be found at all 23 CSU campuses. The following research focuses on addressing the needs facing local communities, California, the nation and the world. Some examples are included below.

### *California State University, Sacramento*

Dr. Kimberly Mulligan, an assistant professor of biological sciences at CSU Sacramento, is conducting research on whether three common environmental chemicals used in the synthesis of plastics exacerbate neurodevelopmental phenotypes in a *Drosophila* model of fragile X syndrome and autism spectrum disorder. The purpose of the research is to identify environmental factors that may confer risk or increase the severity of neurodevelopmental disorders (NDD), like autism and Fragile X syndrome, in individuals that have genetic risk factors for NDDs.

### *California State University Maritime Academy*

Dr. Alejandro Cifuentes-Lorenzen, an assistant professor of oceanography at Cal Maritime, is conducting research aimed at developing a better understanding of the complex process of energy transfer across the air-sea interface. The research project is a collaboration with the University of Connecticut, Woods Hole Oceanographic Institution, the University of Rhode Island and other research academics. Dr. Cifuentes-Lorenzen is overseeing all aspects of the technical research equipment deployment and retrieval in the North Atlantic Ocean. The study results will be shared in peer-reviewed journals and through presentations with students in California high schools and community colleges.

### *California State University, Fullerton*

Dr. JeeLoo Liu, a professor and department chair of the Department of Philosophy at CSU Fullerton, is pursuing research on “Confucian Robotic Ethics.” The research explores the possibility of implementing Confucian ethical codes in robots and considers what ethical precepts could be incorporated into robot morality. Dr. Liu was named a 2019 Andrew Carnegie Fellow for her work, and was the only one of the year’s 32 fellows chosen for a project that focuses on philosophy.

### *California State University, East Bay*

Dr. Brian Perry, an associate professor and department chair of the Department of Biological Sciences at CSU East Bay, is conducting research on fungal biodiversity and molecular phylogenetic analyses with data from disciplines such as genetics, ecology and geography. The goal is to address broad questions about how biological and physical processes interact to drive

evolution. His research has focused on regions with high levels of endemic, endangered plants and wildlife including Hawaii, Borneo and Micronesia. Most recently, his attention has been on Vanuatu where graduate student, Jonathan del Rosario and Dr. Perry have been on a survey of mushrooms and other fungi.

### **Scholarship and Creative Activities in the CSU**

Faculty scholarship benefits students, particularly as faculty weave their research into curricula and include students in the research and scholarship process. From 2014-19, CSU faculty authored 38,000 journal publications, the majority of which included student coauthors.

Creative activities are subject to discipline-specific standards for judging academic excellence. Faculty artistic contributions undergo peer evaluation, can qualify for funding from nationally competitive grants, may be included in scholarly conferences and journals and may be judged by specific criteria for tenure and promotion.

Below are some prime examples of those creative works at the CSU.

#### *California State University, Fullerton*

Dr. Jamila Moore Pewu, an assistant professor of digital humanities and new media in history at CSU Fullerton, demonstrates to her students that books are not the only avenue for exploring history. An example of one of her compelling history projects is the study of Santa Ana's public murals. Funded by Cal Humanities, Dr. Moore Pewu collaborates with students, delves into local history and collects data that informs the community of the artist's vision. Her students interview artists, community members and archivists to map the location of the murals and provide information that was then adapted to a coloring book for youth and an app-based walking tour of 21 mural sites, provided in English and Spanish.

#### *California State University, Sacramento*

Dr. Kathryn Kasic, assistant professor of communication studies at CSU Sacramento, is a collaborator on a NSF grant that is examining the physical and biological characteristics of Subglacial Lake Mercer, a lake that lies 1200 meters beneath the West Antarctic Ice Sheet. Dr. Kasic oversees the education and outreach components, including the production of a short film series and creation of accessible learning modules for K-12 students.

#### *California State University, Fresno*

Dr. Vadim Keyser, assistant professor of philosophy at CSU Fresno, fuses art, philosophy and science to develop measurement puzzles that increase student engagement in science education.

His transdisciplinary research brings together the humanities and STEM to develop empirical applications of measurement theory. His work involves models of reliable measurement in biology, ecology, biophysics and the social sciences and how to systemically make sense of producing new phenomena in science and technology.

#### *California State University Channel Islands*

Heather Castillo, an assistant professor of performing arts at CSU Channel Islands, founded Arts Under the Stars to bring awareness to the collaboration between the performing arts and research disciplines, including nursing, mathematics, environmental science and resource management, education and communication. With her students and in consultation with faculty researchers at CSU Channel Islands, Dr. Castillo choreographs pieces that interpret the significance of current research on campus with performances on an outdoor stage that are inclusive and express a commentary on subjects ranging from diversity to the environment to mental health.

#### **Systemwide Collaborations**

The CSU is uniquely positioned to have a statewide impact through collaborative research across disciplines and campuses. The CSU has a number of multi-campus partnerships, bringing together researchers from across the 23 campuses to share expertise, initiatives and facilities. Through these collaborations, faculty advance knowledge and expose their students to diverse perspectives, regional issues and innovative partnerships. These multi-campus partnerships share expertise, resources and facilities.

#### *Affinity Groups*

The CSU has ten multi-campus affinity groups that support research collaborations on a breadth of topics that are important to California.

#### Agricultural Research Institute

The Agricultural Research Institute (ARI) supports and funds applied agriculture and natural resource research within the CSU, which improves the economic efficiency and sustainability of California agriculture. Additionally, ARI is helping develop a highly-trained professional workforce for California agricultural and natural resource industries through student participation in research projects.

Six campuses comprise ARI: Chico, Fresno, Humboldt, Monterey Bay, Pomona and San Luis Obispo; however, faculty from all 23 campuses participate in ARI research programs. ARI faculty work on projects to develop and examine methods of maintaining or increasing California's contributions to the agriculture industry and the provision of healthy food resources in response to changes in weather, climate and political trends.

Students are the backbone of the research conducted by the ARI. In 2017-18, students were involved in 81 percent of ARI-funded projects. One hundred and seventy nine CSU students benefited from 53,000 hours of career mentoring and scientific training that prepared them to enter the workforce with necessary experience and skills.

In one example, Dr. Nathaniel Jue (CSU Monterey Bay) and his students are studying genetic material to understand how microbial soil communities can be used to break down pesticides in soils. Another example, at Humboldt State, Dr. Matt Johnson and his students are conducting research with the goal of using barn owls to control rodents in vineyards in the Sonoma and Napa Valley vineyards.

#### Council on Ocean Affairs, Science and Technology

The CSU Council on Ocean Affairs, Science and Technology (COAST) is the umbrella organization for marine, coastal and coastal watershed-related activities within the CSU. COAST promotes research and education to advance knowledge of marine and coastal resources and the processes that affect them. COAST also shares scientific information with stakeholders for informed decision making and the development of responsible policy across California.

COAST is piloting a new program to connect CSU undergraduate students with graduate students for a mutually beneficial partnership in which the graduate students receive assistance with their research and the undergraduate students gain new skills and experience to prepare them for the workforce.

COAST projects are both rapid responses to urgent marine-related issues as well as longitudinal projects to study long-term impacts. In 2018-19, COAST provided more than \$290,000 to faculty to address a number of critical issues including ocean acidification, invasive species, water quality and microplastics.

#### CSU Program for Education and Research in Biotechnology

The CSU Program for Education and Research in Biotechnology (CSUPERB) mission is to develop a professional biotechnology workforce by catalyzing and supporting collaborative CSU student and faculty research, innovating educational practices and partnering with the life science industry. CSUPERB faculty are committed to ensuring that all CSU biotechnology students have access to an education that integrates experiential learning, especially team-based research or entrepreneurial projects.

As an example, Omar Apolinar, a first-generation college student at CSU San Marcos, was funded as a CSUPERB Presidents' Commission Scholar for summer research with chemistry professor Dr. Robert Iafe. Following the conclusion of his research, Mr. Apolinar published his discoveries,



recently graduated, won a prestigious NSF Graduate Research fellowship and is pursuing a joint Ph.D./D.Phil degree through the Skaggs-Oxford program. Like Mr. Apolinar, more than 87 percent of the Presidents' Commission Scholars pursue life science-related graduate programs or careers.

