

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  
March 20-22, 2023

Time\*\*      Committee      Location<sup>1</sup>

*MONDAY, MARCH 20, 2023*

9:00 a.m.      Board of Trustees—Closed Session      Hilton Long Beach  
Executive Personnel Matters  
Government Code §11126

*TUESDAY, MARCH 21, 2023*

8:00 a.m.      Call to Order

8:00 a.m.      Board of Trustees—Closed Session      Munitz  
  
Executive Personnel Matters  
Government Code §11126  
  
Pending Litigation  
Government Code §11126  
Terrance Wilson v. CSU, et al.  
Jane Doe v. CSU, et al.  
Eric James Bagnall, et al. v. CSU, et al.  
John Roe 535 v. CSU, et al.

Anticipated Litigation:  
One matter

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

**\*In compliance with the Bagley-Keene Act, this meeting will also be held via teleconference.**

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

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



**WEDNESDAY, MARCH 22, 2023**

**9:00 a.m. Committee on University and Faculty Personnel**

**Consent**

- Action* 1. Approval of Minutes

**Discussion**

- Information* 2. Report on Mercer’s CSU Faculty Compensation Study

- Action* 3. Approval of Recommended Revision of Title 5, California Code of Regulations, Article 4.1, Holidays

- Information* 4. Recommended Revision of Title 5, California Code of Regulations, Article 2.2, Management Personnel Plan, Section 42723 Employment Status

- Action* 5. ~~Executive Compensation: President – California State University, Los Angeles~~

**11:00 a.m. Committee on Governmental Relations**

**Consent**

- Action* 1. Approval of Minutes

**Discussion**

- Information* 2. State Legislative Update

**11:30 a.m. Break**

**11:45 a.m. Committee on Finance**

**Consent**

- Action* 1. Approval of Minutes

- Information* 2. California State University Annual Debt Report

- Information* 3. California State University Quarterly Investment Report

- Action* 4. California State University Master Investment Policy Revisions

- Action* 5. Approval to Issue Trustees of the California State University, Systemwide Revenue Bonds and Related Debt Instruments for a Project at San Francisco State University

**Discussion**

- Information* 6. University Cost Reduction Initiatives

- Information* 7. Sustainable Financial Model Workgroup

**1:00 p.m. Luncheon**

**WEDNESDAY, MARCH 22, 2023 (cont.)**

**1:45 p.m. Committee on Organization and Rules**

**Consent**

- Action* 1. Approval of Minutes

**Discussion**

- Action* 2. Approval of the California State University Board of Trustees' Meeting Dates for 2024

- Action* 3. Approval of Proposed Revisions to the Rules Governing the CSU Board of Trustees – Procedures for Selection of Board Committees

- Action* 4. Approval of Program for Board Planning, Goal Setting and Self-Evaluation

- Information* 5. Evaluation of CSU Policies for Presidential Performance Reviews

**2:45 p.m. Board of Trustees**

**Call to Order**

**Roll Call**

**Consent**

- Action* 1. Approval of the Minutes of the Board of Trustees Meeting of January 24, 2023 and January 25, 2023

- Action* 2. Appointment of Five Members to the Committee on Committees for 2023-2024

- Action* 3. Approval of Committee Resolutions as follows:

**Committee on Institutional Advancement**

2. Naming of the Ernest E. Tschannen Hall – California State University, Sacramento
3. Naming of the Autodesk Technology Engagement Center – California State University, Northridge

**Committee on Educational Policy**

2. Academic Planning

**Committee on University and Faculty Personnel**

3. Approval of Recommended Revision to Title 5, California Code of Regulations, Article 4.1, Holidays

- ~~5. Executive Compensation: President – California State University, Los Angeles~~

### **Committee on Finance**

4. California State University Master Investment Policy Revisions
5. Approval to Issue Trustees of the California State University, Systemwide Revenue Bonds and Related Debt Instruments for a Project at San Francisco State University

### **Committee on Organization and Rules**

2. Approval of the California State University Board of Trustees' Meeting Dates for 2024
3. Approval of Proposed Revisions to the Rules Governing the CSU Board of Trustees – Procedures for Selection for Board Committees
4. Approval of Program for Board Planning, Goal Setting and Self-Evaluation

## ADDRESSING THE BOARD OF TRUSTEES

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

- The meeting is broadcast via the [livestream](#) through the Board of Trustees website.
- **For in-person attendance:** The Chancellor's Office requires that all visitors comply with Cal/OSHA and local health department safety measures that may be in effect at the time of the meeting. Depending on circumstances, masks may be required, and the Dumke Auditorium may have limited seating to ensure proper physical distancing. Visitors who do not comply with the safety measures, or if the Dumke Auditorium has reached capacity, will be asked to watch the meeting via the [livestream](#) on the Board of Trustees website through their phone or computer. Because of possible physical distancing measures and the uncertainty of our seating capacity, members of the public are encouraged to observe the meeting via the livestream and offer any public comments through the available remote option.
- All public comment (for all committee and plenary sessions) will take place on **Tuesday, March 21**, at the start of the Board of Trustees' open session (**scheduled to begin at approximately 1:00 p.m.**)
- **Written comments** may be emailed in advance of the meeting by **12:00 p.m. on Monday, March 20** to [trusteesecretariat@calstate.edu](mailto:trusteesecretariat@calstate.edu). To the extent possible, all written comments will be distributed to members of the board, or its appropriate committee, prior to the beginning of the board or committee meeting.
- Members of the public who wish to offer public comment *during the meeting* may do so **in-person or virtually/telephonically** by providing a written request **by 12:00 p.m. on Monday, March 20** to [trusteesecretariat@calstate.edu](mailto:trusteesecretariat@calstate.edu). The request should also identify the agenda item the speaker wishes to address or the subject of the intended presentation if it is unrelated to an agenda item. Efforts will be made to accommodate each individual who has requested to speak.

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

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

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

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

**TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY**

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

**Tuesday, March 21, 2023**

*Presiding: Wenda Fong, Chair*

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

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## AGENDA

### COMMITTEE ON AUDIT

**Meeting:** 3:30 p.m., Tuesday, March 21, 2023  
Glenn S. Dumke Auditorium

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

**Consent**

1. Approval of Minutes of the Meeting of January 24, 2023, *Action*
2. Status Report on Audit and Advisory Services Activities, *Information*

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

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

**January 24, 2023**

**Members Present**

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

Trustee Lateefah Simon called the meeting to order.

**Approval of the Consent Agenda**

The minutes of the November 15, 2022, meeting of the Committee on Audit were approved as submitted.

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

Trustee Simon adjourned the Committee on Audit.

## **COMMITTEE ON AUDIT**

### **Status Report on Audit and Advisory Services Activities**

#### **Presentation By**

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

#### **Summary**

This item provides an update on internal audit activities and initiatives. It also includes a status update on the 2022-23 audit plan. Follow-up on current and past assignments is being conducted on approximately 34 completed campus reviews. Attachment A summarizes the status of audit assignments by campus. Attachment B illustrates key activities and milestones for the 2022-23 audit plan year.

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

Audit and Advisory Services is currently engaged in the annual audit planning/risk assessment process, working with the 23 campuses and Chancellor's Office to identify key risks and evaluate risk priorities before formulating the audit plan for the 2023-2024 fiscal year. Interviews and meetings are being held with over 90 systemwide and campus executives and representatives across all divisions to discuss CSU priorities, challenges, and ways in which Audit and Advisory Services can address risks and provide support. The audit plan will be presented at the May 2023 Board of Trustees meeting.

## **ASSURANCE AUDITS AND DATA ANALYTICS**

### **Status of In-Process and Completed Audits**

Audit and Advisory Services continues to make progress on the 2022-23 audit plan. Eighteen audits have been completed and twenty audits are currently in process. Completed audit reports are posted on the California State University website at <https://www2.calstate.edu/csu-system/transparency-accountability/audit-reports>.

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

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

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

### Data Analytics

Audit and Advisory Services currently has three primary areas of focus for its core data analytics activities: credit cards, payroll, and travel. The data analytics team recently completed several interactive credit card dashboards. These interactive dashboards will be used to periodically communicate potential data anomalies to campus stakeholders. Campuses will have the ability to view and download the information for further research. Additionally, the data analytics team continues progress on refining analytics tests and dashboards for payroll-related data. For travel expenditures, the data analytics team has started reviewing travel expense transactions at seven campuses for possible anomalies and travel policy exceptions.

In addition to the core activities outlined above, we are currently working to develop a risk indicator dashboard. This dashboard will assist with the identification and assessment of key risk metrics at our campuses. We have identified ten risk metrics in the areas of finance, student affairs, human resources, and risk management. Some examples of these risk metrics include, but are not limited to, budget trends, management turnover, and insurance claims. These dashboards will provide a way to quantify and measure risks in key areas to further strengthen our risk assessment planning process.

## ADVISORY SERVICES

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

## INVESTIGATIONS AND INTERGOVERNMENTAL AUDITS

Audit and Advisory Services is periodically called upon to provide investigative reviews, which are often the result of alleged misappropriations or conflicts of interest. Investigations are performed on an ongoing basis, both at the request of an individual campus or the chancellor's office and by referral from the state auditor.

Additionally, Audit and Advisory Services assists with tracking external audits being conducted by state and federal agencies, offers assistance to campuses undergoing such audits, and acts as a liaison for the California State University system throughout the audit process when appropriate. The Joint Legislative Audit Committee (JLAC) held a hearing on June 27, 2022, to consider audit requests from legislators. At the hearing, JLAC approved two audits of the California State University: 1) an audit of California State University's handling of sexual harassment complaints (Title IX); 2) an audit of the California State University's compliance with the Native American Graves Protection and Repatriation Act (NAGPRA).

The California State Auditor (CSA) began both audits in November 2022. For the Title IX audit, the CSA audit team is conducting fieldwork at the Chancellor's Office and three campuses: Fresno, San Jose, and Sonoma. The audit team expects to issue recommendations for the Chancellor's Office and three campuses involved.

A separate CSA audit team is conducting fieldwork at Chico, Sacramento, San Diego, and San Jose as part of the NAGPRA audit. The audit team expects to issue recommendations to the Chancellor's Office and not to the individual campuses.

Both reports are scheduled to be released in June; however, those dates are subject to change. The scope and objectives of both audits are available on the CSA's website (<https://www.auditor.ca.gov/bsa/recent>).

In addition to the JLAC approved audits described previously, the CSA prepares biennial reports on high-risk issues that "the CSA identifies as high risk for their potential of waste, fraud, abuse

or mismanagement, or that have major challenges associated with their economy, efficiency, or effectiveness.” In 2013, the CSA identified affordability in higher education as a high-risk issue for both the California State University and University of California systems. Since then, the CSA has continued to assess affordability as a high-risk issue every two years. The CSA began the review with an entrance conference on February 10, 2023. The goal of their review is to update the status of high-risk issues from their last report and determine if the issues will stay on the high-risk list.

The last report was issued in August 2021 and found that although the CSU has taken some steps to improve affordability, those actions have not fully addressed or resolved affordability challenges. The full report can be found at <https://www.auditor.ca.gov/pdfs/reports/2021-601.pdf>. “The Higher Education – Affordability” section starts on page 9.

#### OUTREACH AND ENGAGEMENT

Audit and Advisory Services continues to partner and work with our campus and system stakeholders beyond what would be the usual course of business for an audit or advisory review in order to find opportunities to add value to the organization when possible. This includes partnering activities such as participating and leading affinity groups, providing support to campus and chancellor’s office management, sharing information and common themes across campuses, and acknowledging feedback and insights provided by management. In January 2023, representatives of the Audit and Advisory Services management team attended the annual Auxiliary Organizations Association (AOA) conference and presented on relevant audit topics, including information security. Additionally, representatives of the Audit and Advisory Services management team will present at the CSU Business Conference in April 2023.

## STATUS REPORT ON CURRENT AND PAST AUDIT ASSIGNMENTS

Campus	Category	Audit Topic	Audit Plan Year	Total # of Recommendations	*Status
Bakersfield	Status of Recommendations	Information Security	2021	6	6
		Academic Department Fiscal Review	2022	5	1 4
Chancellor's Office	Status of Recommendations	Information Security	2021	7	7
Channel Islands	Audits Currently in Progress	Police Services	2022		
	Status of Recommendations	IT Disaster Recovery	2022	6	3 3
Chico	Audits Currently in Progress	Information Security	2022		
	Status of Recommendations	Chico State Enterprises	2021	4	3 1
		Academic Department Fiscal Review	2022	2	2
Dominguez Hills	Audits Currently in Progress	Information Security	2022		
East Bay	Status of Recommendations	Student Health Services	2022	5	5
Fresno	Audits Currently in Progress	Human Resources and Training Compliance	2022		
	No Reportable Recommendations	Construction Management	2022	n/a	
Fullerton	Audits Currently in Progress	Construction Management	2022		
	Status of Recommendations	Procurement and Inventory	2022	3	1 2
Humboldt	Audits Currently in Progress	Human Resources and Training Compliance	2022		
	Status of Recommendations	Information Security	2021	5	5
		Police Services	2021	7	7
Long Beach	Audits Currently in Progress	Executive Travel and Hospitality	2022		
	Status of Recommendations	Decentralized Computing	2021	13	13
		Athletics Fiscal Administration	2022	5	5
Los Angeles	Audits Currently in Progress	University Auxiliary Services	2022		
	Status of Recommendations	Computer Security Incident Response	2022	5	5
Maritime Academy	Status of Recommendations	Information Security	2021	10	7 3
		Vendor Administration and Payments	2022	3	3
Monterey Bay	Audits Currently in Progress	Accessible Technology Initiative	2022		
	Status of Recommendations	Procurement and Vendor Administration	2022	4	4
Northridge	Audits Currently in Progress	The University Corporation	2022		
	Status of Recommendations	Information Security	2021	5	1 4
Pomona	Audits Currently in Progress	Foundation	2022		
		Information Security	2022		
	Status of Recommendations	Facilities Management	2021	10	10
Sacramento	Audits Currently in Progress	Academic Department Fiscal Review	2022	2	2
		Capital Public Radio	2022		
	Status of Recommendations	Athletics Fiscal Administration	2022	5	5

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

Report as of February 28, 2023

## STATUS REPORT ON CURRENT AND PAST AUDIT ASSIGNMENTS

Campus	Category	Audit Topic	Audit Plan Year	Total # of Recommendations	*Status
San Bernardino	Audits Currently in Progress	Police Services	2022		
	Status of Recommendations	Centers and Institutes	2021	5	<span style="background-color: green; padding: 2px;">3</span> <span style="background-color: blue; padding: 2px;">2</span>
		Human Resources	2021	13	<span style="background-color: blue; padding: 2px;">13</span>
		Information Security	2022	6	<span style="background-color: green; padding: 2px;">2</span> <span style="background-color: blue; padding: 2px;">4</span>
San Diego	Status of Recommendations	Student Fee Administration	2021	2	<span style="background-color: green; padding: 2px;">2</span>
		Student Organizations	2022	2	<span style="background-color: blue; padding: 2px;">2</span>
San Francisco	Audits Currently in Progress	Training Compliance	2022		
	Status of Recommendations	Associated Students, Inc.	2021	8	<span style="background-color: green; padding: 2px;">6</span> <span style="background-color: blue; padding: 2px;">2</span>
		Decentralized Computing	2021	6	<span style="background-color: green; padding: 2px;">6</span>
		Construction Management	2022	2	<span style="background-color: blue; padding: 2px;">2</span>
San Jose	Audits Currently in Progress	Athletics Fiscal Administration	2022		
	Status of Recommendations	Decentralized Computing	2021	9	<span style="background-color: green; padding: 2px;">8</span> <span style="background-color: blue; padding: 2px;">1</span>
		Vendor Administration and Payments	2022	1	<span style="background-color: green; padding: 2px;">1</span>
San Luis Obispo	Audits Currently in Progress	Athletics Fiscal Administration	2022		
	Status of Recommendations	Information Security	2020	12	<span style="background-color: green; padding: 2px;">11</span> <span style="background-color: blue; padding: 2px;">1</span>
		IT Disaster Recovery	2022	3	<span style="background-color: blue; padding: 2px;">3</span>
San Marcos	Audits Currently in Progress	Human Resources and Training Compliance	2022		
Sonoma	Audits Currently in Progress	Philanthropic Foundation	2022		
	Status of Recommendations	Information Security	2021	16	<span style="background-color: green; padding: 2px;">9</span> <span style="background-color: blue; padding: 2px;">7</span>
		Academic Department Fiscal Review	2022	5	<span style="background-color: blue; padding: 2px;">5</span>
Stanislaus	Audits Currently in Progress	Student Health Services	2022		

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

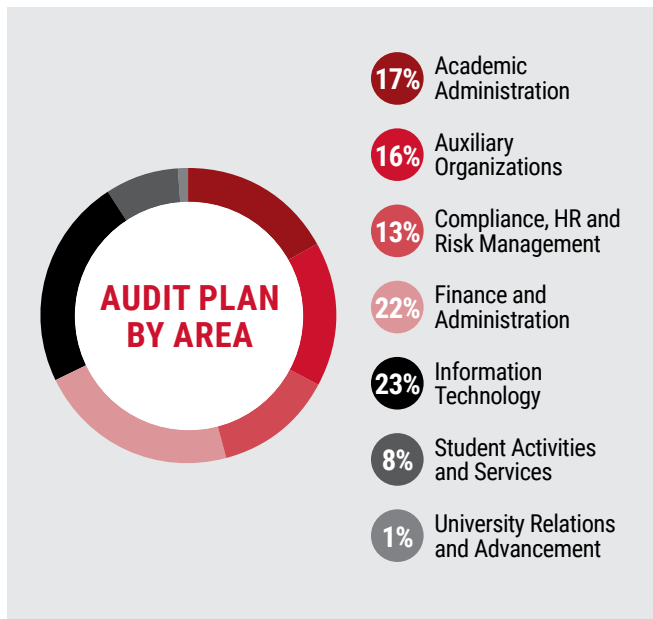
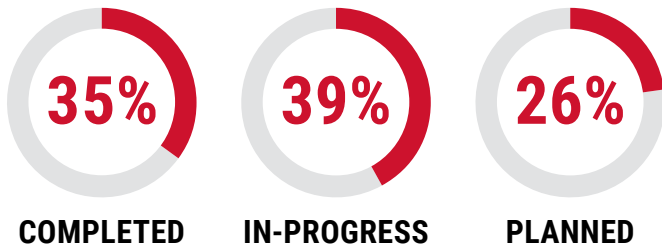
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## AUDIT HIGHLIGHTS

### 2022-23 ASSURANCE AUDITS



### 2021-22 AUDIT RECOMMENDATIONS



### ANNUAL RISK ASSESSMENT PROCESS



### CALIFORNIA STATE AUDITOR (CSA)

AUDITS OF TITLE IX AND NAGPRA COMPLIANCE ARE CURRENTLY BEING PERFORMED BY THE CALIFORNIA STATE AUDITOR

## KEY MILESTONES

AUDIT & ADVISORY SERVICES PARTICIPATED IN AND PRESENTED AT THE JANUARY 2023 AOA CONFERENCE

THE DATA ANALYTICS TEAM IS BUILDING A DASHBOARD TO IDENTIFY RISK INDICATORS

THE 2023-24 AUDIT PLAN WILL BE PRESENTED AT THE MAY MEETING OF THE BOARD OF TRUSTEES

## AGENDA

### COMMITTEE ON INSTITUTIONAL ADVANCEMENT

**Meeting:** 3:35 p.m., Tuesday, March 21, 2023  
Glenn S. Dumke Auditorium

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

- Consent**
1. Approval of Minutes of the Meeting of January 25, 2023, *Action*
  2. Naming of the Ernest E. Tschannen Hall – California State University, Sacramento, *Action*
- Discussion**
3. Naming of the Autodesk Technology Engagement Center – California State University, Northridge, *Action*

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

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

**January 25, 2023**

**Members Present**

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

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

Trustee Kimbell called the meeting to order.