Additionally, CSU I-Corps is a CSUPERB program in partnership with San Diego State that provides entrepreneurial training opportunities. Through this program, 12 start-up companies are active today, five teams have won \$50,000 NSF I-Corps Teams grants and CSU participants have won more than \$500,000 in commercialization grants and investment funding.

#### California Desert Studies Consortium

The CSU Desert Studies Consortium is a collection of seven campuses – Dominguez Hills, Fullerton, Los Angeles, Long Beach, Northridge, Pomona, and San Bernardino – that operate the CSU Desert Studies Center (DSC), located in the Mojave National Preserve. The DSC serves as a premier location and resource for research and education in the geology, hydrology and biology – among other areas – of California's desert and the American West.

In 2018-19, the Desert Studies Center hosted 22 research groups, typically externally-funded research projects. In addition, more than 30 CSU courses used the Desert Studies Center as a field laboratory.

Two CSU-led projects that exemplify this important resource are the 20 year investigation of the population dynamics of the Desert Holly (a shrub that is the most drought tolerant saltbush in North America) led by Cal Poly Pomona professors Drs. Christine Hartney and Sara Garver, and the continuation of the longest-known demographic record of a Mojave Desert reptile community led by CSU Fullerton professor Dr. William Presch and alumnus Jason Wallace. These projects have contributed to innumerable undergraduate research experiences.

#### CSU Shiley Institute for Palliative Care

As the population ages, the CSU Shiley Institute for Palliative Care works to train professionals with evidence-based, online and in-person programs for the variety of disciplines related to palliative care. The institute, located at CSU San Marcos, includes Fresno, Fullerton, Long Beach and Los Angeles as members, and collaborations are supported with other campuses throughout the CSU.

With funding from the California Health Care Foundation, the institute is collaborating with CSU San Marcos, Fresno State and CSU Monterey Bay on the development of a Faculty Toolkit for Palliative Care Curriculum Integration. The toolkit is a web-based repository of teaching and learning resources – slide sets, reading lists, case studies, discussion questions and role plays – that can be used in any classroom. Faculty directors on each of the campuses recruited 11 faculty across a variety of disciplines to pilot the toolkit for 684 students in kinesiology, gerontology, human development, health administration, nursing, social work, sociology and psychology.

### Moss Landing Marine Laboratories

Moss Landing Marine Laboratories (MLML) is both a marine science field station with state-of-the-art research equipment and a satellite campus that administers the Master of Science in marine science program for CSU campuses in northern and central California. MLML is known for its hands-on, field-oriented approach that places students, faculty, researchers and staff at the forefront of marine science worldwide.

MLML received more than \$3 million in funding from the Ocean Protection Council/California Sea Grant to support monitoring of Marine Protected Areas (MPAs) off California. MLML-San José State graduate students and CSU Monterey Bay undergraduates are monitoring the surf zone and sandy beaches inside and outside of MPAs at eight sites. There, they are measuring beach profiles and physical characteristics, conducting beach seines to catch and measure fish sizes, and deploying surf zone remote video systems to characterize the fish living in the surf.

### Ocean Studies Institute

The Ocean Studies Institute (OSI) is a consortium of CSU campuses that decided to pool resources to more effectively explore the ocean and coastal regions. It is based out of the Los Angeles Harbor and includes nine campuses – Channel Islands, Dominguez Hills, Fullerton, Long Beach, Los Angeles, Northridge, Pomona, San Bernardino, and San Marcos – addressing research and education on urban ocean and coast sciences.

A recent example of OSI research is an investigation on the spawning of giant sea bass and sound production conducted by Dr. Larry Allen, professor and chair of the Department of Biology at CSU Northridge. Alongside students, Dr Allen completed the acoustic monitoring of captive giant sea bass through two breeding seasons using handheld and underwater hydrophones. The sounds made by the male giant sea bass were found to be in the sound range of concert bass drums.

### Social Science Research and Instructional Center

The CSU Social Science Research and Instructional Center (SSRIC) supports the development and use of quantitative research skills among CSU students, faculty and staff. SSRIC provides a range of quantitative-skill teaching modules and exercises that faculty members can incorporate into classes, and which faculty, students, and staff can use to review specific topics.

Among other activities, SSRIC covers registration fees for faculty members to participate in training programs to improve their quantitative skills; awards faculty members funding that allows them to place questions on the CalSpeaks public opinion survey of Californians; and awards stipends to faculty for developing new instructional modules. SSRIC continues to provide CSU users with access to some of the most widely used subscription databases.

### Science, Technology, Engineering, and Mathematics Network (STEM-NET)

Today's students must have a strong foundation in STEM to meet tomorrow's workforce needs and the needs of California's innovation economy. The CSU is the state's largest supplier of engineers and is the leading supplier of top-tier talent to California's renowned high-tech companies. Additionally, the CSU produces more than 1,500 K-12 STEM teachers annually – the most of any institution in the country.

Recognizing the need for a systemwide affinity group to empower faculty to share campus best practices and produce scholarship and advancements that power California's future, in 2018-19, the CSU launched STEM-NET. This network will open up pathways for students to pursue STEM careers and to become STEM teachers through involvement in directed research and other scholarly activities. Through their engagement, students will learn teamwork and problem solving while also gaining the technical skills required to be successful in their future studies and careers.

### Water Resources and Policy Initiatives (WRPI)

Founded in 2008, this systemwide affinity group is developing and executing solutions for sustainable water resource management that changes the way California manages water. It is composed of more than 250 water experts from all 23 campuses across the CSU and is focused on developing water management solutions through research, partnerships, education and training, while providing students directed research opportunities. Through WRPI, the CSU has developed internship programs with the U.S. Department of Agriculture and the Environmental Protection Agency so that students can enter the workforce ready to develop solutions for business, government and the public.

During the past year, WRPI provided more than 210 individuals from 20 CSU campuses with faculty research incentives, internship programs and an annual conference. Additionally, WRPI collaborated with other water agencies to co-host symposia on arsenic in water, homelessness and juvenile salmon Bioenergetics. WRPI also commercializes new ideas and services in water industries that are making irrigation more efficient than ever. Finally, WRPI and partners are working with communities to promote water education with a WaterTalks toolkit program in the Los Angeles and Ventura area.

### **Conclusion**

CSU research, scholarship and creative activities contribute to the intellectual and creative vibrancy of campus life while offering solutions to real-world problems. As a high-impact practice, these activities are critical to the success of Graduation Initiative 2025 and to fulfilling the CSU mission of student success, faculty excellence and service to California and beyond.

## **COMMITTEE ON EDUCATIONAL POLICY**

### **Graduation Initiative 2025**

#### **Presentation By**

Loren J. Blanchard  
Executive Vice Chancellor  
Academic and Student Affairs

Jeff Gold  
Assistant Vice Chancellor  
Student Success Strategic Initiatives

Luoluo Hong  
Associate Vice Chancellor  
Student Affairs and Enrollment Management

#### **Summary**

Graduation Initiative 2025 is the California State University's (CSU) signature effort aimed at increasing degree completion rates and eliminating equity gaps, thereby supporting student success and meeting the future workforce needs of California. As the initiative enters its fourth year, this information item provides an update based on final systemwide graduation rate data for 2019. It also provides details on the systemwide areas of focus for the 2019-20 academic year.

#### **Graduation Initiative 2025 Goals**

At the September 2016 Board of Trustees meeting, the board heard a detailed report on Graduation Initiative 2025 and voted to approve the CSU's ambitious student completion and equity targets. The approved targets are:

- 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;
- The elimination of achievement gaps (the gaps that exist between students who identify as African American, Native American or Latinx and their peers) throughout the CSU; and
- The elimination of opportunity gaps (the gaps that exist between Pell recipients and their peers) throughout the CSU.

These system targets are extremely ambitious and, when attained, will place CSU campuses among the very top of comparable institutions across the nation. Nationally, virtually no institutions with profiles comparable to the CSU campuses (funding level, student preparation and diversity) have attained graduation rates at a level consistent with the CSU's new targets. Indeed, attainment of these goals – with the CSU's vibrantly diverse student population – will set new, unprecedented national standards for student success and timely degree attainment.

### **Operational Priorities**

At the January 2017 Board of Trustees meeting, Chancellor White outlined five priority areas where focus is needed to achieve the Graduation Initiative 2025 goals: academic preparation, enrollment management, financial support, data-informed decision making and administrative barriers. Based on feedback received from campus constituents, “student engagement and well-being” was added as a sixth focal area.

The following represents the CSU's aspirational goals with respect to each of these areas of focus:

- **Academic preparation:** We will provide CSU students, including those who arrive academically underprepared, the opportunity and support needed to complete 30 college-level semester units – 45 quarter units – before beginning their second academic year.
- **Enrollment management:** We will ensure students are able to enroll in the courses they need, when they need them.
- **Student engagement and well-being:** We will continue to address the well-being of all CSU students while fostering a strong sense of belongingness on campus.
- **Financial support:** We will ensure that financial need does not impede student success.
- **Data-informed decision making:** We will use evidence and data to identify and advance the most successful academic support programs.
- **Administrative barriers:** We will identify and remove unnecessary administrative impediments.

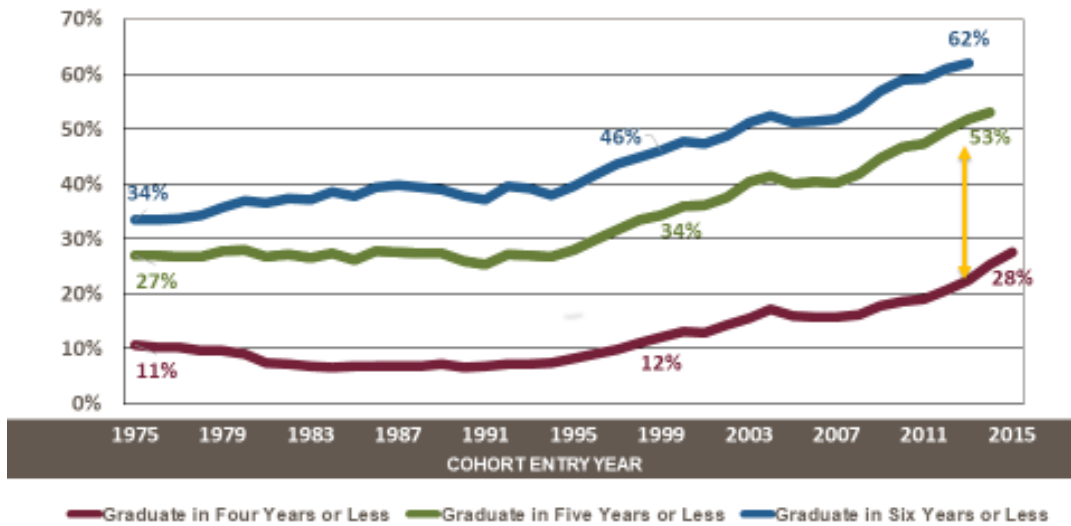
### **2019 Graduation Rate Data**

Meeting the student success goals of Graduation Initiative 2025 requires the CSU to consistently measure progress. In the 2018-19 academic year, 107,319 CSU students earned their baccalaureate degree. This represents a record high for the CSU, with more than 20,000 additional students crossing a commencement stage compared to 2015, the year before the initiative was launched.

These 107,319 CSU graduates leave the university with a high-quality degree, but also having developed the knowledge, skills, cultural competency and professional dispositions needed to support their future workforce and educational goals.

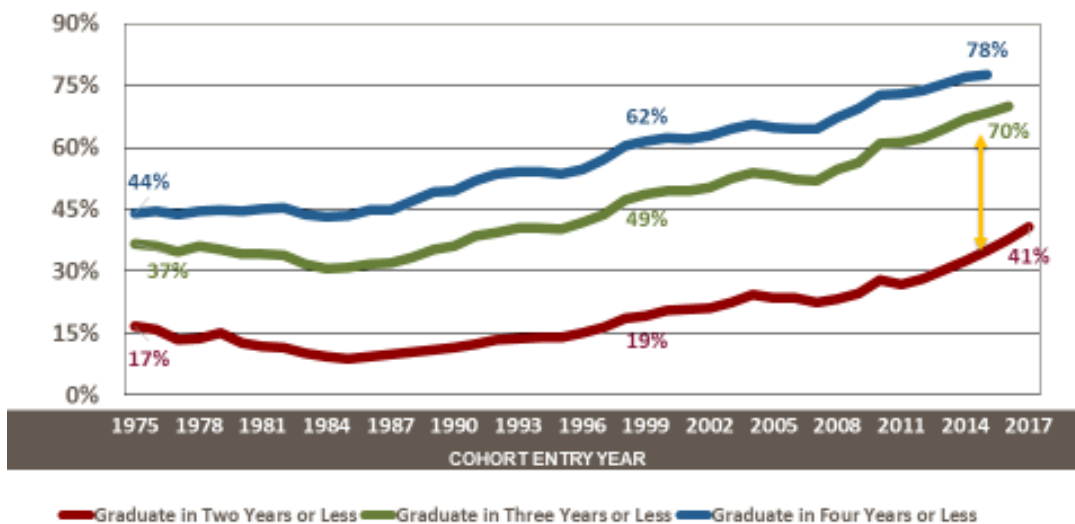
*Historical Graduation Rates for First-Time Students*

The chart below places the 2019 graduation rates for first-time students into historical context. Over the past 40 years, there have been peaks, valleys and plateaus in graduation rates; however, the overall trend has been one of progress.



*Historical Graduation Rate for Transfer Students*

Similar to the chart for first-time students, the historical chart of graduation rates for transfer students includes peak, valleys and plateaus, however the overall trend has been one of progress. CSU degree completion rates for transfer students already exceed most comparable universities nationwide and continue to improve.

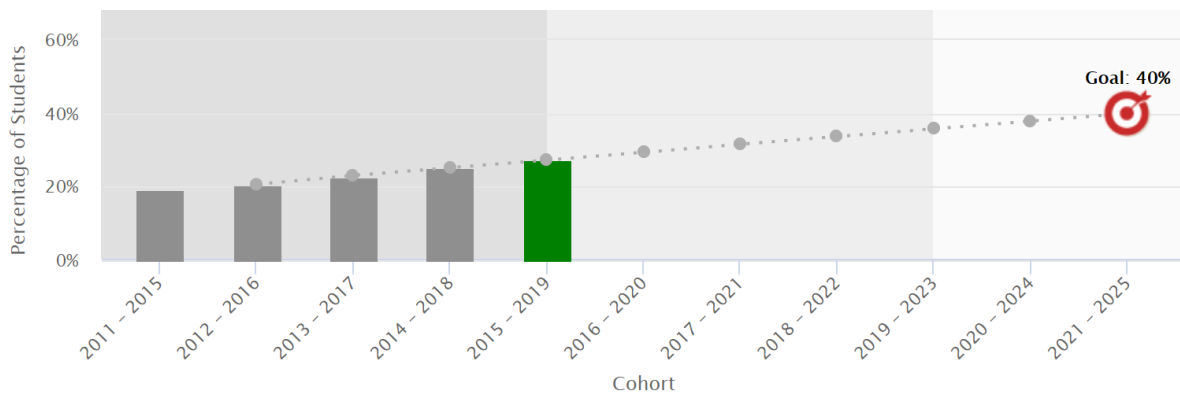


As the CSU pursues its Graduation Initiative 2025 goals, it is likely that progress from year-to-year will not always be linear. However, similar to the historical trend lines, it is anticipated that trends will demonstrate long-range progress in meeting the initiative goals.

*4-Year Graduation Goal for First-Time Students*

The 4-year graduation rate for the first-time student cohort that began in 2015 and graduated in 2019 or earlier was 28 percent. This rate is the highest ever for the CSU and builds on recent momentum as demonstrated in the charts below.