**Approval of Minutes**

The minutes of November 16, 2022, were approved as submitted.

**Renaming of Craven Hall – California State University San Marcos**

The committee approved the proposed resolution on consent (RIA 01-23-01) that William A. Craven Hall at California State University San Marcos be renamed as the Administrative Building.

**Annual Report on Donor Support for 2021-2022**

Steve Relyea, executive vice chancellor and chief financial officer, presented the annual report of donor support for 2021-22. He reported that this past fiscal year the California State University system secured more than \$567 million in gift commitments and over \$473 in gift receipts. Additionally, he shared that \$96 million was distributed to student scholarships. He thanked the

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campus presidents for the key role they play in building relationships that generate philanthropic support.

Lori Redfearn, associate vice chancellor for systemwide advancement, presented additional highlights from the donor report and showcased some of the donors and the lives that are profoundly impacted by their generosity. She introduced Adrienne Vargas, vice president for university relations and development at San Diego State, who shared the successes of Snapdragon Stadium—a self-supported facility funded through a mix of ticket sales revenue, corporate partnerships and philanthropic support—as well as the plans for SDSU Mission Valley.

The committee recommended approval by the board of the proposed resolution that the Annual Donor Report for 2021-2022 be adopted for submission to the California Joint Legislative Budget Committee and the California Department of Finance (RIA 01-23-02).

Trustee Kimbell adjourned the meeting.

## **COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

### **Naming of the Ernest E. Tschannen Hall – California State University, Sacramento**

#### **Presentation by:**

Steven Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Robert S. Nelsen  
President  
California State University, Sacramento

#### **Summary**

This item amends the naming of the Engineering Replacement Building at California State University, Sacramento, as the Ernest E. Tschannen Engineering Teaching and Research Building approved November 16, 2022.

This proposal, submitted by Sacramento State, requests approval to name Santa Clara Hall as Ernest E. Tschannen Hall, in the interim, until the Ernest E. Tschannen Engineering Teaching and Research Building construction is completed. At that time, the naming will transfer to the new building.

#### **Background**

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

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

Mr. Tschannen is committed to student success, diversity, equity, and the power of higher education to change individual lives. This naming will not only honor his tremendous

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philanthropic support but encourage others like him to see the impact of philanthropy on the lives of individuals, diverse communities and the CSU.

### **Recommended Action**

The following amended resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that the Engineering Replacement Building at California State University, Sacramento, be named The Ernest E. Tschannen Engineering Teaching and Research Building and, in the interim, to name Santa Clara Hall as The Ernest E. Tschannen Engineering Teaching and Research Building until the replacement building is completed.

## **COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

### **Naming of the Autodesk Technology Engagement Center – California State University, Northridge**

#### **Presentation by:**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Erika D. Beck  
President  
California State University, Northridge

#### **Summary**

This item will consider naming the facility that will house both programs from CSUN’s College of Engineering and Computer Science as well as the Global HSI Equity Innovation Hub programing at California State University, Northridge as the Autodesk Technology Engagement Center for a term of 35 years.

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

#### **Background**

The proposed naming of the facility recognizes the cumulative \$7,075,000 gift by software giant Autodesk to construct the facility that will house both academic programs for the College of Engineering and Computer Science as well as CSUN’s Global HSI Equity Innovation Hub programing—hereafter referred to as the “Equity Innovation Hub.” The gift will be used to build, near the heart of the campus, a new, 30,000 square foot facility to both house and broadcast programming designed to accelerate equity through education that inspires and prepares a diverse body of students to become the innovators and creators of the future. The facility will play a significant role with regard to facilitating the exceptional academic programing as well as to act as a physical and virtual convening of campuses throughout the CSU as well as other Hispanic Serving Institutions across the country.

Autodesk was one of the first to invest in what was originally envisioned as a Center of Possibilities at CSUN, setting the course for what has grown to become a hub of possibilities at a global scale. This includes CSUN's exceptional academic programs housed within the College of Engineering and Computer Science as well as intentional efforts already underway within the CSU along with a wide variety of HSI organizations across the country.

With a mission to champion innovative solutions to the world's greatest social and environmental challenges, Autodesk's support of CSUN has exemplified philanthropy at its finest. By deploying technology, funding and expertise in support of the environmental and social good, Autodesk is empowering our future designers, makers and doers with the mindset, skillset and toolset to help solve tomorrow's most pressing challenges.

Leading the organization is Dr. Andrew J. Anagnost, who has served as the President and Chief Executive Officer of Autodesk since 2017, the pinnacle of a 25-year career with the company. An alumnus of CSUN's College of Engineering & Computer Science, Andrew followed in the footsteps of his mother, sister and brother, all of whom are CSUN alumni, in achieving his bachelor of science degree in engineering in 1987. In addition to directing Autodesk's philanthropic support, Andrew has personally committed significant support to the university, including his own \$1,000,000 gift to support the construction of the facility.

By reframing service to our students through an equity and racial-justice lens, the facility that houses both the College of Engineering and Computer Science as well as the Equity Innovation Hub programming seeks to exponentially accelerate educational equity creating pathways to STEM careers for historically underserved and underrepresented communities. With Autodesk's support, CSUN has become the ideal site to continue and expand these ongoing, collaborative efforts.

### **Recommended Action**

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that this facility at California State University, Northridge be named as the Autodesk Technology Engagement Center for a term of 35 years.



## AGENDA

### COMMITTEE ON EDUCATIONAL POLICY

**Meeting:** 4:10 p.m., Tuesday, March 21, 2023  
Glenn S. Dumke Auditorium

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

**Consent** 1. Approval of Minutes of the Meeting of January 25, 2023, *Action*  
**Discussion** 2. Academic Planning, *Action*  
3. Transfer Success Pathway Program: Dual Admission to the CSU, *Information*

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

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

**January 25, 2023**

**Members Present**

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

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

Trustee Sabalius called the meeting to order.

**Approval of the Consent Agenda, Action**

A motion to approve the consent agenda without discussion passed. The minutes from the meeting on November 15, 2022 were approved as submitted.

**Academic Preparation, Action**

The presentation began with an overview from Executive Vice Chancellor Dr. Sylvia A. Alva of the California State's University's (CSU) commitment to supporting academic preparation. Since strongly recommending high school students take additional coursework in quantitative reasoning, new student data has shown that a vast majority of applicants are coming to the CSU having completed a year of coursework in quantitative reasoning beyond the minimum requirements.

Dr. Nathan Evans, associate vice chancellor and chief of staff for Academic and Student Affairs,

presented details regarding a proposed board resolution that affirmed that academic preparation of future CSU students is critical to achieve equitable student outcomes and the equitable pursuit of the broadest range of academic disciplines and professions. Moreover, it affirmed the CSU's strong recommendation for all incoming first-year students to complete, in addition to the current "a-g" high school course requirements, an additional college preparatory course supporting quantitative, scientific and data literacy. The system would not pursue a change to current admission requirements regarding quantitative reasoning. It also stated a commitment by the CSU to expand support for and work with PK-12 partners, including helping to prepare more STEM-qualified teachers.

Following the presentation, trustees made brief comments acknowledging past and present contributions of various CSU leaders and acknowledged the important role of community input.

Through a roll call vote, the proposed Academic Preparation Resolution passed unanimously.

### **Recommended Amendments to Title 5 Regarding the Doctor of Public Health, Action**

Executive Vice Chancellor Dr. Sylvia A. Alva introduced the proposed amendment to Title 5 following the approval of SB 684, authorizing the CSU to offer the professional doctoral degree in Public Health (DrPH). Dr. Brent Foster, assistant vice chancellor and dean of Academic Programs outlined the amendments presented for board approval to create standards for admission criteria, core curricula and graduation requirements.

There were no comments or discussion following the presentation.

Through a roll call vote, the Recommended Amendments to Title 5 Regarding the Doctor of Public Health passed unanimously.

### **Graduate Education in the CSU, Information**

Dr. Sylvia A. Alva, executive vice chancellor of Academic and Student Affairs, provided an overview of the CSU's graduate programs role in addressing regional and statewide workforce needs. Dr. Brent Foster, assistant vice chancellor and state university dean for Academic Programs, described how graduate programs support and advance the CSU's mission. Dr. Foster reviewed a variety of master and doctoral programs offered across universities as well as current data trends in post-graduate program enrollment and completion rates.

Cal State Long Beach Vice Provost for Academic Programs and Dean of Graduate Studies, Dr. Jody Cormack, was invited to share a university perspective on CSU graduate programs. Dr. Cormack provided an in-depth overview of the university's graduate student population, projected

growth in workforce needs and the positive socioeconomic impact graduate programs have on under-represented students.

Dr. Foster concluded the presentation with a brief overview of areas of growth in graduate offerings including blended, fully online and future faculty programs.

Following the presentation, trustees commented on the benefit of having access to graduate data in supporting outreach and recruitment, how to improve blended graduate program pathways and recommended inviting graduate students to future meetings to share their experiences. Trustees requested more information on possible data trends between students who take unique degree pathways versus traditional pathways, services offered to ensure students can be competitive in the workforce and financing for graduate programs.

In response to the data presented regarding the percentage of graduate degrees awarded by institution, trustees discussed a noticeable disparity between the number of graduate degrees awarded by private not-for-profit and private for-profit institutions in California. Upon further examination following the meeting, Dr. Foster confirmed that the data was mis-labeled in the graphic shown. The following correction should be noted: Private not-for-profit institutions award 51 percent of graduate degrees in California and private for-profit institutions award 10 percent.

### **Student Financial Aid, Information**

Executive Vice Chancellor of Academic and Student Affairs Dr. Sylvia A. Alva began the presentation by summarizing how financial aid is essential to the success of today's students as well as positioning the CSU as an engine of social mobility. Dr. April Grommo, assistant vice chancellor for Strategic Enrollment Management, proceeded with a high-level overview of financial aid program participation, the different types of available aid and how financial aid packages are developed and individualized to meet the needs of each student. Ms. Noelia Gonzalez, systemwide director of Financial Aid Programs, demonstrated how financial need is determined and provided examples of aid packages for both undergraduate and post-baccalaureate programs. Dr. Grommo concluded with a preview of current and future financial aid reforms.

Following the presentation, trustees posed questions regarding the type of challenges universities face in administering financial aid programs and possible opportunities for streamlining program efficiency and access. Trustees also discussed the possibility of the CSU sponsoring legislation to streamline financial aid programs based on additional data related to graduation rates, cost of living by region and other variables considered in financial aid awards.

## COMMITTEE ON EDUCATIONAL POLICY

### Academic Planning

#### Presentation By

Sylvia A. Alva  
Executive Vice Chancellor  
Academic and Student Affairs

Richard Yao  
President  
California State University, Channel Islands

Laura Massa  
Interim Associate Vice Chancellor  
Academic and Faculty Programs

#### Summary

In accordance with California State University (CSU) Board of Trustees policy established in 1963, this item summarizes the CSU academic planning process, including the long-range program planning activity that took place since January 2022. The proposed resolution approves additions and modifications to Campus Academic Plans and the CSU Academic Master Plan.

#### Background

Six areas of academic planning activity are reported in this item, and a proposed resolution concerning changes to the CSU Academic Master Plan is presented. The academic planning topics include:

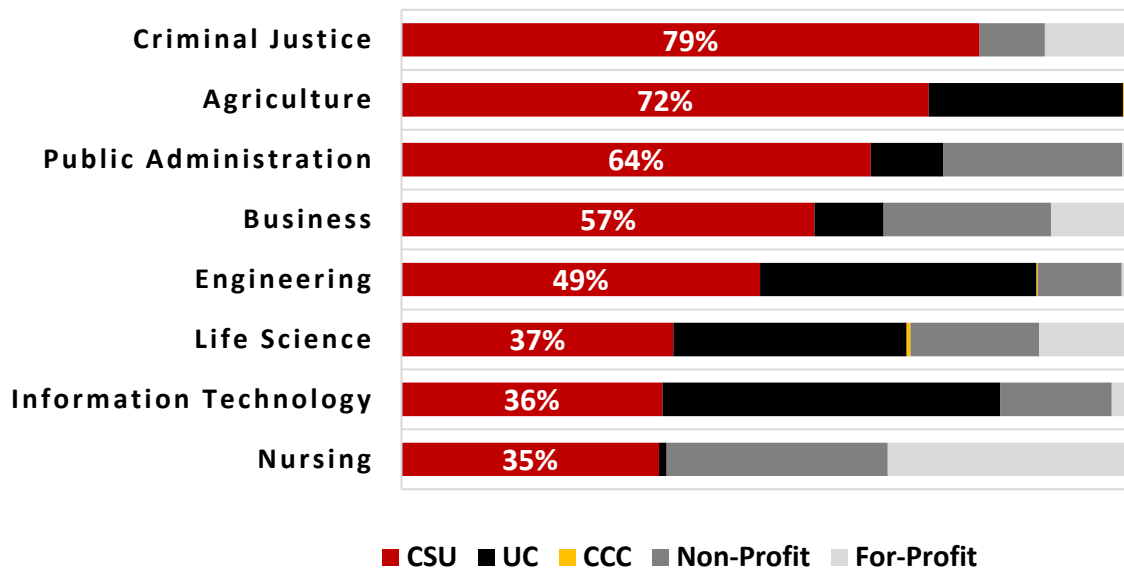
1. Changes to academic program projections
  - New degree programs being proposed for addition to the Ten-Year Overview of Planned Programs and to the CSU Academic Master Plan (**Attachment A**)
  - Existing degree program projections that will be removed from the CSU Academic Master Plan and Campus Academic Plans
2. Changes to existing degree programs
  - Degree programs suspending new admissions
  - Discontinuances of existing degree programs
3. Total units required for Bachelor of Arts (BA) and Bachelor of Science (BS) degree programs

4. Summary of WASC Senior College and University Commission (WSCUC) reaffirmation of accreditation visits (**Attachment B**)
5. Externally accredited academic programs (**Attachment C**)
6. CSU degree proposal, review and approval process (**Attachment D**)

Offering traditional and emerging degree programs, the CSU is an engine of social mobility, educating many students who are the first in their families to attend college. The CSU engages in ongoing degree program planning and development that responds to employment demands and student interest. The CSU awarded more than 129,000 degrees in 2021-22, thereby adding to the millions of CSU alumni who keep California’s economy vibrant and growing.

Degree planning is a critical first step in the development of educational programs designed to meet the needs of California’s skilled and diverse workforce. The CSU delivers more job-ready graduates into the workforce than any other public or private university in the state. In 2020-21, the CSU awarded nearly half or more of all California baccalaureate degrees in criminal justice, agriculture, public administration, business, and engineering, and over a third of all undergraduate degrees in life science, information technology and nursing (see figure below).

### California Undergraduate Degrees, 2020-21



### **Results of Approved Projections in 2022**

As a result of CSU Board of Trustee approval of academic program projections in past years, 28 new degree programs (13 bachelor's programs and 15 master's programs) were reviewed and approved by the Office of the Chancellor in 2022. Campuses across the system are establishing degree programs that meet workforce demands and address urgent societal needs.

New programs developed at Cal Poly Humboldt underscore the university's evolution as the CSU's third polytechnic university with degree programs in engineering (including BS programs in Mechanical Engineering, Energy Systems Engineering, Software Engineering and an MS in Engineering and Community Practice), technology (BS in Geospatial Science and Technology), agriculture (BS Cannabis Studies) and a BS in Applied Fire Science.

Other STEM-focused undergraduate programs were developed by Cal State East Bay (BS in Civil Engineering), San José State (BS in Geographic Information Science) and San Marcos (BS in Computer Engineering). Graduate programs were developed by Cal State Fullerton (MS in Applied Computer Science), San José State (MS in Quantum Technology), and Cal Poly San Luis Obispo (MS in Statistics).

Programs in the arts, humanities and social sciences were also developed in 2022 and include:

- Long Beach | BA in Psychology, BS in Dance Science
- Los Angeles | MA in Pan African Studies
- San José | Master of Design (the first Master of Design program in the CSU) and an MA in Multilingual and Multicultural Literacy Education

Continuing to meet workforce demands in business and health/allied studies, the following programs were developed:

- Northridge | MS Business Analytics
- San Diego | MS Finance
- San José | MS Finance
- Long Beach | DNP Nursing Practice (a BSN to DNP program)

### **2023 Projected Academic Degree Programs**

A degree proposal may be developed only after the Board of Trustees approves the preliminary step: a degree projection, which is a long-term plan to develop a degree program. This year the Office of the Chancellor presents 64 projections for new academic degree programs.

This year's newly projected academic degree programs represent some of the most unique, cross-cutting programs seen in recent years and unequivocally demonstrate the innovative and responsive ways that our universities are addressing workforce needs, student interest and societal imperatives. These programs integrate interdisciplinary perspectives and real-world skill building that not only equip CSU students to fill workforce gaps but also empower them to solve some of

the state's most urgent problems. Likewise, we develop strong leaders, advocates and stewards of our communities and the environment. A synopsis of these projections is provided below.

### **Highlight | Projected Academic Degree Programs**

Of the 64 academic programs projected by 17 universities for 2023:

- 37 are at master's and doctoral levels and 27 are bachelor's programs. It is notable that many of the master's programs are intended to become part of 4+1 blended programs that were highlighted during the January 2023 board presentation on Graduate Education;
- 58 are state-support programs, and six are self-support; and
- 38 are programs to be offered in online or hybrid modalities while 26 will be delivered in-person. We believe this demonstrates a continued responsiveness to students' needs for greater flexibility.

The CSU continues to see a growing number of degree programs that address future workforce needs, in terms of the traditional disciplinary areas and pre-professional pathways, including the areas of health, business, data science, computer science, engineering, arts, design, architecture ethnic studies, life science, environmental science, administration and management. In accordance with the CSU's multi-year compact with Governor Newsom, and in support of preparing students for workforce needs, many universities are projecting targeted degree programs in such key areas as education (10 programs), health disciplines (13 programs) and in STEM fields (22 programs).

Furthermore, nearly half of the projected programs identify as interdisciplinary, integrating the traditions, practices and knowledge bases of multiple disciplines into one degree program.

Examples include:

- San José | BS in Computer Science and Linguistics
- Long Beach | BS in Applied Data Science
- Fresno | BS in Neuroscience
- East Bay | BS in Business Analytics
- Humboldt | MA in Applied Anthropology

These interdisciplinary programs, as well as other projected programs, go beyond their disciplinary categories, incorporating multi-disciplinary perspectives as well as addressing real-world concepts, such as social justice, and complex problems, like climate change. In doing so, these programs help prepare students to apply their education toward meaningful action. Examples of these programs include:

- Long Beach | MA in Comparative Racial and Ethnic Studies
- Sacramento | MA in Education, Equity, Social Justice
- San José | PhD in Marine Science (joint with UC Santa Cruz)



There are also programs that are notable because they are unique in the CSU or beyond. Examples include:

- San Francisco | BA in Child Development-PK to 3<sup>rd</sup> Grade | Prepares students for a new teacher credential just established by the California Commission on Teacher Credentialing (CTC).
- Stanislaus and San Diego | BA in Musical Theatre | The only universities in the system that would be offering this degree program.
- Channel Islands | BS Forensic Science | A greatly anticipated comprehensive undergraduate forensic science program in California.