Cohort	Grad Rate (%)
2006-2010	15.8
2007-2011	15.9
2008-2012	16.2
2009-2013	17.8
2010-2014	18.6
2011-2015	19.2
2012-2016	20.7
2013-2017	22.6
2014-2018	25.5
2015-2019	27.7
<b>2025 Goal</b>	<b>40</b>

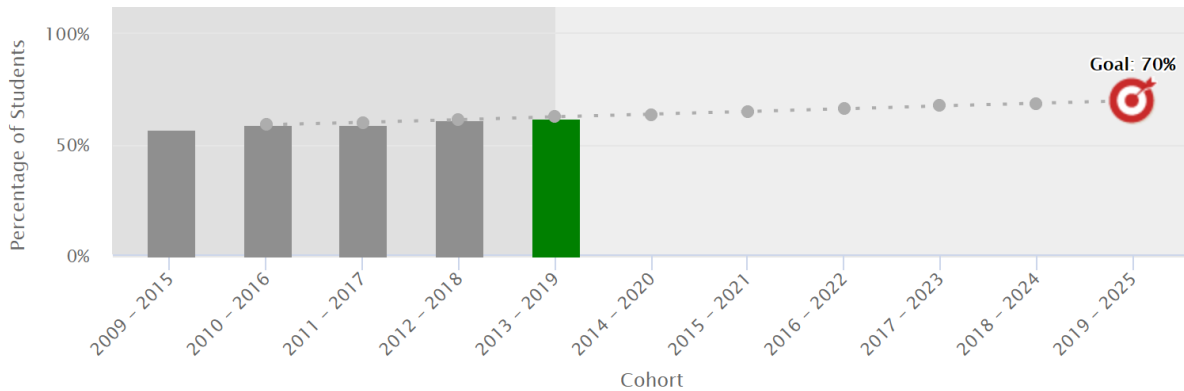


*6-Year Graduation Goal for First-Time Students*

The 6-year graduation rate for the first-time student cohort that began in 2013 and graduated in 2019 or earlier was 62 percent. This rate is the highest ever for the CSU.

The CSU currently exceeds the national average for public four-year universities (59 percent) according to the National Center for Education Statistics.

<b>Cohort</b>	<b>Grad Rate (%)</b>
2006-2012	51.4
2007-2013	51.8
2008-2014	54.0
2009-2015	57.0
2010-2016	59.1
2011-2017	59.2
2012-2018	61.1
2013-2019	62.1
<b>2025 Goal</b>	<b>70</b>

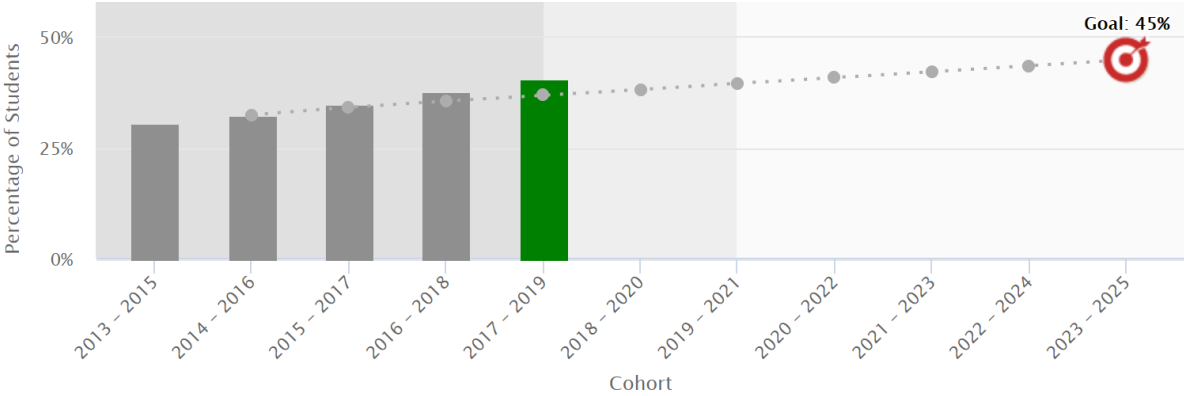




*2-Year Graduation Goal for Transfer Students*

The 2-year graduation rate for the transfer cohort that began in 2017 and graduated in 2019 or earlier was 41 percent. This rate is the highest ever for the CSU and builds on recent momentum as demonstrated in the charts below.

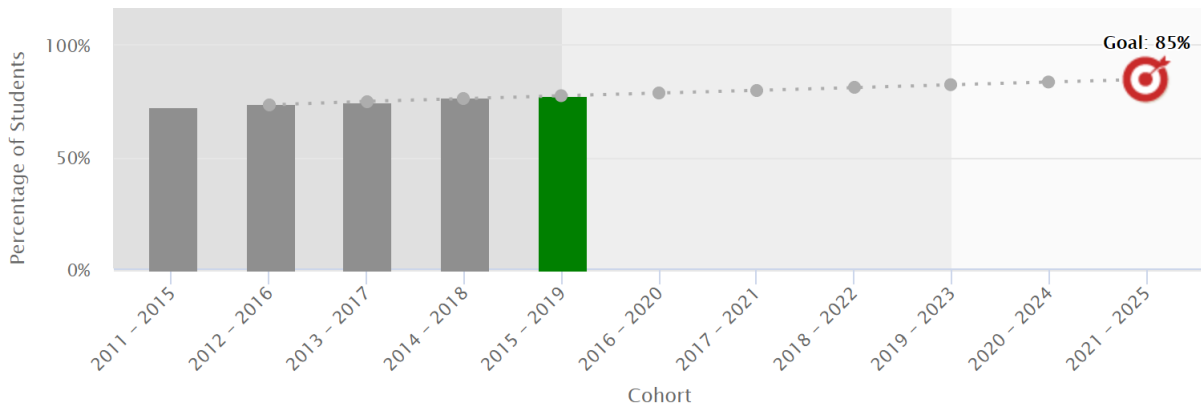
<b>Cohort</b>	<b>Grad Rate (%)</b>
2008-2010	23.3
2009-2011	24.5
2010-2012	27.8
2011-2013	26.7
2012-2014	28.4
2013-2015	30.5
2014-2016	32.6
2015-2017	35.1
2016-2018	37.8
2017-2019	40.7
<b>2025 Goal</b>	<b>45</b>



*4-Year Graduation Goal for Transfer Students*

The 4-year graduation rate for the transfer cohort that began in 2015 and graduated in 2019 or earlier was 78 percent. This rate is the highest ever for the CSU and builds on recent momentum as demonstrated in the charts below.

<b>Cohort</b>	<b>Grad Rate (%)</b>
2008-2012	67.2
2009-2013	69.2
2010-2014	72.8
2011-2015	72.9
2012-2016	73.9
2013-2017	75.3
2014-2018	77.1
2015-2019	77.6
<b>2025 Goal</b>	<b>85</b>

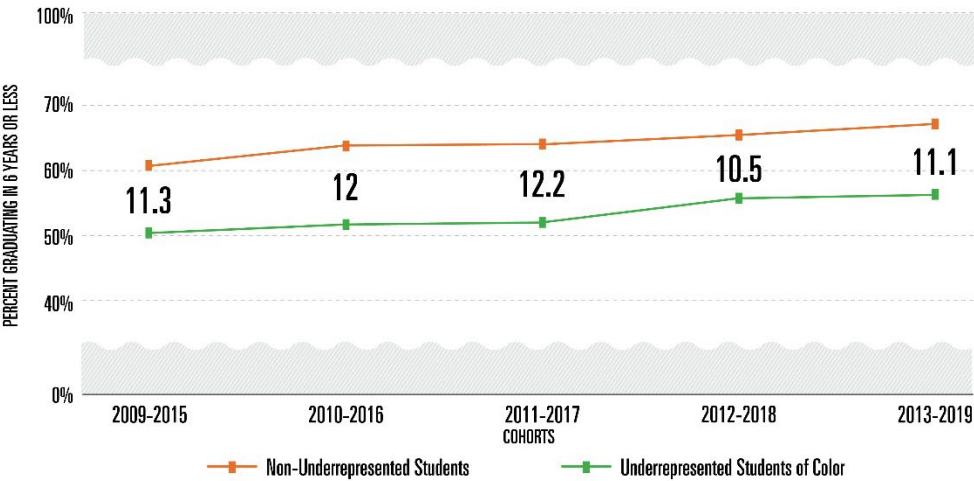


*Underrepresented Students of Color Equity Gap Goal*

The data indicate that students from historically underrepresented communities – those who identify as African American, Native American or Latinx – continue to make gains in their graduation rates, rising at rates equal to their peers. However, it is clear that more work is needed to fully eliminate the gaps. Following last year’s progress, the gap for the 2013 cohort that graduated within six years increased slightly to 11.1 percentage points.

Cohort	Grad Rate (percentage points)
2006-2012	13.5
2007-2013	13.4
2008-2014	12.3
2009-2015	11.3
2010-2016	12.0
2011-2017	12.2
2012-2018	10.5
2013-2019	11.1
<b>2025 Goal</b>	<b>0</b>

The graphic below provides a visual representation of the equity gap for students who identify as African-American, Native American or Latinx. The orange line at the top represents the graduation rate for non-underrepresented students. The green line at the bottom represents the graduation rate for underrepresented students of color. The figure in between the two lines represents the percentage point gap between the two rates, the equity gap.

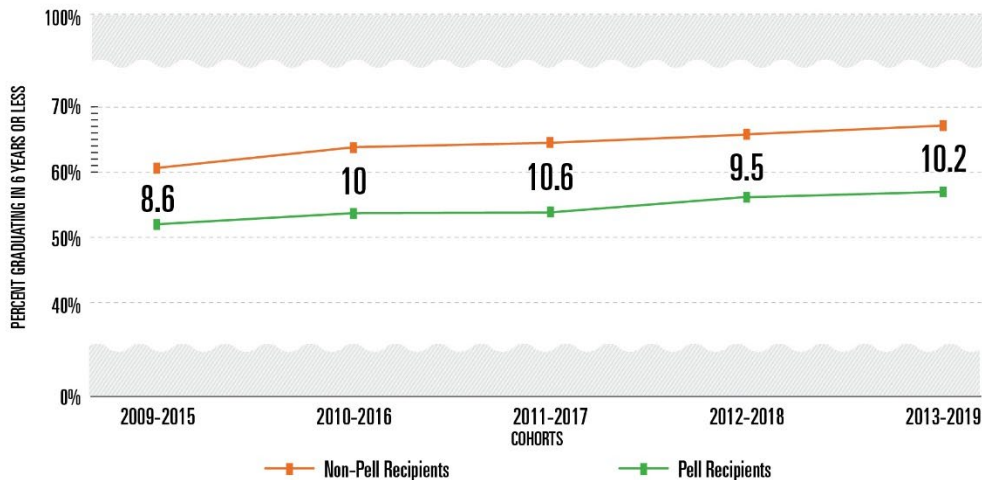


*Pell Equity Gap Goal*

The data indicate that Pell recipients continue to make gains in their graduation rates, rising at rates equal to their peers. However, it is clear that more work is needed to fully eliminate the gaps. Following last year’s progress, the gap for the 2013 cohort that graduated within six years increased slightly to 10.2 percentage points.

Cohort	Grad Rate (percentage points)
2006-2012	10.4
2007-2013	9.3
2008-2014	9.1
2009-2015	8.6
2010-2016	10.0
2011-2017	10.6
2012-2018	9.5
2013-2019	10.2
<b>2025 Goal</b>	<b>0</b>

The graphic below provides a visual representation of the equity gap for Pell recipients. The orange line at the top represents the graduation rate for non-Pell recipients. The green line at the bottom represents the graduation rate for Pell recipients. The figure in between the two lines represents the percentage point gap between the two rates, the equity gap.



### *Impact of Graduation Rate Improvements*

As Graduation Initiative 2025 efforts continue to result in more students having the opportunity to graduate earlier, according to their goals, there are positive impacts for both current and future CSU students. For example, graduating at least one term earlier enables students to begin earning a salary sooner and avoid paying for an additional term of college. Research indicates that first-time students graduating one term earlier will see an immediate economic gain of \$13,264 and a long-term gain of \$31,370.

In addition, as students earn their degree sooner it provides additional enrollment capacity at CSU campuses. For example, a one percentage point improvement across the cohorts of students reflected in the reported graduation rates creates additional capacity for approximately 2,500 students or approximately 9,000-10,000 additional open seats in course sections.

### **2019 Graduation Initiative 2025 Symposium**

The 2019 Graduation Initiative 2025 Symposium was held in Sacramento, California, on October 17-18. The symposium engaged national higher education leaders, practitioners and members of the CSU community in rich exchanges focused on improving degree completion and closing equity gaps. This year, more than 350 individuals attended the symposium, with hundreds more watching from their campuses via livestream.

At this year's symposium, main stage speakers included:

- **Michael Sorrell, Ph.D.**, president, Paul Quinn College. Under his leadership, Paul Quinn has become nationally renowned for its innovative approach of using higher education to address the most persistent and pressing problems of society.
- **Alexandra Bernadotte**, founder and CEO of Beyond 12, a high-tech, high-touch nonprofit that integrates personalized coaching with mobile technology to increase the number of historically underserved students who graduate from college.
- **Doug Lederman**, co-founder and editor of *Inside Higher Ed*. In this capacity, he leads the site's editorial operations, overseeing news content, opinion pieces, career advice, blogs and other features. He speaks widely about higher education, and his work has appeared in *The New York Times* and *USA Today*, among other publications.
- **Michelle R. Weise**, senior vice president, workforce strategies, and chief innovation officer for Strada Education Network, a national nonprofit dedicated to improving lives by strengthening the pathways between education and employment. In this capacity, she leads the organization's workforce alignment initiatives as well as innovation and thought leadership priorities.

- **Gavin Newsom**, governor of the state of California and former lieutenant governor. Newsom's top priorities for his administration are tackling the state's affordability crisis, creating inclusive economic growth and opportunity for every child, and standing up for California values — from civil rights, to immigration, environmental protection, access to quality schools at all levels, and justice. At the symposium, Governor Newsom spoke about the future of public higher education in California.
- **Lande Ajose, Ph.D.**, senior policy advisor for higher education in the Office of Governor Gavin Newsom. In this capacity, she utilizes her expertise in education, poverty alleviation, workforce development and issues of inequity to develop policy for the governor. Before joining the Newsom administration, she was executive director of California Competes.

### **Faculty Innovation and Leadership Awards**

At the conclusion of the first day of the 2019 Graduation Initiative 2025 Symposium, the CSU honored the recipients of the 2019 Faculty Innovation and Leadership Award. This award recognizes outstanding faculty who are implementing innovative practices and have demonstrated leadership in improving student success at the department, college or university level.

The award selection committee was led by CSU faculty and included representatives from the Office of the Chancellor. The committee reviewed more than 200 nominations. Ultimately, 19 awardees were chosen.

Awardees receive a \$5,000 cash award and \$10,000 allocated to their academic department on their behalf. These funds will be used for professional activities related to their nominated work.

### **2019-20 Areas of Focus**

For the 2019-20 academic year – the fourth year of Graduation Initiative 2025 – there are three primary areas of focus from a systemwide perspective.

#### *Closing Equity Gaps*

The first priority, which is ongoing and underlies all initiative work, is a concerted focus on closing persistent equity gaps in student success, retention and completion. Given the CSU's diverse student population, focusing on equity gaps helps ensure that the university achieves all six initiative goals.

The CSU continues to identify actions that are good for all students yet also have a disproportionately positive impact on our most underserved populations. These include adapting and expanding best practices utilized in the Educational Opportunity Programs, such as intrusive advising, summer bridge, learning support, and cohort communities.

Efforts to close equity gaps also include supporting and expanding strategies that have a proven ability to improve educational outcomes for men of color. On November 6, the CSU held its second annual Young Males of Color Forum. This forum, a partnership among the CSU Young Males of Color Consortium, the Southern California College Access Network and the Los Angeles Scholars Investment Fund, is part of a systemwide focus on improving outcomes for young males of color in the CSU.

Since its inception in 2017, the CSU Young Males of Color Consortium has facilitated a CSU Graduation Initiative 2025 Pre-Symposium on young males of color, conducted a series of focus groups with young males of color, held a series of capacity-building consortium meetings, analyzed campus data and launched the forum. The consortium was recently awarded nearly \$1 million in grant funding over the next two years.

As the efforts that began over the past several years become more ingrained on campuses, we firmly anticipate that we will see significant narrowing of the equity gaps. This is particularly true when the first cohort of students who entered the CSU under the new academic preparation policies begins to graduate starting in 2022.