### New Academic Degree Program Projections for 2023

Campus	Degree Designation	Projected Program Title	Support Mode	Delivery Mode
<b>Channel Islands</b>	BA	Black Studies	State	Face-face
	BA	Cinema and Creative Media Arts	State	Face-face
	BA	Native American Indigenous Studies	State	Face-face
	BA	Spanish/English Translation and Interpretation	State	Online
	BS	Cybersecurity	State	Hybrid
	BS	Data Science	State	Hybrid
	BS	Forensic Science	State	Face-face
	BS	Statistics	State	Hybrid
	MA	English	State	Hybrid
	MA	Psychology	State	Face-face
	MPA	Public Administration	State	Hybrid
	MS	Biology	State	Face-face
	MS	Business Analytics	State	Hybrid
	MS	Counseling	State	Hybrid
	MS	Digital Marketing	State	Hybrid
	MHA	Health Administration	State	Hybrid
	MPH	Public Health	State	Face-face
EdD	Educational Leadership	State	Online	
<b>East Bay</b>	BS	Business Analytics	State, Self	All modes
	MS	Marketing Analytics	State	Hybrid
<b>Fresno</b>	BA	Native American Studies	State	Face-face
	BA	Sports Administration	State	Face-face
	BS	Neuroscience	State	Face-face

	BS	Wine Business	State	Hybrid
	MS	Environmental Sciences	State	Face-face
<b>Fullerton</b>	DrPH	Public Health	State	Online
<b>Humboldt</b>	MA	Applied Anthropology (fast track)	State	Hybrid, Online
<b>Long Beach</b>	BS	Applied Data Science	State	Hybrid
	MA	Comparative Racial and Ethnic Studies	State	Hybrid
	MS	Applied Nutrition and Dietetics	State	Hybrid
	DrPH	Public Health	State	Hybrid
<b>Los Angeles</b>	BA	Environmental Studies	State	Face-face
	BS	Environmental Science	State	Face-face
	EdS	School Psychology	State	Face-face
<b>Northridge</b>	BA	Dance	State	Face-face, Hybrid
	MA	Design and Innovation	Self	Online
	MS	Autonomous Technologies and Systems Design and Development	Self	Online
<b>Pomona</b>	MS	Human Resources Leadership	Self	Hybrid
<b>Sacramento</b>	BFA	Architecture Studies	State	Hybrid
	BS	Statistics	State	Face-face
	MA	Education, Equity, and Social Justice	State	All modes
	MS	Environmental Studies	State	All modes
	MS	Human Resources	Self	Online
<b>San Bernardino</b>	MS	Human Resources Management	State, Self	All modes
	DrPH	Public Health	State	Hybrid
<b>San Diego</b>	BA	Musical Theatre	State	Face-face
	BS	Child and Family Development, Child Observation and Early Childhood Development	Self	Online
	BS	Leadership Studies	State	Face-face
	MM	Music Education	State	Face-face
	MS	Food Science	State	Face-face
	MS	Toxicology	State	Face-face
	DrPH	Public Health	State	Hybrid
<b>San Francisco</b>	BA	Child Development-PK to 3 <sup>rd</sup> Grade	State	
<b>San José</b>	BA	Asian American Studies	State	Face-face
	BA	Mass Communications	State	Face-face

	BS	Computer Science and Linguistics (fast-track)	State	Face-face
	MS	Applied Behavior Analysis	Self	Hybrid
	MS	Geographic Information Science	State	Face-face
	MS	Instructional Design and Technology	Self	Online
	PhD (joint)	Engineering Sciences	State	Hybrid
	PhD (joint)	Marine Science	State	Face-face
<b>San Marcos</b>	DNP	Nursing Practice	State	Hybrid
<b>Sonoma</b>	MS	Cultural Heritage and Resources Management	State	Face-face
<b>Stanislaus</b>	BA	Musical Theatre	State	Face-face

**CAMPUSES WITH NO PROJECTED PROGRAM ADDITIONS FOR 2023**

- **Bakersfield**
- **Chico**
- **Dominguez Hills**
- **Maritime**
- **Monterey Bay**
- **San Luis Obispo**

**Changes to Program Projections**

*New Projections Proposed for Addition to the Ten-Year Campus Academic Plans and the CSU Academic Master Plan*

The Academic Programs, Innovations and Faculty Development Department at the Office of the Chancellor maintains the CSU Academic Master Plan, a comprehensive list of projected programs, existing degree programs and program-review schedules for authorized degree programs. The CSU Academic Master Plan, which guides program, faculty and facility development, will be updated to reflect the resolution adopted by the board at the March 2023 meeting. The CSU Academic Master Plan and each Campus Academic Plan will thereafter be posted online as resources for university planning.

In addition to the CSU Academic Master Plan, the Office of the Chancellor maintains the CSU Degrees Database, an online inventory of all authorized degree programs and associated concentrations (focused areas of study within the degree program). The CSU Degrees Database populates the public CSU Search Degrees website (<http://degrees.calstate.edu>), a tool for exploring the bachelor's and graduate degree programs and concentrations currently offered in the CSU.

The projections listed below and in **Attachment A** indicate campus intention to develop degree programs within the coming decade. Across the system, 64 new projections are proposed, 27 at the undergraduate level and 37 at the graduate level. New programs are planned in response to student demand, employer need, faculty interest, and licensure and accreditation requirements.

Campuses have also removed 12 existing program projections from their academic plans for a variety of reasons, including shifting priorities or resources. These projections will therefore not be developed into degree proposals. The number of existing degree programs enrolling new students has also decreased this year, with 25 degree programs having been changed to “suspended admission” status—meaning that additional students will not be admitted to those programs until further notice. Campuses suspend admission to degree programs for a variety of reasons—for example, in response to declining enrollment, the faculty would like to undertake a comprehensive review of the program to bring it up to date. Programs suspended for reasons such as this will likely remove the suspended status after the review and update to the program and begin to admit students once again. Other programs suspend admission due to new certification requirements. Additionally, six degree programs have been “discontinued,” meaning the campus will no longer offer the programs after all currently enrolled majors have completed their degree requirements. These actions can occur, for example, when concentrations within a major are elevated into separate degree programs. In all cases, students already matriculated into a degree program are allowed to complete their degrees, even though the program has been discontinued or is not allowing new students to enroll.

Recommendations for board approval of Campus Academic Plans (including proposed projected programs) follow Office of the Chancellor review of campus projection proposals. Review includes consideration of “declared policy of the board to encourage broadly based degrees of high academic quality and to avoid unnecessary proliferation of degrees and terminologies” (REP-91-03). Projected programs are removed from Campus Academic Plans if a full degree proposal is not submitted to the Office of the Chancellor within five years of the date originally projected for implementation. Campuses may request an extension of this five-year deadline if there are compelling circumstances for such an extension.

After the board approves a projection, the campus may begin developing a full degree implementation proposal, which is submitted to the Office of the Chancellor for review and final approval as a program. With confirmation from the Office of the Chancellor, a pilot degree program may enroll students for five years. Pilot programs subsequently may be proposed for conversion to permanent status, which requires the Chancellor’s approval. Traditional, fast track and pilot degree proposal processes are described in **Attachment D**. In **Attachment A**, a Ten-Year Overview of projected degree programs – by university – is presented.

#### *Removed Projections*

The following existing program projections have exceeded the five-year limit beyond their originally projected implementation date. As they have not resulted in a submitted degree proposal

and have not been re-proposed as a projection with a later implementation date, these projections will be removed from the CSU Academic Master Plan and Campus Academic Plans.

**Channel Islands**

BA	Freedom and Justice Studies
MA	History
MA	Psychology
MPA	Public Administration
MS	Applied Sociology
MS	Coastal Sustainability

**Chico**

BA	European Studies
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**Dominguez Hills**

MA	Kinesiology
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**Fresno**

BA	Interdisciplinary Studies
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**Long Beach**

BS	Computational Mathematics
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**Sacramento**

MA	Biotechnology
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**Stanislaus**

MFA	Theatre Production
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**Changes to Existing Degree Programs**

*Programs Suspending New Admissions*

Campuses have reported admission suspensions for the following degree programs listed below. They will remain on the CSU Academic Master Plan because admission may be reinstated during a future academic term. While no new matriculations will be allowed, continuously enrolled students in these programs will be allowed to complete their degrees within a reasonable timeframe.

Campus	Degree Designation	Suspended Program Title
<b>Bakersfield</b>		<i>None</i>
<b>Channel Islands</b>		<i>None</i>
<b>Chico</b>		<i>None</i>
<b>Dominguez Hills</b>		<i>None</i>
<b>East Bay</b>		<i>None</i>
<b>Fresno</b>		<i>None</i>
<b>Fullerton</b>	MS	Education
<b>Long Beach</b>	BFA	Acting
	BS	Athletic Training
	MS	Engineering Management
<b>Los Angeles</b>	MA	Food Science and Technology
	MA	Geography
	MA	Industrial and Technical Studies
<b>Maritime</b>		<i>None</i>
<b>Monterey Bay</b>		<i>None</i>
<b>Northridge</b>		<i>None</i>
<b>Pomona</b>		<i>None</i>
<b>Sacramento</b>		<i>None</i>
<b>San Bernardino</b>		<i>None</i>
<b>San Diego</b>	BS	Civil Engineering (Ilia)
	BS	Civil Engineering (Georgian Tech University)
	BS	Computer Science (Tbilisi State University)
	BS	Computer Engineering (Ilia State Univ)
	BS	Computer Engineering (Tbilisi State Univ)
	BS	Electrical Engineering (Ilia State Univ)
	BS	Electrical Engineering (Georgian Tech Univ)
	BS	Electrical Engineering (Tbilisi State Univ)
	BS	Computer Engineering (Georgian Tech Univ)
<b>San Francisco</b>	MA	French
	MFA	Theatre Arts
<b>San José</b>		<i>None</i>
<b>San Luis Obispo</b>	MS	Architecture
	MBA	Master of Business Administration for Professionals
	MS	Packaging Value Chain

<b>San Marcos</b>		<i>None</i>
<b>Sonoma</b>	MA	Film Studies
	MA	Organizational Development
	MA	Psychology
	MPA	Public Administration
<b>Stanislaus</b>		<i>None</i>

*Discontinuances of Existing Degree Programs*

The following degree programs will no longer be offered at the reporting campus after currently enrolled students have completed their degree requirements. These programs will be removed from the CSU Academic Master Plan and Campus Academic Plans. Discontinuances are expected to be carried out in accordance with Coded Memorandum AAP-91-14 and campus policy.

<b>Campus</b>	<b>Degree Designation</b>	<b>Discontinued Program Title</b>
<b>Bakersfield</b>		<i>None</i>
<b>Channel Islands</b>		<i>None</i>
<b>Chico</b>		<i>None</i>
<b>Dominguez Hills</b>		<i>None</i>
<b>East Bay</b>		<i>None</i>
<b>Fresno</b>		<i>None</i>
<b>Fullerton</b>	BA	Communicative Disorders
	MA	Communicative Disorders
<b>Long Beach</b>	MS	Emergency Services Administration
<b>Los Angeles</b>		<i>None</i>
<b>Maritime</b>		<i>None</i>
<b>Monterey Bay</b>		<i>None</i>
<b>Northridge</b>		<i>None</i>
<b>Pomona</b>		<i>None</i>
<b>Sacramento</b>		<i>None</i>
<b>San Bernardino</b>		<i>None</i>
<b>San Diego</b>	BS	Athletic Training
<b>San Francisco</b>		<i>None</i>
<b>San José</b>	BS	Psychology
	MA	Sociology
<b>San Luis Obispo</b>		<i>None</i>
<b>San Marcos</b>		<i>None</i>

<b>Sonoma</b>		<i>None</i>
<b>Stanislaus</b>		<i>None</i>

### **Total Units Required for Bachelor of Arts and Bachelor of Science Degree Programs**

During Office of the Chancellor review of BA and BS degree proposals, the 120-unit limit remains a central consideration in evaluating curricular coherence and quality, student-learning outcomes, quality assurance, access, fiscal responsibility and service to students and employers. All undergraduate programs require no more than the allowable number of units, whether through Title 5 allowances, or Chancellor-authorized exceptions. Title 5 allows for more than a 120-unit total for Bachelor of Fine Arts, Bachelor of Music, Bachelor of Architecture, Bachelor of Landscape Architecture and integrated teacher education preparation (ITEP) programs.

### **Summaries of WASC Senior College and University Commission Accreditation Visits**

The CSU Board of Trustees adopted a resolution in January 1991 that requires an annual agenda item on academic planning and program review, including information on recent campus reaffirmation of accreditation visits from the WASC Senior College and University Commission (WSCUC) during the 2021-22 academic year.

All four campuses that had WSCUC on-site reviews during 2021-22 received reaffirmation of their accreditation. California State University, Northridge, California State University, San Bernardino and California State Polytechnic University, San Luis Obispo received the full ten-year reaffirmation period. San José State University received a reaffirmation period of six years. A summary of the WSCUC accreditation visits and actions appears in **Attachment B**.

### **Accredited Academic Programs**

In 1968, the CSU Board of Trustees resolved that “each State College be encouraged, in cooperation with the Office of the Chancellor, to seek accreditation of appropriate instructional programs by national professional accrediting agencies.” Campuses are therefore expected, as reasonable, to seek professional accreditation for degree programs. **Attachment C** contains the list of all reported accredited degree programs.

### **CSU Degree Proposal, Review and Approval Process**

**Attachment D** details the descriptions and illustrations of procedures and policies guiding degree proposal development, review and approval.

The following resolution is recommended for adoption and refers to changes in the CSU Academic Master Plan and Campus Academic Plans described in this agenda item.



**RESOLVED**, by the Board of Trustees of the California State University, that the amended projections to the Academic Plans for the California State University campuses (as identified in Agenda Item 2 of the March 20-22, 2023 meeting of the Committee on Educational Policy) be approved and accepted for addition to the CSU Academic Master Plan and as the basis for necessary facility planning; and be it further

**RESOLVED**, that those projected degree programs proposed to be included in Campus Academic Plans be authorized for implementation, at approximately the dates indicated on Attachment A, subject in each instance to the Chancellor's review, approval, and confirmation that there exists sufficient societal need, student demand, feasibility, financial support, qualified faculty, facilities and information resources sufficient to establish and maintain the programs; and be it further

**RESOLVED**, that degree programs not included in the Campus Academic Plans be authorized for implementation only as pilot or fast-track programs or as modifications of existing degree programs, subject in each instance to Chancellor's Office approval and CSU policy and procedures.

**CSU Academic Master Plan  
 Ten-Year Overview of Planned Programs**

Projections Proposed to the CSU Board of Trustees  
 Planned for Implementation between 2023-24 and 2032-33

Planned degree programs (“program projections”) appear in bold red font and are proposed for board approval at the March 2023 meeting. Existing, previously approved program projections appear in black font. Projected degree programs may remain on the CSU Academic Master Plan for five years after the year approved by the Board of Trustees, which appears in the second column from the left. Within that five-year window, planned launch years may be adjusted in response to societal need or campus schedules and resources. Current planned implementation years appear in the column to the left of the degree designation. Subsequent to approval of a projection, the campus may develop a full degree implementation proposal, which requires the chancellor’s approval in order for a program to enroll students.

<b>Campus</b>	<b>Year Approved By BOT</b>	<b>Year Originally Approved for Implementation</b>	<b>Currently Planned Implementation Year</b>	<b>Degree Designation</b>	<b>Title</b>
<b>Bakersfield</b>	2018	2019	2024	BA	Latina/o Latin American Studies
	2018	2019	2024	MS	Applied Economics and Analytics
	2018	2020	2023	MS	Accounting
	2018	2020	2024	MS	Finance
	2018	2021	2024	MS	Technology Management
	2018	2022	2024	MS	Logistics and Supply Chain Management
	2020	2021	2024	BS	Environmental Sciences
	2020	2022	2024	BM	Music
	2020	2022	2024	MS	Behavioral Neuroscience
	2021	2023	2024	DNP	Nursing

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Channel Islands	2014	2014	2025	BA	Philosophy
	2023	2023	2024	BA	Black and Africana Studies
	2023	2023	2024	MS	Business Analytics
	2023	2023	2024	MA	Psychology
	2023	2023	2024	MPA	Public Administration
	2023	2023	2024	MS	Counseling
	2023	2023	2024	EdD	Educational Leadership
	2023	2023	2025	MS	Biology
	2023	2023	2025	BA	Cinema and Creative Media Arts
	2023	2023	2025	BA	Spanish/English Translation and Interpretation
	2023	2023	2025	BS	Data Science
	2023	2023	2025	MS	Digital Marketing
	2023	2023	2025	MA	English
	2023	2023	2025	MHA	Health Administration
	2023	2023	2026	BS	Cybersecurity
	2023	2023	2026	BS	Forensic Science
2023	2023	2027	BS	Statistics	
2023	2023	2027	BA	Native American Indigenous Studies	
2023	2023	2027	MPH	Public Health	

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Chico	2018	2020	2024	BS	Geography
	2020	2021	2024	MS	Business Analytics
	2022	2023	2024	MS	Data Science and Analytics
	2022	2023	2024	Ed.S.	Education Specialist in School Psychology

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>Dominguez Hills</b>	2018	2019	2023	MS	Accounting
	2018	2019	2024	MS	Business Analytics
	2019	2020	2024	BM	Music
	2019	2020	2027	BS	Orthotics and Prosthetics
	2019	2020	2026	MA	Teaching of the Spanish Language
	2020	2024	2025	MS	Bioanalytical Chemistry
	2020	2021	2024	MPH	Public Health
	2020	2023	2023	OTD	Occupational Therapy
	2021	2022	2024	BS	Biophysics
	2021	2022	2027	BS	Public Health
	2021	2022	2025	MS	Financial Economics
	2021	2022	2025	MS	Management of Information Systems and Technology
	2022	2023	2024	EDD	Leadership for Justice in Education
	2022	2024	2024	BS	Environmental Science
2022	2024	2025	DNP	Family Nurse Practitioner	

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>East Bay</b>	2022	2023	2024	BA	History-Social Science Studies
	2022	2023	2023	BS	Civil Engineering
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BS</b>	<b>Business Analytics</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MS</b>	<b>Marketing Analytics</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>Fresno</b>	2020	2021	2023	BS	Biomedical Engineering
	2020	2022	2023	BFA	Studio Art
	2022	2022	2023	BA	Asian American and Asian Studies
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>MS</b>	<b>Environmental Sciences</b>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>BS</b>	<b>Neuroscience</b>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>BA</b>	<b>Native American Studies</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BS</b>	<b>Wine Business</b>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>BA</b>	<b>Sports Administration</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Fullerton	2019	2020	2024	MS	Applied Computer Science
	2019	2020	2024	MS	Construction Engineering & Management
	2022	2023	2023	BFA	Theatre Arts-Design and Production
	2022	2024	2024	BA	Urban Learning
	<b>2023</b>	<b>2025</b>	<b>2025</b>	<b>DrPH</b>	<b>Doctor of Public Health</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Humboldt	2021	2022	2023	BA	Cannabis Studies
	2021	2023	2023	BS	Data Science
	2022	2026	2026	BA	Digital Arts and Media
	2022	2026	2026	BA	Health Advocacy
	2022	2023	2023	BS	Applied Fire Science and Management
	2022	2026	2026	BS	Biotechnology
	2022	2026	2026	BS	Computer and Information Technology
	2022	2023	2023	BS	Energy Systems Engineering
	2022	2023	2023	BS	Geospatial Science and Technology
	2022	2026	2026	BS	Indigenous Science and the Environment
	2022	2023	2023	BS	Mechanical Engineering
	2022	2023	2023	BS	Software Engineering
	2022	2023	2023	MS	Engineering and Community Practice
	2022	2026	2026	MS	Nursing
<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MA</b>	<b>Applied Anthropology</b>	