### *Advising*

The second area of focus for the 2019-20 academic year is systematically improving the quality of advising that students receive while enrolled at the CSU. To this end, there are four specific components of advising that are being addressed:

- **Accountability** – Ensuring that every student has at least one individual, or office, responsible for monitoring their progress through degree completion.
- **Advising Structures** – Supporting campuses as they rethink and simplify advising structures to improve coordination across the various offices on campus where students receive guidance.
- **Data Integration** – Combining existing data systems to increase the availability and use of real-time information that advisors use to support students.
- **Degree Plans for Students** - Increasing the percentage of students who have a clear degree plan, before they begin their first academic term.

Campuses continue to make improvements to their advising structures, to the benefit of all students. At the Office of the Chancellor, work is ongoing to identify how best to support these campus efforts. This includes providing advisors with resources and professional development so that they are fully prepared to respond to the myriad of issues facing students today.

### *Supporting Student Engagement and Well-being*

The final focal area is creating a framework for student engagement and well-being. The CSU is committed to addressing student well-being in a holistic manner. As an educational institution, the university is particularly focused on the areas that impact students' ability to be successful, persist and complete their degree. This includes areas such as quality education, food, housing, a sense of belonging and mental and physical health. To support students, CSU campuses focus their efforts on providing education, outreach, training and acute crisis support to students in need. At the same time, the CSU is actively developing and strengthening relationships with regional and local agencies and organizations to provide comprehensive care to students, in instances where students' needs go above and beyond campus capabilities.

Supporting these efforts, the Office of the Chancellor has released three Request for Proposals (RFPs) to campuses related to basic needs, emergency housing and mental health. These RFPs are for the distribution of funding that was allocated to the CSU in the most recent state budget (\$15 million in one-time funding for basic needs, \$6.5 million in recurring funds for rapid rehousing and \$3 million one-time funding for mental health). In their proposals, campuses are highlighting how the funds would be used to support and develop partnerships with local agencies and organizations to ensure students have access to the resources and care they need.

### Intersegmental Basic Needs Summit

On February 6-7, 2020, the CSU, University of California and California Community Colleges will be hosting the first ever intersegmental basic needs summit. The theme of the summit is "Advancing Student Success." The event seeks to accomplish several goals:

- Share best practices/barriers/challenges/innovations in order to advance student success;
- Understand the policy and legislative landscape to foster informed strategies;
- Explore opportunities for collaboration to strengthen interventions and basic needs strategies across California higher education; and
- Examine current research and data developments in basic needs in order to advance practices and assessment for student success.

This inaugural gathering will bring together more than 750 leaders from across the state, as students, staff, faculty and community partners explore the efforts of advancing basic needs security in order to address student success on individual, community and institutional levels.



## **Conclusion**

CSU students, faculty, staff and administrators continue to work diligently to achieve the goals of Graduation Initiative 2025 and ensure that all students have the opportunity to be successful and graduate according to their own personal goals. Entering the fourth year of the initiative, graduation rates indicate that strong progress is being made; however, additional work is needed to completely close the equity gaps. The focus on closing these gaps, student engagement and well-being and quality advising will play an integral role in maintaining progress and ensuring that all CSU students benefit from the initiative efforts.

To continue this momentum and innovation, Graduation Initiative 2025 must remain a budget funding priority for the CSU and the state of California. Graduation Initiative 2025 must also be achieved in parity with increased enrollment growth funding in order for the CSU to achieve its share of additional college graduates needed by the year 2030, enabling California to meet its projected workforce goals. These results will also allow our graduates the opportunity to apply their knowledge and skills while using their earnings to provide for themselves, their families and help fuel California's economy.

**AMENDED**

**AGENDA**

**COMMITTEE OF THE WHOLE**

**Meeting:** 10:00 a.m., Wednesday, November 20, 2019  
Glenn S. Dumke Auditorium

Adam Day, Chairman  
Lillian Kimbell, Vice Chair  
Silas H. Abrego  
Larry L. Adamson  
Jane W. Carney  
Rebecca D. Eisen  
Douglas Faigin  
Debra S. Farar  
Jean Picker Firstenberg  
Wenda Fong  
Juan F. Garcia  
Maryana Khames  
Jeffrey R. Krinsk  
Jack McGrory  
Thelma Meléndez de Santa Ana  
Hugo N. Morales  
Romey Sabalius  
Lateefah Simon  
Christopher Steinhauser  
Peter J. Taylor  
Timothy P. White, Chancellor

- Consent** 1. Approval of Minutes of the Meeting of May 22, 2019, *Action*  
**Discussion** 2. Conferral of the Title of Trustee Emerita—Thelma Meléndez de Santa Ana, *Action*

**MINUTES OF THE MEETING OF  
COMMITTEE OF THE WHOLE**

**Trustees of The California State University  
Glenn S. Dumke Conference Center  
401 Golden Shore  
Long Beach, California**

**May 22, 2019**

**Members Present**

Adam Day, Chairman  
Silas H. Abrego  
Jane W. Carney  
Rebecca D. Eisen  
Douglas Faigin  
Debra S. Farar  
Jean Picker Firstenberg  
Wenda Fong  
Juan F. Garcia  
Emily Hinton  
Jack McGrory  
Hugo N. Morales  
Romey Sabalius  
Peter Taylor  
Timothy P. White, Chancellor  
Eleni Kounalakis, Lieutenant Governor  
Tony Thurmond, Superintendent of Public Instruction

Chairman Day called the meeting to order.

**Consent Agenda**

Chairman Day presented the consent agenda – consisting of the minutes of the March 20, 2019 meeting – for approval. There was a motion and a second. The consent agenda was approved.

**Discussion Agenda**

Chairman Day presented five items for action.

Whole  
Agenda Item 1  
November 19-20, 2019  
Page 2 of 2

**Conferral of Commendation—John Nilon**

The Board unanimously approved the conferral of commendation on John Nilon for his dedication and service to the CSU system. **(RCOW 05-19-03)**

**Conferral of the Title of Student Trustee Emerita—Emily Hinton**

The Board unanimously approved conferring the title of Student Trustee Emerita on Emily Hinton for her dedication and service to the CSU system. **(RCOW 05-19-04)**

**Conferral of the Title of President Emerita—Lisa A. Rossbacher**

The Board unanimously approved conferring the title of President Emerita on Lisa A. Rossbacher for her leadership and service to Humboldt State and the CSU system. **(RCOW 05-19-05)**

**Conferral of the Title of President Emeritus—Leslie E. Wong**

The Board unanimously approved conferring the title of President Emeritus on Leslie E. Wong for his leadership and service to San Francisco State and the CSU system. **(RCOW 05-19-06)**

**Conferral of the Title of President Emerita—Karen S. Haynes**

The Board unanimously approved conferring the title of President Emerita on Karen S. Haynes for her leadership and service to CSU San Marcos and the CSU system. **(RCOW 05-19-07)**

Chairman Day adjourned the meeting.

**COMMITTEE OF THE WHOLE**

**Conferral of the Title of Trustee Emerita—Thelma Meléndez de Santa Ana**

**Presentation By**

Adam Day  
Chairman of the Board

**Summary**

It is recommended that Trustee Thelma Meléndez de Santa Ana be conferred the title of Trustee Emerita for her dedication and service to the California State University Board of Trustees and the students, faculty, staff, administrators, alumni and friends of the California State University. The granting of emerita status carries the title, but no compensation.

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that this board confers the title of Trustee Emerita on Trustee Thelma Meléndez de Santa Ana, with all the rights and privileges thereto.

**AMENDED**

**TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY**

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

**November 20, 2019**

***Presiding: Adam Day, Chairman***

**10:30 a.m. Board of Trustees**

**Dumke Auditorium**

**Call to Order**

**Roll Call**

**Public Speakers**

**Chair's Report**

**Chancellor's Report**

**Report of the Academic Senate CSU: *Chair—Catherine Nelson***

**Report of the California State Student Association: *President—Michael Wiafe***

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

**Consent**

***Action*** 1. Approval of Minutes of the Meeting of September 25, 2019

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

**Committee on Finance**

3. Approval of the 2020-2021 Operating Budget Request

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

2. Approval of the 2020-2021 through 2024-2025 Five-Year Capital Plan

**Committee on University and Faculty Personnel**

2. Annual Report on Outside Employment for Senior Management Employees

4. Policy on Compensation

**Committee on Committees**

2. Amendments to Board of Trustees' Standing Committee Assignments for 2019-2020

**Committee on Educational Policy**

2. Amendment to Title 5 Regarding Student Organizations

**Committee of the Whole**

2. Conferral of the Title of Trustee Emerita—Thelma Meléndez de Santa Ana

\*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. The public is advised to take this uncertainty into account in planning to attend any meeting listed on this schedule.

**MINUTES OF THE MEETING OF BOARD OF TRUSTEES**

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

**September 25, 2019**

**Trustees Present**

Adam Day, Chairman  
Lillian Kimbell, Vice Chair  
Silas H. Abrego  
Larry L. Adamson  
Jane W. Carney  
Rebecca D. Eisen  
Doug Faigin  
Debra Farar  
Jean Picker Firstenberg  
Wenda Fong  
Juan F. Garcia  
Maryana Khames  
Jeffrey R. Krinsk  
Jack McGrory  
Thelma Meléndez de Santa Ana  
Hugo Morales  
Romey Sabalius  
Christopher Steinhauser  
Peter J. Taylor  
Timothy P. White, Chancellor  
Lieutenant Governor Kounalakis  
Speaker Anthony Rendon

Chairman Day called the meeting of the Board of Trustees to order.

**Public Comment**

The board heard from the following individuals during the public comment period:

William Blischke, President, CSU Emeritus and Retired Faculty and Staff Association (ERFSA); Anthony Smith, student (CSU Fullerton); Craig Stone, Director of American Indian Studies (CSU Long Beach); Andrew Flores, student (CSU Fullerton); Rocky Sanchez, VP for Representation

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(CSUEU); Tessy Reese, Chair Bargaining Unit 2 (CSUEU); Sergio Roldan, Chair Bargaining Unit 5 (CSUEU); Shirley Staton, Chair Bargaining Unit 7 (CSUEU); Rich McGee, Chair Bargaining Unit 9 (CSUEU); Neil Jacklin, President (CSUEU) Martin Brenner, Vice Chair Bargaining Unit 9 (CSUEU); Danielle Wilson, UNITE HERE Local 11; Charmaine Lawson, Parent, Humboldt State; Kate Spear, UNITE HERE Local 11; Kevin Wehr, CFA Vice President, Sacramento (CFA).

### **Chair's Report**

Chairman Day's complete report can be viewed online at the following URL:  
<https://www2.calstate.edu/csu-system/board-of-trustees/reports-of-the-chair>

### **Chancellor's Report**

Chancellor Timothy P. White's complete report can be viewed online at the following link:  
<https://www2.calstate.edu/csu-system/board-of-trustees/chancellor-reports/Pages/september-25-2019.aspx>

### **Report of the Academic Senate CSU**

CSU Academic Senate Chair, Catherine Nelson's complete report can be viewed online at the following link:  
<https://www2.calstate.edu/csu-system/faculty-staff/academic-senate/Pages/ASCSU-Chairs-Report.aspx>

### **Report from the California State Student Association**

CSSA President Michael Wiafe's complete report can be viewed online at the following link:  
<https://www.calstatestudents.org/public-documents/#president>

### **Report of the California State University Alumni Council**

Alumni Council's President-Elect Jeremy Addis-Mills complete report can be viewed at the following link:  
<https://www2.calstate.edu/impact-of-the-csu/alumni/council/board-of-trustee-reports>

### **Board of Trustees**

The minutes of the meeting of July 24, 2019 were approved as submitted.

Prior to the approval of the consent agenda, Lieutenant Governor Kounalakis requested that Item 2, Approval of Various Actions Related to a Hotel Development Project at California State University, Northridge, and Item 3, Approval of Various Actions Related to a New Student Union Project at California State University, Fresno - from the Joint Committees on Finance and Campus Planning, Buildings and Grounds - be removed from the consent agenda for separate discussion.



Chairman Day asked to move all the remaining consent agenda items for approval. There was a second. The Board of Trustees approved the following resolutions:

### **COMMITTEE ON GOVERNMENTAL RELATIONS**

#### **AB 48: Public Preschool, K-12, and College Health and Safety Bond Act of 2020 (RGR 09-19-04)**

**RESOLVED**, by the Board of Trustees of the California State University, that the board supports the education bond act authorized by AB 48, which will appear on the March 3, 2020, Primary Election ballot.

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

#### **California State University, Dominguez Hills Campus Master Plan Revision (RCPBG 09-19-05)**

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

1. The Board of Trustees finds that the 2019 Final EIR has been prepared in accordance with the requirements of the California Environmental Quality Act.
2. The Final EIR addresses the proposed Campus Master Plan revision and all discretionary actions related to the project as identified in the Final EIR.
3. The Board of Trustees hereby certifies the Final EIR for the California State University, Dominguez Hills Campus Master Plan dated September 2019.
4. Prior to the certification of the Final EIR, the Board of Trustees reviewed and considered the above Final EIR and found it to reflect the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the Final 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 2019 Draft EIR for the California State University, Dominguez Hills Campus Master Plan;
  - 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 subject Campus Master Plan revision, including testimony and documentary evidence introduced at such proceedings; and
  - d. All attachments, documents incorporated, and references made in the documents as specified in items (a) through (c) above.

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5. This resolution is adopted pursuant to the requirements of Section 21081 of the Public Resources Code and Section 15091 of the State CEQA Guidelines which require the Board of Trustees to make findings prior to the approval of the project.
6. The Board of Trustees hereby adopts the CEQA Findings of Fact and Mitigation and Monitoring Program, including the mitigation measures identified therein for Agenda Item 2 of the September 24-25, 2019 meeting of Committee on Campus Planning, Buildings and Grounds, which identifies the specific impacts of the proposed Campus Master Plan and related mitigation measures, which are hereby incorporated by reference. The mitigation measures identified in the Mitigation and Monitoring Reporting Program shall be monitored and reported in accordance with the Mitigation and Monitoring Reporting Program which meets the requirements of CEQA.
7. The Board of Trustees hereby adopts the Statement of Overriding Considerations stating that project benefits to the California State University outweigh the remaining significant and unavoidable air quality, greenhouse gas emissions, noise, and traffic impacts.
8. The Final EIR has identified potentially significant impacts that may result from implementation of the proposed Campus Master Plan revisions. However, the Board of Trustees, by adopting the Findings of Fact, finds that the inclusion of certain mitigation measures as a part of the project approval will reduce most, but not all, of these effects to less than significant levels. Those impacts which are not reduced to less than significant levels are identified as significant and unavoidable and are overridden due to specific project benefits to the CSU identified in the Findings of Fact and Statement of Overriding Considerations.
9. The Board of Trustees approves the use of \$3.8 million for its fair share of future off-site mitigation. The funds are expected to be provided from future state capital or operation budget funding, the CSU, self-support entities, private developers, and/or other entities.
10. The project will benefit the California State University.
11. The California State University, Dominguez Hills Campus Master Plan Revision dated September 2019, specifically consisting of Increased Student Housing Alternative, is approved.
12. The chancellor or his designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the Final EIR for the California State University, Dominguez Hills Campus Master Plan.

**COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

**Naming of The Lynda and Stewart Resnick Student Union – California State University, Fresno  
(RIA 09-19-09)**

**RESOLVED**, by the Board of Trustees of the California State University, that the new student union at California State University, Fresno be named as The Lynda and Stewart Resnick Student Union.

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**Naming of the Viasat Engineering Pavilion – California State University San Marcos  
(RIA 09-19-10)**

**RESOLVED**, by the Board of Trustees of the California State University, that the Foundation Classroom Buildings at California State University San Marcos be named as the Viasat Engineering Pavilion for a period of 20 years.