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Long Beach	2018	2017	2024	BS	Geography
	2020	2022	2024	BA	Multi-Disciplinary Science
	2020	2022	2026	MAT	Special Education
	2021	2022	2024	MS	Biomedical Engineering
	2022	2023	2023	BS	Dance Science

	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BS</b>	<b>Applied Data Science</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>DrPH</b>	<b>Doctor of Public Health</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MS</b>	<b>Applied Nutrition and Dietetics</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MA</b>	<b>Comparative Racial and Ethnic Studies</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>Los Angeles</b>	2017	2018	2024	MS	Business Analytics
	2019	2019	2024	MS	Marketing
	2022	2024	2024	BA	American Indian and Indigenous Studies
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BS</b>	<b>Environmental Science</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BA</b>	<b>Environmental Studies</b>
	<b>2023</b>	<b>2025</b>	<b>2025</b>	<b>EdS</b>	<b>School Psychology</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>Maritime Academy</b>					

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>Monterey Bay</b>	2015	2015	2024	MS	Accounting
	2016	2016	2024	BS	Mechatronics Engineering
	2017	2018	2023	MPH	Public Health
	2021	2025	2025	MS	Applied Behavior Analysis

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Northridge	2020	2025	2025	MS	Accounting Analytics
	2021	2022	2024	MA	Entertainment Media Management
	2021	2023	2024	MS	Data Science
	2022	2023	2024	MS	Construction Management
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BA</b>	<b>Dance</b>
	<b>2023</b>	<b>2025</b>	<b>2025</b>	<b>MA</b>	<b>Design and Innovation</b>
	<b>2023</b>	<b>2026</b>	<b>2026</b>	<b>MS</b>	<b>Autonomous Technologies and Systems Design and Development</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Pomona	2017	2017	2023	BS	Regenerative and Sustainable Studies
	2017	2017	2023	MS	Mechatronic and Robotics Engineering
	2018	2020	2023	BS	Materials Engineering
	2018	2020	2023	MS	Bioengineering
	2018	2020	2023	MUD	Urban Design
	2020	2022	2024	MS	Financial Analysis
	2021	2022	2023	MS	Digital Marketing
	2021	2022	2024	MS	Management of Architectural Practices
	2022	2023	2023	MS	Statistics and Applied Mathematics
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MS</b>	<b>Human Resources Leadership</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Sacramento	2019	2020	2022	MS	Power Engineering
	2020	2022	2022	BA	Public Policy and Administration
	2020	2022	2024	MS	Environmental Studies
	2022	2024	2024	BA	Japanese
	2022	2024	2024	MS	Physics
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BFA</b>	<b>Architectural Studies</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BS</b>	<b>Statistics</b>

	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MA</b>	<b>Education, Equity and Social Justice</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MS</b>	<b>Human Resources</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>San Bernardino</b>	2018	2019	2024	DNP	Nursing Practice
	2020	2021	2026	MA	Speech-Language Pathology
	2020	2022	2024	MS	Material Science
	2022	2022	2024	BS	BioHealth Science
	2022	2022	2023	BS	Natural Science
	2022	2023	2024	BS	Design
	2022	2023	2023	MS	Applied Data Science
	2022	2022	2023	MS	Business and Data Analytics
	2022	2024	2025	MS	Physician Assistant
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MS</b>	<b>Human Resources Management</b>
<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>DrPH</b>	<b>Public Health</b>	

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>San Diego</b>	2020	2021	2023	MA	Critical Studies in Music
	2021	2022	2023	BA	Brazilian Studies
	2021	2022	2023	MS	Finance
	2021	2022	2024	MS	Quality Management
	2022	2023	2023	BS	Civil Engineering (Georgia)
	2022	2023	2023	BS	Computer Engineering (Georgia)
	2022	2023	2023	BS	Computer Science (Georgia)
	2022	2023	2023	BS	Electrical Engineering (Georgia)
	2022	2023	2024	MS	Health Informatics
	2022	2023	2023	MS	Supply Chain Innovation
	2022	2024	2025	DNP	Nursing
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>BS</b>	<b>Child and Family Development, Child Observation and Early Childhood Development</b>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>MS</b>	<b>Food Science</b>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>BS</b>	<b>Leadership Studies</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MM</b>	<b>Music Education, Elementary or Secondary Emphasis</b>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>BA</b>	<b>Musical Theatre</b>
<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>DrPH</b>	<b>Public Health</b>	



	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>MS</b>	<b>Toxicology</b>
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Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>San Francisco</b>	<b>2019</b>	2020	2024	BA	Human Services
	<b>2020</b>	2021	2024	MS	Environmental Science
	<b>2020</b>	2021	2024	AuD	Audiology
	2022	2022	2022	MS	Applied Nutrition
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>BA</b>	<b>Child Development-PK to 3<sup>rd</sup> Grade</b>

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
<b>San José</b>	2018	2019	2023	MS	Finance
	2021	2022	2023	MDes	Design
	2022	2023	2023	BS	Geographic Information Science
	2022	2023	2023	MA	Multilingual and Multicultural Literacy Education
	2022	2023	2023	MS	Quantum Technology
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BA</b>	<b>Asian American Studies</b>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>BS</b>	<b>Computer Science and Linguistics</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>BA</b>	<b>Mass Communications</b>
	<b>2023</b>	<b>2025</b>	<b>2025</b>	<b>MS</b>	<b>Applied Behavior Analysis</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>MS</b>	<b>Geographic Information Science</b>
	<b>2023</b>	<b>2025</b>	<b>2025</b>	<b>MS</b>	<b>Instructional Design and Technology</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>PhD</b>	<b>Engineering Sciences</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>PhD</b>	<b>Marine Science</b>

	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
San Luis Obispo					

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
San Marcos	2008	2016	2025	BA	Philosophy
	2016	2016	2025	BA	Chicano/a Studies
	2016	2019	2024	BS	Computer Engineering
	2018	2019	2025	MS	Applied Behavior Analysis
	2018	2019	2023	MS	Clinical Counseling
	2019	2020	2024	BS	Cybersecurity
	2023	2024	2024	DNP	Doctor of Nursing Practice

Campus	Year Approved by BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Sonoma	2022	2023	2023	BA	Cinematic Arts and Technology
	2022	2023	2024	BA	Native American Studies
	2022	2023	2024	BS	Health Sciences
	2023	2024	2024	MS	Cultural Heritage and Resources Management

Campus	Year Approved By BOT	Year Originally Approved for Implementation	Currently Planned Implementation Year	Degree Designation	Title
Stanislaus	2022	2024	2024	BS	Quantitative Economics
	2022	2023	2024	MA	Mathematics
	2023	2024	2024	BA	Musical Theatre

## SUMMARY OF WSCUC ACCREDITATION 2021-2022

CAMPUS	KEY DATES	Reaffirmation Period	Commendations	Recommendations
<b>Northridge</b>	Team Site Visit: October 6-8, 2021 Commission Action Letter: March 8, 2022  <a href="#">CSUN's WSCUC site</a>	10 years	<p>Permitted to use the Thematic Pathway for Reaffirmation (TPR), which is a condensed reaccreditation process. This option is reserved only for high-performing, compliant institutions.</p> <p>The review team commended CSUN for authentic and widespread commitment to student success as reflected in revamping advising practices (particularly for first-year students), improving capacity for generating and accessing student success data, and diversifying funding sources for institutional sustainability.</p>	<p>The review team recommended that CSUN clarify and operationalize their definition of “student success;” develop collaborations and communication strategies across units and stakeholders to implement/assess student success initiatives; build a culture for data-informed decision making and regular assessment of student success strategies; and extend the thoughtful planning and implementation that went into the advising model for freshmen to other student populations (e.g., first-year transfers, graduate students, part-time students).</p>
<b>San Bernardino</b>	Team Site Visit: September 22-24, 2021 Commission Action Letter: March 8, 2022  <a href="#">CSUSB's WSCUC site</a>	10 years	<p>The review team made many commendations, foremost of which was CSUSB's substantive and impressive strides in addressing the requirements identified in the last Commission Action (which previously granted reaccreditation for 7 years). The university was also commended for their commitment to diversity, equity, and inclusion as demonstrated by their governance model and allocation of resources; student success through advising, faculty commitment to student-centered strategies, and collaboration between IR and IT to improve process and platforms for student learning; and creating a culture continuous improvement.</p>	<p>The review team recommended that CSUSB continue to use the best practices developed during the pandemic; to improve graduation rates; to develop a clear plan to optimize their Palm Desert Campus; to clearly communicate the expectations and regulations of shared governance; to improve student engagement and learning in all modes of instruction through faculty development; and to improve DEI recruitment strategies for filling vacant staff and faculty positions.</p>
<b>San José</b>	Team Site Visit: April 6-8, 2022 Commission Action Letter: July 11, 2022  <a href="#">SJSU's WSCUC site</a>	6 years	<p>The review team commended SJSU for their commitment to the success of their students; their Transformation 2030 Strategic Plan, which serves as a framework for continuity during leadership transition; their alliances with and dedication to the local community and region; the resilience of campus staff and</p>	<p>The review team's most significant concern was insufficient evidence of substantive progress towards addressing the requirements from previous accreditation reviews. The <a href="#">Commission's Action Letter</a> specified nine areas for continued attention and development. These areas will be the focus of a 2025 special visit.</p>

			<p>faculty during the pandemic and beyond; and the commitment to campus safety via substantial investments in Title IX and related programs.</p>	<p>Of particular note are two areas in which the CSU-CO/BOT is called out by WSCUC.</p> <ol style="list-style-type: none"> <li>(1) CSU engagement with SJSU. The Commission noted that the “CSU must balance autonomy with appropriate closer oversight when serious problems and issues arise,” in reference to the departures of both the SJSU President and the Chancellor. Citing the BOT’s “refusal to engage in the reaffirmation of accreditation process,” the Commission called for the BOT to “exercise appropriate engagement with SJSU over institutional integrity, policies, stability of leadership, and accreditation.”</li> <li>(2) Partnering with the CSU to conduct a critical review of the Moss Landing Marine Laboratory Consortium. The Commission noted concern about how the SJSU Campus Master Plan will incorporate the Moss Landing Marine Laboratory site and is requiring SJSU to “partner with CSU System leadership to conduct a critical review of the Moss Landing Consortium to include: <ol style="list-style-type: none"> <li>a. developing and implementing long-range strategic plans outlining the support strategy for the Consortium and clarifying the role and expected outcomes of SJSU’s participation developing, and</li> <li>b. implementing improvements in the meaning, quality, and integrity of degrees and in student support services.”</li> </ol> </li> </ol>
<p><b>San Luis Obispo</b></p>	<p>Team Site Visit: April 27-29, 2022 Commission Action Letter: July 11, 2022 <a href="#">Cal Poly SLO’s WSCUC site</a></p>	<p>10 years</p>	<p>Cal Poly SLO received numerous commendations, including taking on re-accreditation through the TPR process and selecting themes focused on diversity, equity, inclusion, and access—a challenging approach that has helped solidify the university’s collective commitment to these issues. The team also commended Cal Poly</p>	<p>The review team recommended strengthening the university’s DEI and vision through data-informed decisions based on metrics beyond graduation and retention rates; enhancing the partnership between academic and student affairs; increasing access to disaggregated data to critically evaluate DEI initiatives but developing an institutional policy regulating access to these</p>

			<p>SLO for the support from faculty/staff in advocating and voicing their DEI vision, implementing student-centered programs and research opportunities; and from the Center for Teaching, Learning, and Technology and its role in transforming the culture of teaching and learning in support of DEI, as well as in fostering a strong culture of learning outcomes assessment.</p>	<p>data; developing a process to assess and close the loop on campus climate; streamline the process for recruiting and hiring diverse faculty and staff; and maintain continuity in services despite gaps in training and capacity.</p>
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**California State University Accredited Programs by Campus**

**California State University, Bakersfield**

<b>CSU Bakersfield Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Business Administration BS, MBA	1975	2023-24
Computer Engineering BS	10/1/2016	2023-24
Economics BS	2019	2023-24
Educational Leadership EdD	2014	2021-22
Electrical Engineering BS	10/1/2016	2023-24
Engineering Sciences BS	10/1/2016	2023-24
Music BA	2020	2025-26
Nursing BS	2002	2031
Nursing MS	2016	2031
Public Administration MPA	1987	2023-24
Social Work MSW	2002	2022-23

**California State University Channel Islands**

<b>CSU Channel Islands Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Biotechnology MS/MBA Dual Degree Program	2017	2027
Business BS, MBA	2017	2027
Nursing BS	2009	2025

**California State University, Chico**

<b>Chico State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Art BA, BFA, MA, MFA	not specified	2026
Biochemistry BS	2022	2025
Business Administration BS, MBA	1997	2023
Business Information Systems BS	1997	2023
Chemistry BS	not specified	2025
Civil Engineering BS	1968	2028
Communication Design BFA	not specified	2026
Communication Sciences and Disorders MS	2003	2026
Computer Engineering BS	1989	2028
Computer Information Systems BS	2007	2028
Computer Science BS	1987	2028
Construction Management BS	1987	2028
Education MA	not specified	2022

**Attachment C**

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Electrical and Electronic Engineering BS	1971	2028
Health Services Administration BS	2004	2023
Didactic Program in Dietetics (Nutrition and Food Sciences BS)	1999	2026
Dietetic Internship	2001	2025
Journalism BA	1997	2023
Mechanical Engineering BS	1971	2028
Mechatronic Engineering BS	1998	2028
Musical Theatre BFA	2009	2024
Nursing BS	1995	2028
Nursing MS	1995	2028
Psychology MA: Applied/School Psychology Option	1998	2023
Public Administration MPA	1996	2024
Public Health BS		2023
Recreation, Hospitality, and Parks Management BS	1986	2026
Recreation Administration MA	1986	2026
Social Work BA, MSW	not specified	2025
Advanced Manufacturing and Applied Robotics BS	1980	2023
Theatre Arts BA	2009	2024

**California State University, Dominguez Hills**

<b>CSU Dominguez Hills Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accounting MS	2023	TBD
Journalism BA	2022	2027-28
Business Administration BS	2020	2024-25
Computer Science BS	1996	2022-23
Clinical Science BS	1995	2026
Health Science (Orthotics and Prosthetics) MS	2015	2021-22
Music BA	1976	2028-29
Nursing BS, MS	2004	2029
Occupational Therapy MS	2007	2023
Public Administration MPA	2005	2022-23
Social Work MSW	2007	2022
Theatre Arts BA	1987	2025-26

**California State University, East Bay**

<b>Cal State East Bay Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accountancy MS	2013	2023-24
Business Administration BS, MBA	1973-1974	2023-24
Business Analytics MS	1982-1983	2023-24
Chemistry BS	2016	2027
Computer Engineering BS	2013-2014	2028
Construction Management BS	2019	2028
Counseling MS, Concentration in School Psychology	1982-1983	2025-26
Economics BS	1973-1974	2023-24
Industrial Engineering BS	2001	2028
Music BA, MA	1970	2029-30
Nursing BS	2011	2025-26
Nursing MS	2019	2025
Quantitative Economics MS	1973-1974	2023-24
Social Work MSW	2003	2025-26
Speech-Language Pathology MS	1992-1993	2028

**California State University, Fresno**

<b>Fresno State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Agricultural Education BS	1967	2024-25
Art BA, MA	2019	2024
Art History BA	2019	2024
Business Administration BS	1963	2023-24
Business Administration MBA	1974	2023-24
Civil Engineering BS, MS	1968	2024
Clinical Rehabilitation and Mental Health Counseling MS	1976 (by CORE) 2017 (by CACREP)	2024
Deaf Education MA	1982	2023
Computer Engineering BS	1999	2024
Construction Management BS, MS	1992	2026
Didactic Program in Dietetics	2005	2022
Dietetic Internship Program	2005	2022
Economics	2019	2023-24
Education MA	1954	2022
Electrical Engineering BS	1965	2024
Geomatics Engineering BS	1979	2024
Graphic Design BFA	2019	2024
Industrial Technology BS	2016	2025
Interior Design BA	1986	2023



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<b>Fresno State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Kinesiology BS – Physical Education Option	2008	2022-23
Marriage, Family, and Child Counseling MS	1995	2027
Mechanical Engineering BS	1965	2024
Music BA, BM, MA	1979, 2022	2022
Nursing BS	2006	2029-30
Nursing, MS (thru CCNE)	2019	2024-25
Nursing, Post-Graduate APRN Certificate	2019	2030
Nursing DNP	2020	2025-26
Physical Therapy DPT	2015	2025
Public Administration MPA	1991	2028
Public Health MPH	1996	2028
Recreation Administration BS	1984	2022
School Psychology EdS	1994	2024-25
Social Work BA, MSW	1967	2024
Speech-Language Pathology, MA	1982	2024
Theatre Arts, BA	1989	2023

**California State University, Fullerton**

<b>Cal State Fullerton Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accountancy MS	1966	2024
Art BA, MA	1974	2024
Art BFA, MFA	1994	2024
Athletic Training MS	2001	2027
Business Administration BA	1965	2024
Business Administration MBA	1972	2024
Civil Engineering BS	1985	2027
Communications BA	1971	2028
Communicative Disorders MA	1971	2027
Computer Engineering BS	2007	2027
Computer Science BS	1988	2027
Counseling MS	2007	2023
Curriculum and Instruction MS	1970	TBD
Dance BA	1982	2024
Educational Leadership and Administration MS	1970	TBD
Electrical Engineering BS	1985	2027
Human Services BS	1982	2026
Information Systems MS	2018	2024
Information Technology MS	2018	2024
International Business BA	1984	2024
Literacy and Reading Education MS	1970	TBD
Mechanical Engineering BS	1985	2027

<b>Cal State Fullerton Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Music BA, MA	1966	2025
Music BM, MM	1975	2025
Nursing BS	2007	2027
Nursing DNP	2013	2029
Nursing MS	2002	2027
Public Administration MPA	1989	2024
Public Health MPH	2008	2028
Social Work MSW	2011	2023
Special Education MS	1970	TBD
Taxation MS	1996	2024
Theatre BA	1974	2026
Theatre BFA	2005	2026
Theatre Arts MFA	1985	2026
Transformative Teaching in Secondary Education MS	1970	TBD

**California State Polytechnic University, Humboldt**

<b>Cal Poly Humboldt Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Art BA	1978	2024-25
Business Administration BS, MBA	2015	2022
Child Development Laboratory	1989	2022-23
Environmental Resources Engineering BS	1981	2023
Fine Art BFA	2018	2024-25
Forestry BS	1979	2025-26
Music BA	1979	2031-32
Nursing BS	2022	2027
Social Work BA, MSW	2004	2027

**California State University, Long Beach**

<b>Cal State Long Beach Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accountancy MS	2015	2023
Acting BFA	2021	2025
Aerospace Engineering BS	2001	2025
American Language Institute	2007	2027
Art BA, BFA, MA, MFA	1974	2027
Athletic Training BS, MS	2006	2031
Biomedical Engineering	NA	2024
Business Administration BS, MBA (accelerated, evening, online, and Sat. programs)	1972	2023