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**Committee on Committees**

**Amendment to Board of Trustees' Committee Assignments for 2019-2020  
(RCOC 09-19-04)**

**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 2019-2020:

**AUDIT**

Jack McGrory, Chair  
Hugo N. Morales, Vice Chair  
Silas H. Abrego  
Jane W. Carney  
Douglas Faigin  
Jean P. Firstenberg  
Wenda Fong  
Lateefah Simon

**CAMPUS PLANNING,  
BUILDINGS AND GROUNDS**

Rebecca D. Eisen, Chair  
Romey Sabalius, Vice Chair  
Larry L. Adamson  
Jane W. Carney  
Wenda Fong  
*Jeffrey R. Krinsk*  
Jack McGrory  
Thelma Meléndez de Santa Ana  
Peter J. Taylor

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**COLLECTIVE BARGAINING**

Lateefah Simon, Chair  
Douglas Faigin, Vice Chair  
Debra S. Farar  
Lillian Kimbell  
Jack McGrory  
Christopher Steinhauser  
Peter J. Taylor

**EDUCATIONAL POLICY**

Peter J. Taylor, Chair  
Jane W. Carney, Vice Chair  
Silas H. Abrego  
Rebecca D. Eisen  
Douglas Faigin  
Debra S. Farar  
Wenda Fong  
Juan F. Garcia  
Lillian Kimbell  
Thelma Meléndez de Santa Ana  
Romey Sabalius  
Christopher Steinhauser

**FINANCE**

Lillian Kimbell, Chair  
Jack McGrory, Vice Chair  
Larry L. Adamson  
Rebecca D. Eisen  
Jane W. Carney  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius  
Lateefah Simon  
Peter J. Taylor

**GOVERNMENTAL RELATIONS**

Silas H. Abrego, Chair  
Juan F. Garcia, Vice Chair  
Douglas Faigin  
Debra S. Farar  
Jean P. Firstenberg  
*Jeffrey R. Krinsk*  
Jack McGrory  
Romey Sabalius

**INSTITUTIONAL ADVANCEMENT**

Jean P. Firstenberg, Chair  
Wenda Fong, Vice Chair  
Larry L. Adamson  
Debra S. Farar  
Lillian Kimbell  
*Jeffrey R. Krinsk*  
Thelma Meléndez de Santa Ana  
Hugo N. Morales

**ORGANIZATION AND RULES**

Thelma Meléndez de Santa Ana, Chair  
Jean P. Firstenberg, Vice Chair  
Silas H. Abrego  
Larry L. Adamson  
Douglas Faigin  
*Jeffrey R. Krinsk*  
Lateefah Simon  
Christopher Steinhauser

**UNIVERSITY AND FACULTY  
PERSONNEL**

Debra S. Farar, Chair  
Christopher Steinhauser, Vice Chair  
Rebecca D. Eisen  
Juan F. Garcia  
Hugo N. Morales  
Romey Sabalius

Prior to the approval of the consent agenda, Lieutenant Governor Kounalakis requested that Item 2, Approval of Various Actions Related to a Hotel Development Project at California State University, Northridge, and Item 3, Approval of Various Actions Related to a New Student Union Project at California State University, Fresno - from the Joint Committees on Finance and Campus Planning, Buildings and Grounds - be removed from the consent agenda for separate discussion.

Lieutenant Governor Kounalakis requested a brief staff report of both items. Elvyra F. San Juan, Assistant Vice Chancellor for Capital Planning, Design, and Construction; and Robert Eaton, Assistant Vice Chancellor for Financing, Treasury and Risk Management, provided a brief overview of Item 2. CSU Northridge President, Dr Dianne Harrison, noted the concerns raised in Item 2 regarding the project development firm Corvias had been addressed in the project planning, as well as in the committee discussions the previous day. Trustee Sabalius echoed President Harrison's remarks. Lieutenant Governor Kounalakis added for the record that she shared the concerns raised regarding Corvias and noted there should be oversight of the project to ensure fair treatment of workers in this project. Executive Vice Chancellor and Chief Financial Officer Steve Relyea stated that the Northridge campus had been very diligent in reviewing broad key performance indicators of their selected development firm and reaffirmed that the project would be monitored closely.

Following discussion, there was a motion and second to approve Item 2, Approval of Various Actions Related to a Hotel Development Project at California State University, Northridge, from the Joint Committees on Finance and Campus Planning, Buildings and Grounds. Chairman Day called for a vote. The record reflects Lieutenant Governor Kounalakis opposed. There were no abstentions and remaining votes were in favor. The motion passed.

Assistant Vice Chancellor San Juan and Assistant Vice Chancellor Eaton provided a brief overview of Item 3. Fresno State President, Dr. Joe Castro, added that the current student union was built 50 years ago when Fresno State's student population was less than half the current student population. He noted the new student union would provide critically needed space for various student support services. Lieutenant Governor Kounalakis stated that she was concerned regarding campus fee increases. Trustee Garcia said that Fresno State students voted by referendum and passed the student fee increase to support the new student union project. Trustee Faigin noted the trustees had a past special committee to review category II campus based student fees and added he shared Lieutenant Governor Kounalakis' concerns.

Following discussion, there was a motion and second to approve Item 3, Approval of Various Actions Related to a New Student Union Project at California State University, Fresno, from the Joint Committees on Finance and Campus Planning, Buildings and Grounds. Chairman Day called for a vote. The record reflects Lieutenant Governor Kounalakis opposed. There were no abstentions and remaining votes were in favor. The motion passed.

The following resolutions were approved.

**Approval of Various Actions Related to a Hotel Development Project at California State University, Northridge  
(RFIN/CPBG 09-19-02)**

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

1. The California State University, Northridge Hotel project is consistent with the Campus Master Plan approved in July 2018.
2. The schematic design is consistent with the Final Initial Study/Mitigated Negative Declaration prepared to address any potential significant environmental impacts and mitigation measures associated with approval of the California State University, Northridge Hotel project and all discretionary actions related thereto.
3. The project will benefit the mission of the California State University.
4. The 2019-2020 Capital Outlay Program is amended to include \$44,202,000 for preliminary plans, working drawings, construction, and equipment for the California State University, Northridge Hotel project.
5. The schematic plans for the California State University, Northridge Hotel project are approved at a project cost of \$44,202,000 at CCCI 6840.
6. The development of the Hotel project through a public-private partnership, on the campus of California State University, Northridge as described in Agenda Item 2 of the September 24-25, 2019 meeting of the Joint Committees on Finance and Campus Planning, Buildings and Grounds is approved, and that the chancellor, the executive vice chancellor and chief financial officer, and their designees are authorized to execute the agreements necessary to complete the transaction.

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**Approval of Various Actions Related to a New Student Union Project at California State University, Fresno (RFIN/CPBG 09-19-03)**

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

1. The Final Initial Study/Mitigated Negative Declaration has been prepared to address any potential significant environmental impacts and mitigation measures, comments, and responses to comments associated with the New Student Union project and all discretionary actions related thereto, as identified in the Final Initial Study and Mitigated Negative Declaration.
2. The Final Initial Study/Mitigated Negative Declaration was prepared pursuant to the California Environmental Quality Act and State CEQA Guidelines.

3. This resolution is adopted pursuant to the requirements of Section 21081.6 of the Public Resources Code and Section 15074 State CEQA Guidelines which require the Board of Trustees to make findings prior to the approval of a project that the mitigated project will not have a significant impact on the environment, that the project will be constructed with the recommended mitigation measures as identified in the mitigation monitoring program, and that the project will benefit the California State University. The Board of Trustees makes such findings with regard to this project.
4. The chancellor or his designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the California State University, Fresno New Student Union project.
5. The California State University, Fresno Campus Master Plan Revision dated July 2019 is approved.
6. The 2019-2020 Capital Outlay Program is amended to include \$60,000,000 for preliminary plans, working drawings, and construction for the California State University, Fresno New Student Union project.
7. The schematic plans for the California State University, Fresno New Student Union project are approved at a project cost of \$60,000,000 at CCCCI 6840.
8. 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 \$58,945,000 and certain actions relating thereto.
9. 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 related debt instruments.

Prior to adjournment, Lieutenant Governor Kounalakis raised her concerns regarding the Quantitative Reasoning proposal and requested that prior to a vote on the proposal additional research from Chancellor's Office staff and other organizations opposing the proposal be conducted in order to better understand the opposition. Chairman Day noted the item received extensive deliberations in committee and the item would be coming before the board again at the November meeting taking into account trustees' questions from the committee discussion.