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Chemical Engineering BS	1980	2025
Child Development and Family Studies BA	2022	2026
Civil Engineering BS	1963	2025
Computer Engineering BS	1974	2025
Computer Science BS	1995	2025
Construction Management BS	2012	2023
Consumer Affairs BA	2021	2025
Dance BA, BFA, MA, MFA	1982	2023
Design BA, BS, BFA	2007	2027
Didactic Program in Dietetics	1975	2024
Dietetic Internship	1975	2024
College of Education: Teaching Credentials and School Professionals	2001	2023 (CTC Review)
Education MA, Options in Curriculum and Instruction; Dual Language Development	2008	2023 (CTC Review)
Educational Administration MA	2020	2023 (CTC Review)
Educational Technology and Media Leadership MS	2022	2026
Electrical Engineering BS	1963	2024
Fashion Merchandising and Design BA	2022	2026
Finance MS	2019	2023
Health Care Administration BS	1992	2029
Health Care Administration MS	2002	2026
Hospitality Management BS	2010	2024
Human Experience Design Interactions MA	2019	2027
Industrial Design BS	1974	2027
Information Systems MS	2019	2023
Interior Design BFA	1974	2027
Journalism BA	1978, 2014	2026
Marketing Analytics MS	2019	2023
Mechanical Engineering BS	1963	2025
Music BA, BM, MA, MM	1968	2023
Nursing BS	1967	2030
Nursing MS	1978	2030
Nursing DNP (with Fullerton and LA)	2012	2029
Physical Therapy DPT	2012	2022
Psychology MS, Human Factors Option	2012	2024
Public Health MPH	1990	2022
Public Policy and Administration MPA	1990	2023
Public Relations BA	1978, 2014	2026
Recreation BA	1976	2026
Recreation Therapy BS	2023	2026
School Psychology EdS	2012	2023

Social Work BA	1975	2025
Social Work MSW	1985	2025
Special Education MS	Prior to 1997	2023 (CTC Review)
Speech-Language Pathology MA	1970	2027
Sport Management MA Option	2022	2026
Supply Chain Management MS	2015	2023
Sustainability Management and Policy MS	2021	2025
Theatre Arts BA, BFA, MFA	1973	2025

**California State University, Los Angeles**

<b>Cal State LA Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Art BA, MA, MFA	1974	2029-30
Accountancy MS	1964	2025-2026
Business Administration BS	1960	2025-2026
Business Administration MBA, MS	1964	2025-2026
Communicative Disorders MA Speech-Language Pathology option	1987	2023-24
Computer Information Systems BS	1964	2025-2026
Computer Science BS	2005	2024-25
Counseling MS, Applied Behavior Analysis Option	1994	2022-23
Counseling MS, Rehabilitation Counseling Option	1956	2027-2028
Counseling MS, School-Based Family Counseling Option	1978	2027-28
Counseling MS, School Psychology Option	1993	2023-2024
Engineering, Civil BS	1965	2024-25
Engineering, Electrical BS	1965	2024-25
Engineering, Mechanical BS	1965	2024-25
Health Care Management, MS		2025-2026
Music BA, BM, MA	1970	2027-28
Music MM	1995	2027-28
Nursing BS, MS	2007	2027-28
Nursing DNP	2011	2028-29
Public Administration MPA	1984	2028-2029
Social Work BA, MSW	1979	2026-27

**California State University Maritime Academy**

<b>Cal Maritime Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
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Business Administration BS–International Business and Logistics	2003	2027-27
Facilities Engineering Technology BS	1999	2025-26
Marine Engineering Technology BS	1978	2025-26
Mechanical Engineering BS	2002	2025-26

**California State University, Monterey Bay**

<b>CSU Monterey Bay Programs</b>	<b>First Granted</b>	<b>Renewal Dates</b>
College of Business	2017 (candidacy)	2025
Nursing	2016	2031
Physician Assistant MS	2019 (provisional)	2023
School Psychology, MS	2017 (candidacy)	2027
Social Work MSW	2014	2027
	2021	2028
Speech Language Pathology, MS	2021	2026
Preliminary Multiple Subject Teaching Credential	1994	2028
Preliminary Single Subject Teaching Credential	1994	2028
Preliminary Education Specialist Teaching Credential	2001	2028
Pupil Personnel Services Credential: School Psychology	2016	2028

**California State University, Northridge**

<b>CSUN Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accountancy BS	1976	2025
Art BA, MA	1993	2023
Art MFA	2006	2023
Athletic Training BS, MS	1995	2027
Business Administration BS, MBA	1976	2025
Business Analytics, MS	2023	2025
Civil Engineering BS	1994	2025
Communicative Disorders MS	1976	2029
Computer Engineering BS	2006	2025
Computer Information Technology BS	2017	2025
Computer Science BS	1985	2025
Construction Management BS	2010	2023
Didactic Program in Dietetics	1985	2028
Dietetic Internship	1985	2028
Electrical Engineering BS	1994	2026

<b>CSUN Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Engineering Management Technology BS	2020	2025
Environmental and Occupational Health BS	1973	2026
Environmental and Occupational Health MS	1978	2026
Family and Consumer Sciences BS	1973	2025
Health Administration BS	1971	2022
Health Administration MS	2017	2027
Information Systems BS	1976	2025
Interior Design BS	1998	2024
Journalism BA	1967	2023
Manufacturing Systems Engineering BS	2001	2025
Marriage and Family Therapy MS	2016	2029
Mechanical Engineering BS	1994	2025
Music BA, BM, MM	1968	2029
Music Industry Administration MA	2017	2029
Nursing BS	1999	2023
Nutrition, Dietetics and Food Science BS	1985	2028
Physical Therapy DPT	1969	2026
Professional Accountancy MPAcc	1976	2025
Public Health BS	2016	2026
Public Health MPH	1971	2026
Radiologic Sciences BS	1977	2026
School Psychology MS	2004	2029
Social Work MSW	2004	2028
Taxation MS	1976	2025
Theatre BA	1991	2025
Theatre Arts MA	1991	2025
Tourism, Hospitality, and Recreation Management BS	1976	2023

**California State Polytechnic University, Pomona**

<b>Cal Poly Pomona Programs</b>	<b>First Granted</b>	<b>Renewal Dates</b>
Accountancy MS	2015	2024-25
Aerospace Engineering BS	1970	2023-24
Animal Health Science BS	1997	2023-24
Architecture BArch	1981	2022-23
Architecture MArch	1978	2022-23

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Art History BA	1997	2029-30
Business Administration BS, MBA	1995	2024-25
Business Analytics MS	2020	2024-25
Chemical Engineering BS	1972	2023-24
Civil Engineering BS	1970	2023-24
Civil Engineering BS, Geospatial Engineering Option	1992	2023-24
Computer Engineering BS	2004	2023-24
Computer Science BS	1994	2026-27
Construction Engineering and Management BS	1976	2023-24
Didactic Program in Dietetics (Nutrition BS, Dietetics Option)	1993	2024-25
Dietetic Internship Program	1993	2024-25
Early Childhood Studies BA	2021	2026-27
Electrical Engineering BS	1970	2023-24
Electronic Systems Engineering Technology BS	1976	2023-24
Electromechanical Systems Engineering Technology BS	1976	2023-24
Food Science and Technology BS	2019	2025-26
Hospitality Management BS	1994	2025-26
Industrial Engineering BS	1976	2023-24
Information Security MS	1995	2024-25
Interior Architecture MIA	2010	2026-27
Landscape Architecture BS	1963	2022-23
Landscape Architecture MLA	1975	2022-23
Manufacturing Engineering BS	1988	2023-24
Mechanical Engineering BS	1970	2023-24
Music BA	2013	2022-23
Music BM	2019	2022-23
Public Administration MPA	2006	2026-27
Urban and Regional Planning BS	1967	2028-29
Urban and Regional Planning MURP	1971	2028-29
Visual Communication Design BFA	1997	2029-30

**California State University, Sacramento**

<b>Sacramento State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accountancy MS	not specified	2027
Art BA, MA	1974	2025
Art History BA	2021	2025
Audiology AuD	2019 (ACAE candidacy) 2020 (CAA-	2023 2025

<b>Sacramento State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
	ASHA candidacy)	
Business Administration BS, MBA	1963	2027
Business Analytics MS	2021	2027
Civil Engineering BS	1965	2028
Communication Sciences and Disorders MS	1985	2027
Computer Engineering BS	1987	2028
Computer Science BS	1986	2024
Construction Management BS	1989	2025
Counseling MS	2021	2023
Didactic Program in Dietetics	1996	2024
Dietetic Internship	2003	2024
Electrical and Electronic Engineering BS	1969	2028
Finance MS	2021	2027
Graphic Design BFA	2005	2025
Interior Architecture BFA	2001	2025
Mechanical Engineering BS	1965	2024
Music BA, BM, MM	1964	2023
Nursing BS, MS	BS 1962 MS 1986	2029 (CCNE) 2029 (BRN)
Photography BFA	2005	2025
Physical Therapy DPT	1997	2025
Recreation Administration BS	1978	2028
Recreation Therapy BS	2022	2028
School Psychology MA	2008	2025
Social Work BA, MSW	1966	2025
Studio Art BFA, MFA	2018	2025
Theatre BA	2016	2023

**California State University, San Bernardino**

<b>Cal State San Bernardino Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accountancy MS	1994	2023-24
Administration BA	1994	2023-24
Art BA, BFA	1983	2022-23
Art History & Global Cultures BA	2020	2022-23
Business Administration MBA	1994	2023-24
Chemistry BS	1990	2025
Computer Engineering BS	2014	2025-26
Computer Science BS	1988	2025-26
Cybersecurity and Analytics MS	1994	2023-24
Design BFA	2020	2022-23



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<b>Cal State San Bernardino Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Design Studies BA	2020	2022-23
Didactic Program in Dietetics (Nutritional Science and Dietetics BS)	1989	2027-28
Entrepreneurship and Innovation MS	1994	2023-24
Environmental Health Science BS	2004	2024-25
Finance MS	1994	2023-24
Information Systems and Technology BS, MS	1994	2023-24
Logistics and E-Commerce MS	1994	2023-24
Music BA, BM	2003	2024
Nursing BS	1974	2027
Nursing MS	2000	2028
Public Administration MPA	1989	2023-24
Public Health BS, MPH	2014	2022-23
Robert and Frances Fullerton Museum of Art	2008	2022-23
Rehabilitation Counseling MA	1988	2023-24
Social Work BA	2002	2027
Social Work MSW	1989	2027
Studio Art MFA	2011	2022-23
Theatre Arts, BA	2004	2022
Visual Art Studies BA	2020	2022-23

**San Diego State University**

<b>San Diego State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accounting MS	1982	2022-23
Aerospace Engineering BS	1964	2027-28
Art BA, MA, MFA	1975	2024-
Athletic Training, MS	2000	2023-24
Audiology Joint Doctoral Program AUD	2006	2026
Business Administration BS, MS, MBA	1955	2022-23
Civil Engineering BS	1964	2027-28
Clinical Psychology Joint Doctoral Program, PhD	1990	2023
Computer Engineering BS	2004	2023-24
Computer Science BS	1994	2024
Construction Engineering BS	2009	2027-28
Counseling MS, option in Marriage and Family Therapy	2009	2023
Cybersecurity Management MS	2020	2022-23
Didactic Program in Dietetics	1980	2027
Electrical Engineering BS	1964	2023-24
Environmental Engineering BS	2004	2027-28

Finance MS	2022	2023
Global Business Development MS	2020	2022-23
Health Management and Policy division MPH, MPH/MSW	1983	2026
Information Systems MS	2011	2022-23
Interior Architecture BA, MA, MFA	1984; 2018	2024
Journalism BA, option in Media Studies	2009	2027-28
Mechanical Engineering BS	1964	2023-24
Medical Physics MS	2011, 2019	2024
Nursing BS, MS	2001	2026
Physical Therapy DPT	2015	2030
Public Administration BA, MPA	1979	2028
Public Health, BS, MS, MPH, PhD (Joint Doctorate Program)	1983, 1985	TBD
Rehabilitation Counseling MS	1978	2023
School Psychology EdS	1989	2023
Social Work BA	1974	2025
Social Work MSW	1966	2025
Speech Language Pathology MA	1970	2028
Theatre BA, MA, MFA	1975	2024-25

**San Francisco State University**

<b>San Francisco State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accountancy MS	1979	2024
Apparel Design and Merchandising BS	2003	2023
Art BA, MA, MFA	1983	2023
Art History BA	2019	2023
Business Administration BS, MBA	1963	2024
Business Analytics, MS	2019	2024
Clinical Laboratory Science Graduate Internship Program	1977	2029
Clinical Mental Health Counseling MS	2019	2027
Communicative Disorders MS	1971	2025
Counseling MS	1978	2027
Didactic Program in Dietetics	1987	2026
Economics BA	2019	2024
Engineering, Civil BS	1986	2024
Engineering, Computer BS	2016	2024
Engineering, Electrical BS	1986	2024
Engineering, Mechanical BS	1986	2024

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Family and Community Sciences BA	2003	2023
Public Health BS	2009	2025
Hospitality and Tourism Management BS	1990	2024
Interior Design BS	2003	2023
Journalism BA	1985	2025
Music BA, BM, MA, MM	1963	2027
Nursing BS, MS	2003	2023
Physical Therapy DPT	2001	2032
Public Administration MPA	2000	2028
Public Health MPH	2003	2025
Quantitative Economics MS	2019	2024
Recreation, Parks and Tourism Administration BS	1990	2022
Social Work BA, MSW	1975, 1971	2026
Studio Art, BA	1983	2023
Theatre Arts BA, MA, and MFA: Concentration in Design and Technical Production	1982	2023

**San José State University**

<b>San José State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accountancy MS	1964	2026
Aerospace Engineering BS	1991	2024
Animation & Illustration BFA	2021	TBD
Art BA, BFA, MA, MFA	1974	TBD
Art History and Visual Culture BA	2020	TBD
Audiology AUD	2020 (ACAE developing) 2020 (CAA candidacy)	2023 2025
Biological Sciences – Clinical Laboratory Scientist	2021	2026
Biomedical Engineering BS	2011	2024
Business Administration BS	1964	2026
Business Administration MBA	1973	2026
Chemical Engineering BS	1958	2024
Civil Engineering BS	1958	2024
Clinical Mental Health Counseling MS	2021	2026
Computer Engineering BS	1958	2024
Computer Science BS	1996, 2001	2024
Dance BA, BFA	1987	2023
Design Studies BA, BS, BFA	2019	TBD
Didactic Program in Dietetics	1986	2028
Electrical Engineering BS	1958	2024

<b>San José State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Engineering Technology BS	1980, 2010	2023
Human Factors/Ergonomics MS	2014	2027
Industrial and Systems Engineering BS	1958	2024
Industrial Design BS	1974	TBD
Interior Design BFA	2000	TBD
Journalism BS	1971	2024
Library Information Science MLIS	1969	2029
Materials Engineering BS	not specified	2024
Mechanical Engineering BS	1958	2024
Music BA, BM, MM	1958	2025
Music Education MA	2016	2025
Nursing BS	not specified	2024
Nursing MS	1959, 1998	2031
Nursing Practice DNP	2019 (candidacy)	2026
Occupational Therapy MS	1991	2026
Public Administration MPA	1988	2024
Public Health MPH	1976	2023
Recreation BS	1987	2028
Social Work BA, MSW	1977	2023
Software Engineering BS	2016	2024
Speech Language Pathology MS	1989	2026
Taxation MS	1964	2026
Transportation Management MS	1964	2026
Urban Planning MUP	1972, 1988	2025

**California Polytechnic State University, San Luis Obispo**

<b>Cal Poly San Luis Obispo Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Accounting MS	2014	2023
Aerospace Engineering BS	1969	2027
Agricultural Systems Management BS	2021	2027
Architectural Engineering BS	1975	2027
Architecture BArch	1980	2025
Art and Design BFA	1995	2027
Biomedical Engineering BS	2012	2027
Bioresource and Agricultural Engineering BS	1973	2023
Business Administration BS, MBA	1981	2023
Business Analytics MS	2017	2023

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<b>Cal Poly San Luis Obispo Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
City and Regional Planning BS	1973	2026
City and Regional Planning MCRP	1993	2026
Civil Engineering BS	1973	2027
Computer Engineering BS	1997	2027
Computer Science BS	1986	2023
Construction Management BS	1978	2027
Didactic Program in Dietetics (Concentration in Nutrition BS)	2005	2024
Economics BS	1981	2023
Electrical Engineering BS	1969	2027
Environmental Engineering BS	1971	2027
Forest and Fire Science BS	1994	2024
Graphic Communication BS	2003	2023
Industrial Engineering BS	1969	2027
Industrial Technology and Packaging BS	1974	2023
Journalism BS	2020	2027
Landscape Architecture BLA	1975	2027
Manufacturing Engineering BS	1997	2027
Materials Engineering BS	1971	2027
Mechanical Engineering BS	1969	2027
Music BA	2003	2029
Quantitative Economics MS	2018	2023
Recreation, Parks, and Tourism Administration BS	1986	2025
Software Engineering BS	2007	2023
Taxation MS	2017	2023

**California State University San Marcos**

<b>CSU San Marcos Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Business Administration BS, MBA	2021	2026
Nursing BS	2008	2023
Nursing MS	2012	2027
Public Health MPH	2021	2026
Social Work MSW	2013	2028
Speech-Language Pathology MS	2015	2027

**Sonoma State University**

<b>Sonoma State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Art BA, BFA	1982	2023-24
Art History BA	1982	2023-24
Business Administration BS, MBA	2007	2025-26
Counseling MA	1984	2030
Music BA, BM	1972	2027-28
Nursing BS, MS	1974	BRN 2024-25 CCNE 2024-25
Electrical Engineering, BS	2020	2028

**California State University, Stanislaus**

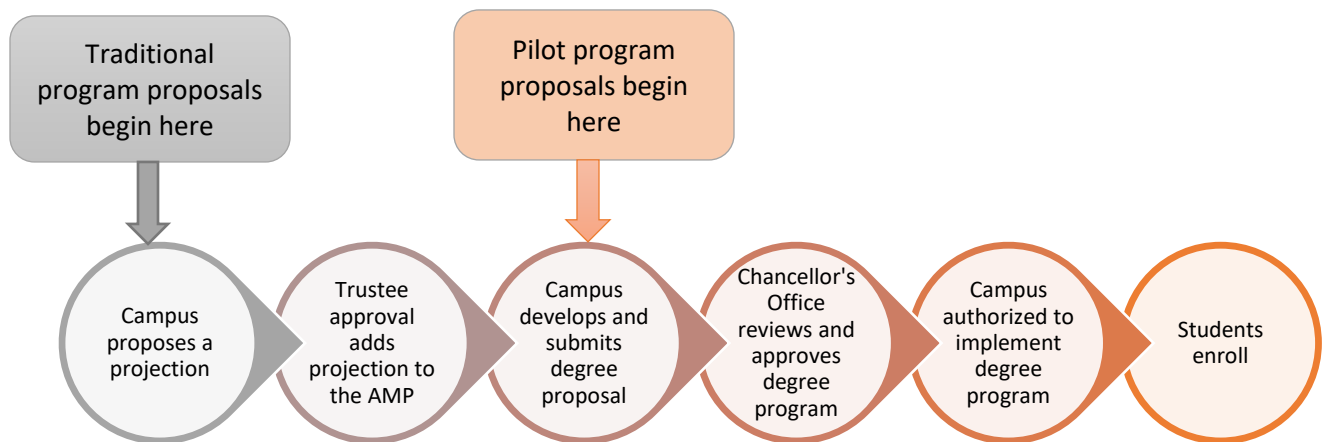
<b>Stanislaus State Programs</b>	<b>First Granted</b>	<b>Renewal Date</b>
Art BA, BFA	1983	2020-21*
Art History, BA	2019	2020-21*
Business BS, MBA, MS	2003	2022-23
Counseling, MA	1991	2025-26
Education MA	1991	2025-26
Music BA, BM	1981	2022-23
Nursing BS	1986 (BRN)	2022-23
Nursing BS, MS	2010 (CCNE)	2026-27
Public Administration MPA	1982	2023-24
School Administration, MA	1991	2025-26
Social Work MSW	1996	2026-27
Theatre Arts BA	1983	2022-23

*\*Accredited by NASAD; review scheduled for April 2023. Once this review is completed, the programs will be provided with their next accreditation date.*

## **CSU DEGREE PROPOSAL, REVIEW AND APPROVAL PROCESS**

The CSU degree planning process begins with campus departmental plans and ends with the campus enrolling students in the program. Along the way, plans are subjected to review and approval by the campus, the Board of Trustees and the Chancellor’s Office. Campuses may pursue one of two approaches to proposal review and approval, depending on the kind of program envisioned. The approaches are: (1) the traditional process and (2) the pilot process. Each process will be explained in this review. The process is shown in Figure 1.

**Figure 1. The Degree Approval Process**



### **The Traditional Process**

#### **Degree Projections**

The traditional process begins with degree projections. Each January, campuses submit projection proposals, which are very general long-term plans to develop and implement a degree program, to the Chancellor’s Office for preliminary review. Projection proposals must make a supportable case that the desired degree program will meet the following criteria in order to obtain a Chancellor’s Office recommendation for Board of Trustees approval at the March trustees meeting.

#### **Chancellor’s Office Projection Review Criteria (All Degree Levels)**

1. Degree designation and title (e.g., BS Biochemistry);
2. Date approved by the campus-based academic senate;

3. Projected implementation date;
4. Delivery mode: fully face-to-face, hybrid or fully online program;
5. A brief summary of the purpose and characteristics of the proposed degree program;
6. Support mode: state-support or self-support;
7. Anticipated student demand;
8. Workforce demands and employment opportunities for graduates;
9. Other relevant societal needs;
10. An assessment of the required resources and a campus commitment to allocating those resources; and
11. As applicable:
  - a. If the projection is a pilot program, campuses will list the academic years during which the program will operate in pilot status.
  - b. For new degree programs that are not already offered in the CSU, campuses include a compelling rationale explaining how the proposed subject area constitutes a coherent, integrated degree program that has potential value to students and meets CSU requirements for an academic program at the undergraduate or graduate level.

#### **Additional Criteria for Projected Bachelor's Degree Programs**

Projected bachelor's degrees are general, characterized by breadth and are as enduring as possible in content and title, whereas graduate programs are more appropriately specialized.

Resource:

[https://www2.calstate.edu/csu-system/administration/academic-and-student-affairs/academic-programs-innovations-and-faculty-development/Documents/breadth\\_epr85\\_13.pdf](https://www2.calstate.edu/csu-system/administration/academic-and-student-affairs/academic-programs-innovations-and-faculty-development/Documents/breadth_epr85_13.pdf).

#### **Additional Criteria for Projected Graduate Degree Programs**

Master's degree programs should be projected only when the sponsoring department is well established and has achieved a level of quality that has been affirmed by a program review or in subjects for which national accreditation, including review by a visiting team, is available. Further requirements of new graduate programs include that:

1. There are at least five full-time faculty with the appropriate terminal degree;
2. The programs have enrollment sufficient to support offering at least four graduate-level courses each year;
3. Evidence is provided that the department can support the level of research required of a graduate program; and
4. Not less than one half of the units required for the degree shall be in courses organized primarily for graduate students.



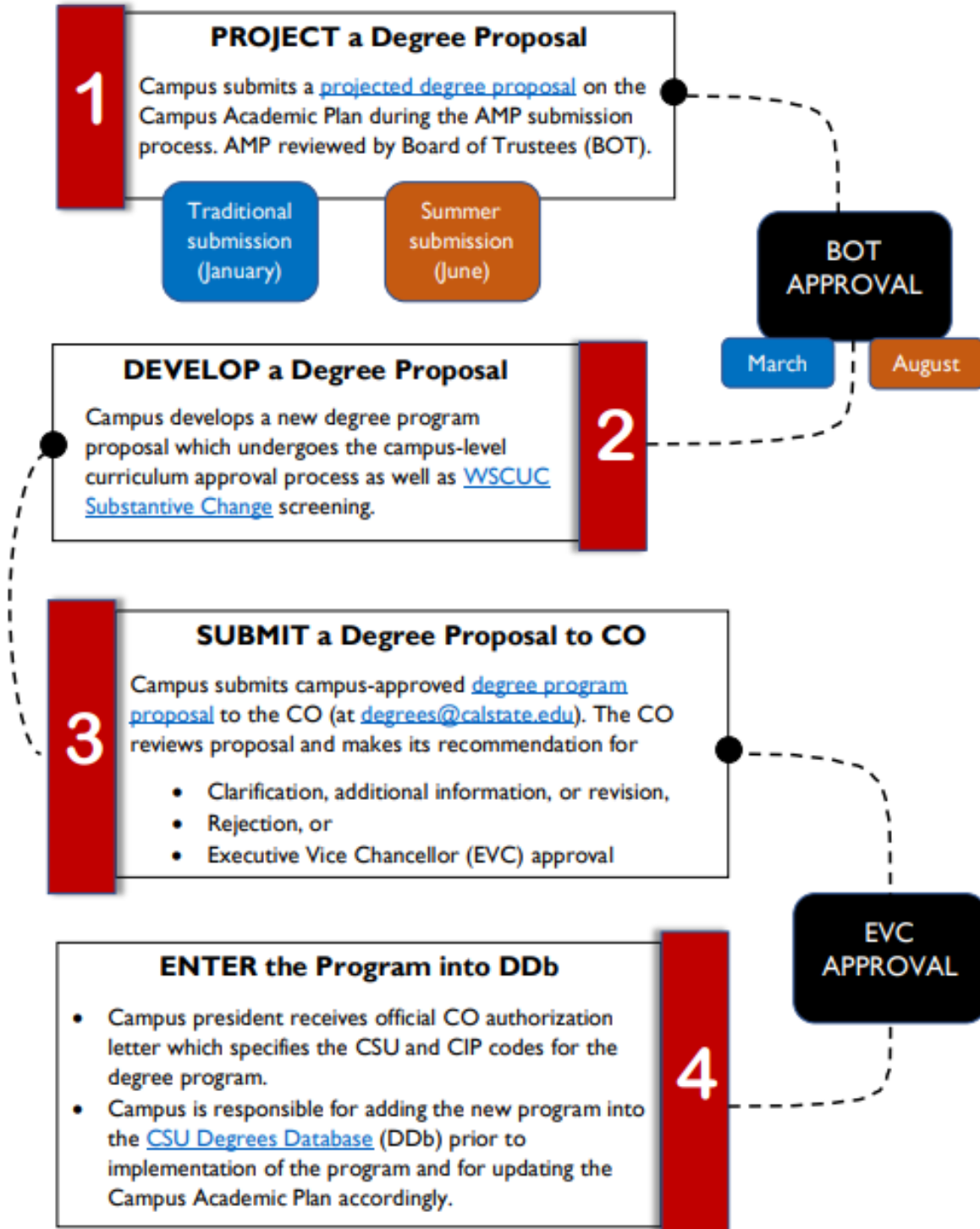
Resources:

- [https://www2.calstate.edu/cs-system/administration/academic-and-student-affairs/academic-programs-innovations-and-faculty-development/Documents/Graduate\\_Level\\_EPR\\_82\\_39.pdf](https://www2.calstate.edu/cs-system/administration/academic-and-student-affairs/academic-programs-innovations-and-faculty-development/Documents/Graduate_Level_EPR_82_39.pdf)
- [https://www2.calstate.edu/cs-system/administration/academic-and-student-affairs/academic-programs-innovations-and-faculty-development/Documents/aap\\_91\\_04\\_recommendations\\_graduate\\_education.pdf](https://www2.calstate.edu/cs-system/administration/academic-and-student-affairs/academic-programs-innovations-and-faculty-development/Documents/aap_91_04_recommendations_graduate_education.pdf)

## **Degree Program Proposal Development and Review Process**

After obtaining Board of Trustees approval for a proposed projection, the campus may begin developing a full degree proposal, which must obtain campus approvals before being submitted for system-level review. Campus-approved degree proposals are reviewed by Chancellor’s Office staff who have faculty experience and curriculum-development and review experience. Additionally, as needed, external experts review degree programs that have highly specialized curricular requirements. It is not unusual for the Chancellor’s Office to request modifications to the degree requirements or the assessment plans during the review process. Proposals must obtain the chancellor’s approval before the degree program can be implemented and enroll students. All degree program proposals are governed by California Education Code and systemwide policy, including Title 5 regulations, executive orders and coded memoranda.

The flow chart below depicts the review and approval process for the “traditional degree program proposal.” This process is used for bachelor’s, master’s and doctoral programs that will be run either through state support or through self-support/extended education. In this process, the full degree proposal is submitted to the Chancellor’s Office a year ahead of planned implementation. There are two submission cycles: the traditional cycle, in which campuses submit their documents for BOT approval in March, and the summer cycle, in which campuses submit their documents for BOT approval in August/September.



## **Degree Proposal Review Criteria**

During the proposal review process, reviewers evaluate proposed programs and resources according to the following review criteria:

### **Faculty**

Do the faculty appear qualified to offer this program and at this level? Does the faculty expertise span all appropriate specializations, and are there sufficient faculty members for the projected size of the program? Do they appear to have appropriate research or professional experience? Are the arrangements for administering the program sufficient to ensure that it will operate effectively?

### **Curriculum**

Does the curriculum have appropriate breadth, depth and coherence for an undergraduate or a graduate program in this field? Is it up to date, incorporating the most recent developments in the field? Is it consistent with any pertinent recommendations of professional organizations? Is it responsive to employment opportunities for graduates? If it is a baccalaureate program, would it constitute desirable preparation for graduate or doctoral study in the fields indicated in the proposal? Does the proposed bachelor's degree meet the applicable Bachelor of Arts (BA) and Bachelor of Science (BS) requirements established in Title 5? If the proposal is for a BA or BS degree, does it require no more than 120 units, or does the proposal provide a well-defended rationale for exceeding the Title 5 limit of 120 units for BA and BS degrees? Does the graduate program meet Title 5 section 40510 master's degree requirements?

### **Resources**

Does the description of facilities, equipment and information resources indicate that the campus has the resources (or reliable access to resources) that will be needed for a high-quality program? If not, what information would be minimally necessary to ensure that the resources are adequate? For self-support programs, does the budget contain three-to-five years of operation, showing multiple cohorts? Does it show full cost recovery, and are the student costs within market ranges for similar extension programs?

### **Assessment of Program Quality and Student Learning**

Does the proposal provide an assessment plan that identifies program and student learning goals? Do the student learning outcomes match with the curriculum? Are goals measurable, and will the assessment process be manageable? Is the process meaningful, with assessment results used to influence changes in the curriculum or pedagogy?

### **State Need and Student Demand**

Is a program of this kind needed in California? Is there convincing evidence provided in the proposal to demonstrate student interest in the program and employer demand for graduates?

Are the sources of information on need current and credible? If the information on need for the program is not adequate, what other information might it be suggested that the campus include in the proposal?

### **Multi-Year Cost-Recovery Budget (Self-Support Programs)**

Does the budget include sufficient years to follow multiple cohorts? Is an appropriate level of student attrition built in? Are costs related to hybrid or online delivery and technical support included for programs not offered entirely in face-to-face mode?

## **The Pilot Degree Program Proposal Process**

In support of the CSU tradition of experimentation in the planning and offering of degree programs, Board of Trustee policy established in July 1997 that a limited number of proposals meeting fast-track criteria might be implemented as five-year “pilot programs” without prior review and approval by the board. Instead, the Chancellor’s Office conducts a review to confirm that all applicable policy requirements have been met. For self-support pilot programs, the Chancellor’s Office also reviews proposed projected budgets to ensure all costs will be recovered through student fees and without relying on state funds.

### **Pilot-Program Criteria**

Pilot degree programs must meet all the following seven criteria:

1. The pilot program is either a bachelor’s or master’s degree program.
2. A WSCUC Substantive Change Review Screening determined that no further review is required. The WASC Senior College and University Commission (WSCUC) requires that the campus Accreditation Liaison Officer submit a Substantive Change Screening Form via the Accreditation Management portal for any proposed degree program. If it is determined that no substantive change review is required, please attach a separate document containing the email response from WSCUC. If the proposed program is subject to WSCUC substantive change review, the campus should submit the proposal as a new degree program rather than a pilot.
3. The proposed program is not subject to specialized accreditation by an agency that is a member of the Association of Specialized and Professional Accreditors.
4. The program is compliant with all existing state and federal laws and Trustee policy.
5. The proposed program has been subject to a thorough campus review and approval process, and documentation of the approval(s) has been provided.
6. The proposed program can be offered within the campus’s existing resource base, or there is a demonstrated capacity and support to fund the program on a self-support basis. The proposed program cannot be authorized if it involves a major capital outlay project. (Major

capital outlay construction projects are those projects whose total cost is \$610,000 or more (as adjusted pursuant to Cal. Pub. Cont. Code § 10705(a); 10105 and 10108).

7. If a self-support program, a budget must be included showing: 1) the per-unit cost to students, 2) the total cost to complete the program, and 3) a cost recovery budget.

### **Pilot Program Implementation Procedures**

1. Prior to implementation, the campus shall (1) notify the Chancellor's Office of plans to establish the program, (2) provide a program description and list of curricular requirements, and (3) confirm that each of the pilot criteria outlined within this guidance apply to the pilot program.
2. The pilot program proposal must be received and acknowledged by the Chancellor's Office before the program is implemented. Once acknowledged, the campus must update the CSU Degrees Database appropriately.
3. A campus may implement a pilot program without first proposing it as a projection on the Campus Academic Plan; however, the campus must identify the pilot program in the next annual update of the Campus Academic Plan.

### **Pilot Operational Policy**

1. A pilot program is authorized to operate for five years.
2. A campus may not offer more than two pilot programs at a time.
3. During year four, if a campus decides to convert the pilot program to regular program status, the campus is required to follow the procedure outlined in the Converting Pilot Programs to Regular Program Status policy, found on the APIFD Program Development site. Note: to request an extension of a pilot program prior to its end date, the campus must submit a formal memo to [degrees@calstate.edu](mailto:degrees@calstate.edu) that includes:
  - a. the purpose for extending the program;
  - b. the proposed pilot program end term; and
  - c. a statement acknowledging the extension will not negatively impact other campus pilot proposals.
4. If no further action is taken by the end of the five years, no new students can be admitted to the pilot program. The campus is obliged to make appropriate arrangements for students already enrolled to complete the program ("teach-out").

### **Pilot Conversion Procedures**

For the program to continue beyond the five-year limit, the campus must propose to the Chancellor's Office converting the program from pilot to regular status. A pilot program could be converted to regular-program status and approved to continue to operate indefinitely if the following conditions are met:

1. The campus committed the resources necessary to maintain the program beyond five years;

2. A thorough program evaluation (including an on-site review by one or more experts in the field) showed the program to be of high quality; to be attractive to students; and to produce graduates attractive to prospective employers and/or graduate programs, as appropriate; and
3. Approval by the chancellor after review and comment by the Chancellor's Office.

## **COMMITTEE ON EDUCATIONAL POLICY**

### **Transfer Success Pathway Program: Dual Admission to the CSU**

#### **Presentation By**

Sylvia A. Alva  
Executive Vice Chancellor  
Academic and Student Affairs

April Grommo  
Assistant Vice Chancellor  
Strategic Enrollment Management

Ginger Reyes  
Systemwide Director, Admissions and Outreach  
Strategic Enrollment Management

#### **Summary**

California Community Colleges (CCC) enroll more students than all other colleges in California combined, and they are a primary access point for low-income, first-generation and other historically underrepresented students that are interested in achieving a college degree<sup>1</sup>. It is estimated that in 2019-20 a half-million first-time freshman seeking an associate degree and/or to transfer enrolled at one of the 116 CCCs. Although many programs have been established to support transfer students, a large gap between the number of students who aspire to transfer and those who do, still exists. Nineteen percent of students who are interested in transfer do so within four years and 28% do so within six years. Further, differential outcomes in transfer are also an ongoing concern as Latino students represent 51% of students who indicate they seek to transfer but they only represent 35% of those who do so in four years, while African American students represent 7% of students indicating they seek to transfer and 5% transfer within four years<sup>1</sup>.

The CSU admits tens of thousands of California Community College transfer students every year. In 2020-21 academic year the CSU received over 122,000 applications and admitted over 98,000 transfer applicants, equating to an 80% admission rate with 73% of admitted transfer students electing to enroll at a CSU campus. While these numbers and rates are substantial, this represents

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<sup>1</sup> Johnson, H. & Cuellar Mejia, M. (2020). Increasing Community College Transfers: Progress and Barriers. Retrieved November 15m 2021, from <https://www.ppic.org/publication/increasing-community-college-transfers-progress-and-barriers/>

a decrease of over 20,000 applicants from the 2019-20 academic year. Strengthening transfer pathways remains an important element of the CSU's larger strategy of expanding access and enrollment by recruiting, supporting and retaining.

As the National Student Clearinghouse data reflects, two-year public institutions in California have experienced a steep decline in enrolled students. In fall 2018, 1,466,792 students were enrolled at California Community Colleges. By fall 2021 this number had declined to 956,198 students, but rebounded slightly in fall 2022 to 974,952<sup>2</sup>.

As with colleges and universities nationwide, the COVID-19 pandemic has dramatically impacted the number of students attending a CCC and thus has reduced the potential CSU transfer population. To provide additional support on the transfer path, the CSU will launch the Transfer Success Pathway program and the CSU Transfer Planner application in summer 2023. The Transfer Success Pathway program, analogous to dual admission, will allow CCC students to enter into an agreement with a specific CSU, receive pre-admission advising and library access along their transfer journey.

This information item provides an overview of transfer pathways, admission requirements, impactation, redirection, an overview of the Transfer Success Pathway program and the new CSU Transfer Planner.

## **CSU Transfer**

A transfer student is a person who has left or graduated from high school and enrolled in a regular session (fall, winter, or spring) at a regionally accredited college *after leaving high school*. The CSU has three transfer pathways for students attending a community college or another four-year university. The majority of students transfer as an upper division transfer (UDT) student and/or earn an associate degree for transfer (ADT) prior to attending a CSU. Both ADT and UDT students have completed at least 60 transferrable units at a college, completed lower division general education courses, and completed major specific preparation. Lower division transfer (LDT) students have completed fewer than 60 transferable unit and have fulfilled their college-level English and mathematics/quantitative reasoning requirements. Not all CSUs accept lower division transfer students due to enrollment capacity constraints.

## **CSU Transfer Admission Eligibility**

Consistent with the California Master Plan and California Education Code, the current CSU admission eligibility requirements seek to ensure that qualified applicants have access to the CSU. The CSU gives the highest priority admission consideration to CCC students who have earned an

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<sup>2</sup> NSC: [Current Term Enrollment Estimates](#) - Jan. 2023



ADT . All other CCC students who meet the CSU upper-division transfer admission requirements are given the next highest priority admission consideration. To qualify for admission as an upper division transfer student, applicants must meet the following requirements:

- Complete 60 or more semester (90 or more quarter) transferable units;
- Complete at least 30 semester (45 quarter) units of general education courses;
- Complete transfer courses in the following general education areas with a C- or better:
  - Written Communication
  - Oral Communication
  - Critical Thinking
  - Mathematics or Quantitative Reasoning
- Have achieved a cumulative GPA of 2.0 or better in all transferable college units attempted;
- Be in good standing at the last college or university attended.

### **Associate Degree for Transfer (ADT)**

In September 2010, the Student Transfer Achievement Reform Act (SB 1440) was signed into law. This legislation enabled community colleges to confer Associate Degrees for Transfer (ADT) to students once they have met specified general education and major requirements for the degree. ADT frameworks were developed collaboratively by CCC and CSU faculty. Students who earn an ADT are eligible for transfer with junior standing into the CSU. In October 2013, subsequent related legislation, SB 440, was signed into law further expanding the program in the CCC and CSU. The resulting ADT pathway includes the following elements:

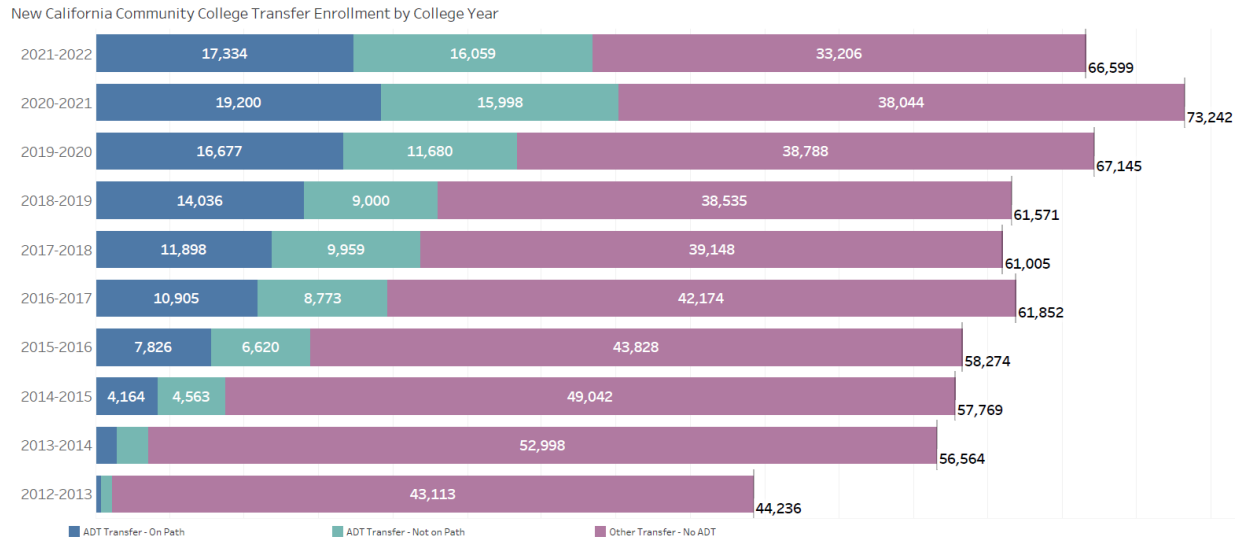
- Eligible for transfer into a CSU baccalaureate program when the student meets both of the following requirements of the ADT:
  - Completion of 60 semester or 90 quarter transferable; and
  - Achieve of a minimum grade point average of 2.0.
- Guarantee admission with junior status to any community college student who meets the above requirements.
- Guarantee admission to the CSU with priority to the local CSU.
- Provide ADT applicants admission priority over all other community college transfer students;
- Redirect ADT students that are CSU eligible, but were not accepted to an impacted CSU campus to which they applied.
- Admit applicants to a program or major and concentration, as applicable, that meets either of the following:
  - Is similar to the student's ADT as determined by the admitting CSU campus; or
  - May be completed with 60 semester units of study beyond the ADT, with completion ability determined by the admitting CSU campus.

*ADT Pathways*

There are currently 40 ADT pathways and all but one CCC offer ADT programs. When reviewing the major preferences of students transferring from a CCC to a CSU, these pathways represent 90% of their preferred majors.

• Administration of Justice	• Global Studies
• Agriculture Animal Sciences	• History
• Agriculture Business	• Hospitality Management
• Agriculture Plant Sciences	• Journalism
• Anthropology	• Kinesiology
• Art History	• Law, Public Policy, and Society
• Biology	• Mathematics
• Business Administration	• Music
• Chemistry	• Nutrition and Dietetics
• Child and Adolescent Development	• Philosophy
• Communication Studies	• Physics
• Computer Science	• Political Science
• Early Childhood Education	• Psychology
• Economics	• Public Health Science
• Elementary Teacher Education	• Social Justice Studies
• English	• Social Work and Human Services
• Environmental Science	• Sociology
• Film, Television, & Electronic Media	• Spanish
• Geography	• Studio Arts
• Geology	• Theatre

ADT applications continue to rise as the community colleges offer more ADT programs and more students take advantage of this pathway. The following chart shows CSU enrollment of new California Community College transfer students by pathway since the 2012-13 academic year:



While the CCC and the CSU strongly encourage the ADT as the most effective path to a CSU degree, and students who complete an ADT receive a priority in admission criteria, students can choose from multiple paths to transfer.

- *ADT Transfer on a Similar Pathway* – Students transferring with an ADT who are enrolling in a major deemed similar or related to their ADT by faculty at the enrolling CSU campus. These students are guaranteed to earn a CSU degree after completing an additional 60 semester units.
- *ADT Transfer not on a Similar Pathway* – Students transferring with an ADT, but who are **not** enrolling in a major deemed similar or related to their ADT. As such, they are not guaranteed to earn a degree after earning an additional 60 semester units.
- *Other Transfer – No ADT* – Students transferring to a CSU campus with an Associate of Arts (AA) or Associate of Science (AS) degree, not an ADT, and all minimum CSU transfer admission requirements fulfilled. Students must complete remaining CSU degree requirements which may require more than 60 semester units.

**Impaction**

All California State universities use a combination of strategies to maximize student access to courses and support. However, once these strategies are no longer sufficient for managing enrollment, a campus may declare impaction. Impaction is declared when a major, program or

university receives applications from more eligible applicants than can be accommodated given the resources of a program or university.

Impaction can be declared at the student level, meaning it is impacted for freshmen and/or upper-division transfer students. It can also be declared at the program or major level. Even campuses that have not declared impaction at the freshman or junior level may have a program designated as impacted. Given changes in CSU enrollment patterns, many universities have elected to reduce the number of programs designated as impacted.

Every impacted program at all CSU campuses provide priority to local applicants. Local priority is not an admission guarantee. Campuses must clearly publish their local priority information on their impacted programs website.

### **Redirection**

*All* CSU-eligible undergraduate applicants who have not been admitted to any CSU to which they initially applied are offered redirection. CSU universities render admission decisions by April 1 for fall undergraduate applicants. Applicants eligible for redirection are asked to select their first and second choice among non-impacted universities. Applicants are given at least 35 days to respond and are communicated to via email and text messages about the redirection opportunity.

While redirection is an option for some students, it is not a universal solution. For many students, family, economic or work constraints makes attending a non-local campus impossible. Other students might be interested in pursuing a program that is only offered at select campuses, making redirection impractical. For these reasons, the number of students who accept admission through redirection is small.

### **Launching the New Transfer Success Pathway Program: Dual Admission to the CSU**

The Transfer Success Pathway program was inspired by the Governor's Council for Post-Secondary Education [Recovery with Equity report](#) and the Postsecondary Education Trailer Bill ([AB 132](#)), signed in July 2021. This legislation requires the CSU **to offer a dual admission program beginning with fall 2023.**

The program is intended to offer an enhanced transfer pathway for first-time freshman applicants. The legislative goals for this program are:

1. Increasing access to the university for prospective underrepresented students experiencing limitations in high school curriculum offered, geographical constraints or financial challenges.
2. Increasing graduation rates among underrepresented students.

3. Reducing student costs and time to degree completion
4. Improving transfer pathways between California Community Colleges, the University of California and the California State University
5. Increasing predictability for the purposes of student and institutional planning.

The CSU's dual admission program will be designated the Transfer Success Pathway: Dual Admission to the CSU and will exceed the initial legislative requirements.

Students eligible for this program are:

- Left or graduated high school in 2023 or later; *and*
- First-time freshman that were not CSU eligible at the time of high school graduation; *or*
- First-time freshman who did not attend a CSU due to personal or financial reasons; *or*
- CSU redirected freshman who opted not to enroll at a CSU campus.

The program allows high school students graduating in 2023 and beyond to attend a CCC and subsequently enter into an agreement with a specific CSU with the intent to transfer within three years. The student must complete either an ADT or an established course of study for CSU transfer.

If a major or campus is impacted, the agreement may specify supplementary criteria for the student to meet, such as a GPA above the minimum defined for general admission, major specific coursework and a minimum GPA for major specific coursework. All CSUs will participate in the program. Highly-impacted programs may be excluded from the Transfer Success Pathway program. Universities may also limit the number of agreements for a specific major and cohort.

Students participating in this program are guaranteed access to transfer counseling, library and other services from the university they intend to transfer or a university nearest their residence.

Financial aid estimates and wellness information will also be provided for students that applied to a CSU and provided their Free Application for Federal Student Aid (FAFSA) or California Dream Act Application (CADAA) information.

To ensure students are successful in this program continued monitoring and support will be required for program participants. Outreach and communication efforts will also be required with high school and community college counselors.

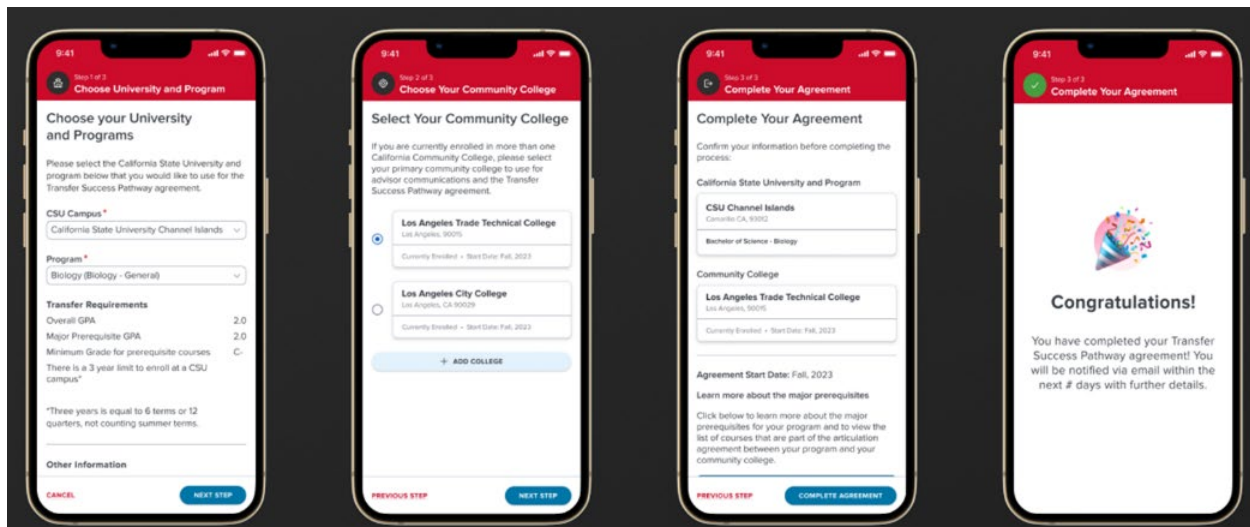
The first cohort of Transfer Success Pathway students will be able to enter into an agreement in summer 2023. This will ensure that ample time is provided for students to research programs and university options. The Transfer Success Pathway program will not preclude students from pursuing other educational pathways while enrolled at a community college, but will provide students and families with the assurance of a guaranteed pathway to a specific CSU.

## CSU Transfer Planner

To support the Transfer Success Pathway program and all students interested in transferring to the CSU, the CSU has worked with Liaison International, the CSU's admission application partner, to build the new CSU Transfer Planner. The first phase of the CSU Transfer Planner will launch in August 2023 to support the TSP program. Students will be able to determine their TSP program eligibility, research campuses and programs available and enter into a TSP agreement. CSUs will be able to configure Transfer Success Pathway agreement requirements, review participation agreements, track students submitting agreements and communicate with participants.

The CSU Transfer Planner will also provide Transfer Success Pathway students the ability to see the CSU General Education requirements and view their major prerequisites as outlined in the statewide articulation system, [ASSIST](#).

The CSU Transfer Planner has been built with all features being able to be completed on a phone or tablet. Below are examples of the Transfer Success Pathway enrollment process on a mobile device.



In late 2023, additional functionality will be provided for all students intending to transfer to enter their CCC coursework and track their progress in CSU General Education requirements and major specific coursework. When the CSU Transfer Planner is fully functional it will provide a platform for students, the CSU and CCC counselors to work jointly to support students on the transfer pathway.

## **The Future of Transfer**

Transfer among California's public postsecondary institutions has been a hallmark of the state's vision for higher education. With increasing numbers of high school students completing college coursework prior to graduation through dual enrollment, expanding degree models for concurrent two-year and four-year enrollment, reverse transfer programs, and new opportunities like the CSU's Transfer Success Pathway program, transfer has increasingly become omnidirectional. Recognizing the potential complexity of these options, two recent legislative actions are intended to simplify transfer processes for students, families and institutions.

Assembly Bill 928 (Berman) the Student Transfer Achievement Reform Act of 2021, streamlined the process by which California community college students may transfer to a four-year university. The act establishes an Intersegmental Implementation Committee to facilitate coordination for the Associate Degree for Transfer (ADT) and focuses on improving student transfer outcomes. The act also directed the Intersegmental Committee of Academic Senates ([ICAS](#)) to establish one lower division general education pathway, of no more than 34 units, that also meets admission requirements for both the California State University and University of California systems. Intended to simplify transfer across the higher education segments, the lower division general education pathway is to commence with the fall term of the 2025-26 academic year.

The goal is for more students to benefit from the ADT pathway and to:

- Reduce the number of units accumulated by CCC students before transferring;
- Eliminate repeat courses at four-year institutions taken by CCC students who successfully transfer; and
- Increase the number of CCC students who transfer to a four-year institution with an ADT.

Assembly Bill 1111 (Berman) passed in 2021, requires the CCC to adopt a common course numbering system for all general education requirement courses and transfer pathway courses and incorporate this common numbering into their course catalogs by July 1, 2024. Comparable courses must have the same numbering across all community colleges. This change is intended to streamline the transfer process, maximize credit mobility, and support equitable transfer and student success.

These two legislative actions are intended to simplify transfer processes for students, families, and institutions. Along with additions of new services and programs such as the Transfer Success Pathway program, students will have clearer pathways and be better supported in the future.

## **Summary**

Transfer students are an integral part of the CSU mission and essential to achieving the CSU's Graduation Initiative 2025 and student success goals. While pathways like the Associate Degree for Transfer have demonstrated more successful alignment between the CCC and CSU, opportunities to improve the student transfer experience remain. The COVID-19 pandemic and resulting impacts have affected prospective transfer students' ability to enroll and attend a California Community College. The new Transfer Success Pathway Program: Dual Admission to the CSU is an opportunity for the system and individual universities to work more closely and directly with prospective students who seek to transfer to the CSU. The pathway, and the new Transfer Planner tool will also provide the CSU a better understanding of future enrollment demand for specific CSU majors and universities.



**AGENDA**

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

**Meeting:** 9:00 a.m., Wednesday, March 22, 2023  
Glenn S. Dumke Auditorium

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

- Consent** 1. Approval of Minutes of the Meeting of January 25, 2023, *Action*
- Discussion** 2. Report on Mercer's CSU Faculty Compensation Study, *Information*
3. Approval of Recommended Revisions of Title 5, California Code of Regulations, Article 4.1, Holidays, *Action*
4. Recommended Revision of Title 5, California Code of Regulations, Article 2.2, Management Personnel Plan, Section 42723 Employment Status, *Information*
- ~~5. Executive Compensation: President – California State University, Los Angeles, *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**

**January 25, 2023**

**Members Present**

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

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

**Public Comment**

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

Trustee Jack Clarke called the meeting to order.

**Approval of the Consent Agenda**

A motion to approve the consent agenda without discussion passed.

The minutes of the November 16, 2022, meeting of the Committee on University and Faculty Personnel were approved as submitted.

Agenda Item 2, CSU Salary Schedule, was approved as submitted (RUF 01-23-01).

### **Executive Compensation Update: Interim President – San José State University**

Interim Chancellor Jolene Koester recommended a temporary housing allowance for Dr. Stephen J. Perez who served as interim president of San José State University during 2022. In December 2022, Dr. Perez was required to move out of the presidential residence due to maintenance of the University House. Additionally, his appointment as interim president was extended from January 2, 2023 to January 15, 2023. Dr. Koester explained that during the time the presidential residence was unavailable, and as Dr. Perez continued to carry out his official duties, the university provided a temporary housing allowance of \$5,000 per month. The housing allowance was effective from the time Dr. Perez vacated the University House through the end of his appointment as interim president. A motion to approve the recommended action was passed (RUFPP 01-23-02).

### **Executive Compensation: Triennial Performance Review – Equity Adjustment**

Interim Chancellor Jolene Koester presented a compensation adjustment for President Soraya Coley of Cal Poly Pomona. The chancellor explained that in November 2019 the board adopted a policy to evaluate presidential pay concurrently with triennial performance reviews. It was not until September 2021 that the board adopted a salary review process and in July 2022, the board began implementation of the review process.

Dr. Koester recommended a 2-percent compensation increase calculated pursuant to the formula adopted in September 2021 whereby presidential salaries are incrementally aligned with the median salary of presidents at comparable institutions. She explained that President Coley's performance review was completed in 2021 and the president's salary continued to lag behind the peer group median in year 3 – the final year – of the salary assessment period. The chancellor recommended approval to implement the salary adjustment for President Coley as presented in the item. A motion to approve the recommended action was passed (RUFPP 01-23-03).

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

Interim Chancellor Jolene Koester presented the item appointing Leora D. Freedman as vice chancellor for human resources effective January 24, 2023. Ms. Freedman has served as acting vice chancellor since July 2022 and her appointment as vice chancellor will be for a term of two years. The chancellor recommended a salary of \$327,925 – no change from Ms. Freedman's salary as acting vice chancellor. A monthly auto allowance of \$1,000 is also provided. A motion to approve the recommended action was passed (RUFPP 01-23-04).

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

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

**Report on Mercer's CSU Faculty Compensation Study**

**Presentation By**

Leora D. Freedman  
Vice Chancellor  
Human Resources

Lyn Harper  
Senior Principal, Mercer

Mary Mertes  
Senior Associate, Mercer

**Summary**

The Board of Trustees will be presented with the findings of the CSU Faculty Compensation Study.

**Background**

California State University employs over 29,000 faculty members, whose intellectual, social, and cultural influences benefit our students and help advance the academic mission. The CSU is committed to attracting, developing and retaining talented faculty at our 23 campuses throughout California.

As evidence of that commitment, a work group was established in late 2021 to select a compensation consultant with the capacity and expertise to conduct a comprehensive compensation study and provide input to the consultant throughout the study. The work group included members of the Board of Trustees, Chancellor's Office, campus leadership, and the California Faculty Association (CFA). In May 2022, Mercer, a leading global human resources firm, was selected to undertake this project.

Mercer conducted a market analysis of base salaries for all CSU faculty ranks and disciplines, including lecturers, coaches, counselors, and librarians. Mercer also studied CSU's faculty compensation system including job classifications, salary structure, compensation policies, pay practices and mechanisms utilized to advance pay and reward performance of faculty employees.

Mercer will present an overview of results and proposed recommendations to the Board of Trustees.

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

**Approval of Recommended Revision of Title 5, California Code of Regulations, Article 4.1, Holidays**

**Presentation By**

Leora D. Freedman  
Vice Chancellor  
Human Resources

**Summary**

It is proposed that Article 4.1 of Title 5 which addresses holidays be revised to update Section 42920 to reflect changes to include June 19 (Juneteenth) as an officially recognized holiday for the California State University (CSU).

**Background**

Assembly Bill 1655, Chaptered on September 29, 2022, officially added Juneteenth to the list of state holidays. This revision to Title 5 is proposed to amend Section 42920 to include June 19 (Juneteenth) as an officially recognized holiday for the CSU.

**Recommended Action**

Adoption of Resolution

**Proposed Revision**

The following resolution is recommended for adoption:

**RESOLVED**, by the Board of Trustees of the California State University, acting under the authority prescribed herein and pursuant to Section 89030.1 of the Education Code, that the board hereby amends its regulations in Section 42920, Article 4.1, Subchapter 7, Chapter 1, Division 5 of Title 5 of the California Code of Regulations as follows:

**Title 5, California Code of Regulations**  
**Division 5 – Board of Trustees of the California State Universities**  
**Chapter 1 – California State University**  
**Subchapter 7 – Employees**  
**Article 4.1 – Holidays**

**§ 42920. Holidays.**

The Chancellor for the systemwide staff and the President for each campus shall be responsible for the administration of paid holidays for the employees under their supervision.

(a) The following holidays, when not occurring on a Saturday or Sunday, shall be observed on the days specified:

(1) January 1

(2) Third Monday in January (Martin Luther King, Jr. Day)

(3) March 31 (Cesar Chavez Day)

(4) June 19 (Juneteenth)

~~(45)~~ July 4

~~(56)~~ First Monday in September (Labor Day)

~~(67)~~ November 11 (Veterans Day)

~~(78)~~ Thanksgiving Day

~~(89)~~ December 25

~~(910)~~ Any other day designated by the Governor of this state for a public fast or holiday.

(b) The following days are designated holidays which the Chancellor or President may reschedule to another day consistent with the needs of the campus or systemwide offices:

(1) Third Monday in February (President's Day)

(2) February 12 (Lincoln's Birthday)

(3) Last Monday in May (Memorial Day)

(4) September 9 (Admission Day)

(5) Second Monday in October (Columbus Day)

(6) Personal holiday, to be designated by each employee. The employee may be required to supply reasonable advance notice of intent to take the personal holiday.

(c) Any holiday which falls on a Saturday shall be observed on the preceding Friday and any holiday which falls on a Sunday shall be observed on the following Monday.

(d) On days when the campuses or systemwide office are observing holidays, particular

employees may be required to work to perform necessary services.

(e) Notwithstanding the above provisions, the Chancellor shall have discretion to determine whether the holidays identified in this Article shall be paid or unpaid for non-represented, Management Personnel Plan and Executive employees.

Note: Authority cited: Sections 89030 and 89500, Education Code. Reference: Section 89030 and 89500, Education Code.

And, be it further

**RESOLVED**, That the Board of Trustees has determined that the adoption of the proposed amendment will not impose a cost or savings on any state agency; will not impose a cost or savings on any local agency or school district that is required to be reimbursed under Section 17561 of the Government Code; will not result in any nondiscretionary cost or savings to local agencies; will not result in any cost or savings in federal funding to the state; and will not impose a mandate on local agencies or school districts.

And, be it further

**RESOLVED**, That the Board of Trustees delegates to the Chancellor of the California State University authority to further adopt, amend, or repeal this revision pursuant to the Administrative Procedure Act if further adoption, amendment, or repeal is required and is nonsubstantial or solely grammatical in nature, or sufficiently related to the original text that the public was adequately placed on notice that the change could result from the originally proposed regulatory action.

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

**Recommended Revision of Title 5, California Code of Regulations, Article 2.2,  
Management Personnel Plan, Section 42723 Employment Status**

**Presentation By**

Leora D. Freedman  
Vice Chancellor  
Human Resources

**Summary**

It is proposed that Article 2.2 of Title 5 which addresses the Management Personnel Plan be revised to update Section 42723 in two non-substantive respects.

The first proposed amendment updates language to conform with current employment vernacular by stating that MPP employees serve at the will of the campus President or the Chancellor.

The second proposed amendment removes unnecessary language concerning layoff in subsection (e), which applies to MPP employees hired on or after January 1, 1984. Those employees serve “at will” and are not eligible for layoff. Instead, they may be terminated with three months’ notice (or equivalent pay in lieu of notice.)

It is anticipated that an action item will be presented at the May 2023 Board of Trustees to adopt the following amendment:



**Title 5, California Code of Regulations**  
**Division 5 – Board of Trustees of the California State Universities**  
**Chapter 1 – California State University**  
**Subchapter 7 – Employees**  
**Article 2.2 – Management Personnel Plan**

**§ 42723. Employment Status.**

(a) A Management Personnel Plan employee serves at the ~~pleasure~~will of the campus President or the Chancellor, as appropriate. A Management Personnel Plan employee shall not serve a probationary period and shall not receive permanent status.

(b) Athletic personnel who are appointed to positions in the Management Personnel Plan may be given appointments for a definite term. Any such appointment must be in writing and contain the initial date of appointment, the date on which the appointment expires, and a statement that the appointment may be terminated by the appointing authority at any time on terms set forth in the appointment document.

(c) A Management Personnel Plan employee who had permanent status in a class prior to January 1, 1984 shall retain permanent status in the class despite inclusion as a Management Personnel Plan employee. A Management Personnel Plan employee who prior to January 1, 1984 was serving a probationary period may be awarded permanent status by the appointing power upon the successful conclusion of the probationary period. Upon acquisition of permanent status such an employee shall retain permanent status in the same manner as an employee who has permanent status prior to January 1, 1984.

(d) A Management Personnel Plan employee who retains permanent status under subdivision (c) and who is placed in or promoted to a position under the Management Personnel Plan shall retain retreat rights as described in this subdivision (d) to the former class in which permanent status is held. Should the appointing power terminate the Management Personnel Plan employee's service in a Management Personnel Plan position, the employee shall have the right to return to the former class in which permanent status is held at the salary last received in the permanent class.

(e) ~~Except in the case of layoff, t~~ With respect to employees who were hired on or after January 1, 1984, the President or Chancellor, as appropriate, shall give a Management Personnel Plan employee, with the exception of athletic personnel appointed to definite terms under (b) above, notice of termination at least three months prior to the employee's separation date or shall give a Management Personnel Plan employee, with the exception of athletic personnel appointed to definite terms under (b) above, corresponding salary in lieu of notice.

Note: Authority cited: Sections 89030 and 89500, Education Code. Reference: Section 89500, Education Code.

**COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL**

~~Executive Compensation: President California State University, Los Angeles~~

~~**Presentation By**~~

~~Jolene Koester  
Interim Chancellor~~

~~**Summary**~~

~~Compensation for the president of California State University, Los Angeles will be presented and recommended for approval.~~

## AGENDA

### COMMITTEE ON GOVERNMENTAL RELATIONS

**Meeting:** 11:00 a.m., Wednesday, March 22, 2023  
Glenn S. Dumke Auditorium

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

**Consent** 1. Approval of Minutes of the Meeting of January 25, 2023, *Action*  
**Discussion** 2. State Legislative Update, *Information*

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

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

**January 25, 2023**

**Members Present**

Douglas Faigin, Chair  
Maria Linares, Vice Chair  
Diego Arambula  
Jack McGrory  
Yammilette Rodriguez  
Romey Sabalius

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

Trustee Linares called the meeting to order.

**Approval of Minutes**

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

**Statement of State Legislative Principles for 2023 and 2024 and Sponsored State Legislation for 2023**

Steve Relyea, executive vice chancellor and chief financial officer, reported that Governor Newsom presented his budget proposal on January 10 and the legislature reconvened last December, welcoming 33 new members to the legislature. The Office of Advocacy and State Relations has organized numerous educational opportunities for legislative staff, the Legislative Analyst's Office and the Department of Finance to illustrate the CSU budget priorities for the year ahead. The team has also been engaging with many new members who were elected to the Senate and Assembly in November.

Nathan Dietrich, assistant vice chancellor for advocacy and state relations, presented the State Legislative Principles for the upcoming two-year legislative session, two legislative proposals for consideration, a report on fall advocacy activities and a preview of upcoming events.

The Legislative Principles provide the Office of Advocacy and State Relations with a framework by which they may represent the system and the board. These same principles were adopted by the board in January 2019 and again in 2021; however, similar principles have been adopted at the beginning of each legislative session for more than 30 years. Engagement with the governor and the legislature will be guided by these principles as staff consider positions on policy, legislative and budget issues.

The first legislative proposal would grant a statutory exception to the laws governing alcoholic beverage sponsorship to several venues on CSU campuses. This proposal seeks to replicate similar exceptions that have been authorized in recent years, including those at other CSU campuses. The ability to monetize sponsorship agreements will provide new revenue sources to campuses and help support various campus programs.

The second proposal would give the CSU broad authority to establish expanded doctoral offerings that do not duplicate the University of California's doctoral programs. The goal of this expanded authority is to allow the CSU to develop new programs to meet workforce demands across California in highly skilled areas.

Trustees had questions and comments regarding sponsored legislation, a deferred maintenance/facilities bond, a strategic plan to identify and leverage trustee relationships, and guidelines for individual board members when approached on critical issues.

The committee recommended approval by the board of the proposed resolution (RGR 01-23-01) adopting the Statement of State Legislative Principles for 2023 and 2024 and the Sponsored State Legislation for 2023.

### **Federal Agenda for 2023 and 2024**

Executive Vice Chancellor Relyea reported that federal funds for minority-serving institutions, student aid and research are all vital to CSU's success. In addition, CSU students and campuses received in excess of \$3 billion in critical federal resources in the last Congress as a response to the pandemic, which proved to be a vital lifeline during a challenging time.

George Conant, assistant vice chancellor for federal relations, provided some context on the next Congress and presented recommendations for the 2023-2024 Federal Agenda, which is similar to past agendas but with some important areas of increased emphasis. The six strategic priorities are:

- Improve college access and completion through aid to students;
- Prepare students for college success;
- Foster degree completion for California's diverse population;
- Educate students for tomorrow's workforce;
- Solve societal problems through applied research; and
- Enhance campus health, safety and infrastructure

The top priorities for additional proactive advocacy efforts are:

- Invest in student success by doubling the maximum Pell Grant and restoring annual cost-of-living increase to the program; and
- Support and protect Dreamers, including by providing them with a clear pathway to citizenship.

Opportunities and challenges in the upcoming year include strengthening relationships with the Biden administration, cultivating connections with the 118<sup>th</sup> Congress and building engagement with federal agencies.

Trustee Gilbert-Lurie asked for clarification on the top priorities for 2023-24, including double the Pell, and information on Hill Day on April 17.

The committee recommended approval by the board of the proposed resolution (RGR 01-23-02) adopting the Federal Agenda for 2023 and 2024.

Trustee Linares adjourned the meeting.

## **COMMITTEE ON GOVERNMENTAL RELATIONS**

### **State Legislative Update**

#### **Presentation by:**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Nathan Dietrich  
Assistant Vice Chancellor  
Advocacy and State Relations

#### **Summary**

The State Senate and Assembly's legislative bill introduction deadline was February 17. In total, 2,632 measures were introduced this year, and the Advocacy and State Relations staff has identified more than 400 bills for further review or monitoring. As bills in each house approach their 30 days in print, policy committee hearings will begin this month and continue through late April. This presentation highlights bills of interest to the CSU community.

This report is organized as follows:

- Board of Trustees sponsored legislation
- Active bills
  - Senate Bills
  - Assembly Bills

All bill summaries and positions are accurate as of March 6, 2023.

## **SPONSORED LEGISLATION**

### **AB 656 (McCarty) – California State University: Doctoral Programs**

This bill would authorize the California State University (CSU) broad authority to establish expanded doctoral offerings that do not duplicate the University of California's (UC) doctoral programs and address workforce needs in California.

- **CSU Position:** Sponsor
- **Status:** This bill is awaiting referral in the Assembly Rules Committee.

### **AB 840 (Addis) – Tied-House Restrictions: Advertising: California State University Campuses**

This bill creates an exception to tied-house laws that will allow several venues on CSU campuses to enter into sponsorship agreements with alcohol beverage suppliers.

- **CSU Position:** Sponsor
- **Status:** This bill is awaiting hearing in the Assembly Governmental Organization Committee.

## **ACTIVE BILLS**

### **Senate Bills**

### **SB 11 (Menjivar) – CSU: Mental Health Services: Contracting Out**

This bill requires the CSU to increase the number of full-time, permanent mental health counselors and prohibits contracting out for telehealth mental health services.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Senate Education Committee.

### **SB 28 (Glazer) – Education Finance: School Facilities: Public Preschool, K–12, and College Health and Safety Bond Act of 2024**

This bill would place a \$15.5 billion facilities bond on the March 2024 for K-16, that if approved by the voters, would allocate \$2 billion for the CSU.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Senate Education Committee.



**SB 59 (Skinner) – Menstrual Product Accessibility Act**

This bill increases the number of bathrooms in state-owned buildings that must be stocked with menstrual products, which are to be provided to members of the public free of charge.

- **CSU Position:** Pending
- **Status:** This bill is set for hearing in the Senate Governmental Organization Committee on March 14.

**SB 234 (Portantino) – Opioid Antagonists: Schools, College Campuses, Stadiums, Concert Venues, and Amusement Parks**

This bill requires the CSU and other higher education segments, as well as concert venues and stadiums, to maintain unexpired doses of naloxone hydrochloride or any other opioid antagonist onsite.

- **CSU Position:** Pending
- **Status:** This bill is set for hearing in the Senate Education Committee on March 22.

**AB 633 (Gonzalez) – California DREAM Loan Program: DREAM Grants**

This bill authorizes institutions participating in the DREAM Loan Program to offer unawarded funds from their revolving fund as DREAM Grants to eligible students.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Senate Education Committee.

**SB 640 (Portantino) – CSU: Food Service Contracts and Hotel Development Projects**

This bill requires the CSU or CSU auxiliaries to include a labor peace agreement as part of any food service or hotel development contract.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Senate Education Committee.

**SB 661 (Bradford) – Student Athlete Bill of Rights**

This bill requires all athletic programs provide an equivalent scholarship for a student who suffers an injury and provide a scholarship for up to one year for a student that has exhausted their athletic eligibility. These requirements previously only applied to institutions with more than \$10 million in annual media rights income.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Senate Education Committee.

**SB 808 (Dodd) – CSU: Terms of Employment: Settlements and Retreat Rights**

This bill requires the CSU Board of Trustees to include additional oversight for approving sexual harassment settlements; to report annually on the number of sexual harassment complaints and the disposition of those cases to the Legislature; and to prohibit retreat rights for senior administrators who have violated Title IX policy.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Senate Education Committee.

**SB 856 (Glazer) – CSU: California Promise: Finish in Four and Through in Two**

This bill requires the California Promise program to be renamed the ‘Finish in Four and Through in Two’ program. It also requires incoming students to opt out of participating rather than self-selecting into the program, with each campus required to have at least five percent of each incoming class participating in the program.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Senate Education Committee.

**Assembly Bills**

**AB 252 (Holden) – The College Athlete Protection Act**

This bill establishes the College Athlete Protection (CAP) Act, for the purpose of providing various rights, benefits and protections to college athletes. The bill creates a 21-member panel to promulgate various regulations and requires National Collegiate Athletic Association Division 1 schools to provide degree completion fund payments to student athletes that receive athletic grants.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 255 (Alanis) – Public Postsecondary Education: Priority Registration for First Responders**

This bill requires the CSU and California Community College (CCC), and requests the UC, to grant priority for registration to first responders.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 266 (Boerner Horvath) – Legislative Internship Program**

The bill would establish the Legislative Internship Program under the administration of the CSU's Center for California Studies.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 277 (Rodriguez) – Extreme Weather Forecast and Threat Intelligence Integration Center**

This bill would require the Department of Water Resources and Office of Emergency Services to establish an extreme weather research center to analyze extreme weather data and atmospheric conditions. The center shall be comprised of representatives from several organizations, including the CSU.

- **CSU Position:** Pending
- **Status:** This bill is set for hearing in the Assembly Emergency Management Committee on March 13.

**AB 299 (Holden) – Hazing: Educational Institutions: Civil Liability**

This bill establishes civil liability for an education institution, which includes the CSU, if the institution had direct involvement in or knew of, dangerous hazing practices of the student organization involved in hazing.

- **CSU Position:** Pending
- **Status:** This bill is set for hearing in the Assembly Judiciary Committee on March 14.

**AB 322 (Mathis) – Veteran and California National Guard Supplemental Orientation Act of 2023.**

This bill would require the CSU and the CCC, and requests the UC, to develop and include within first-year student orientation a supplemental module of services and resources available for students who are veterans of the Armed Forces of the United States and members of the California National Guard.

- **CSU Position:** Support
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 447 (Arambula) – Public Postsecondary Education: Students with Disabilities: Inclusive College Pilot Programs**

This bill requires the CSU, and requests the UC, to establish pilot non-degree education programs for students with intellectual and developmental disabilities.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 456 (Maienschein) – Public Postsecondary Education: Campus Mental Health Hotlines**

This bill requires each campus of the CSU and CCC, and requests the UC, to establish a campus mental health hotline for students to access mental health services remotely during working hours.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 461 (Ramos) – Student Safety: Fentanyl Test Strips**

This bill requires the CSU to include information about the use and location of fentanyl test strips at new student orientations and requires that each campus health center stock and distribute fentanyl test strips.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 506 (Fong, Mike) – CSU: Graduation Requirement: Ethnic Studies**

This bill requires the CSU to collaborate with the CCC Chancellor’s Office (CCCCO), the CCC Ethnic Studies Faculty Council, and the CSU Council on Ethnic Studies to develop a process for CSU to approve CCC ethnic studies courses.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 569 (Garcia) – Veterans: Cybersecurity Apprenticeship Program**

This bill would require the Department of Veterans Affairs, the Department of Technology, the CCCCCO and the CSU to develop a cybersecurity apprenticeship program for veterans.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Military and Veterans Affairs Committee.

**AB 603 (Cervantes) – Public Postsecondary Education: Diversity: Report**

This bill requires the CSU and CCC, and requests the UC, to annually report to the Legislature on the diversity of their student body and of their governing board.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 607 (Kalra) – Public Postsecondary Education: Course Materials**

This bill would require the CSU, CCC, and request the UC, to display the estimated costs for each digital course of all required course materials and fees directly related to those materials. This requirement would be applied to at least 75% of the total number of courses on the online campus course schedule.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 644 (Jones-Sawyer) – Public Postsecondary Education: Campus Safety: Hate Crimes: Surveys**

This bill requires the CSU and CCC, and requests the UC, to work with students to develop questions related to hate crimes, campus climate, and safety to be added to the biennial online campus climate survey conducted by the U.S. Department of Education and to report the campus-level results to the Legislature.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 680 (Rubio, Blanca) – Public Postsecondary Education: Nonresident Tuition: Exemption**

This bill expands the provisions of AB 540 and exempts certain students from paying nonresident tuition at the CSU and CCC.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 760 (Wilson) – CSU and UC: records: Affirmed Name and Gender Identification**

This bill requires CSU, and requests UC, by the 2024–25 academic year, to implement a system by which current students, faculty and staff can declare an affirmed name and/or gender be used in their records where a legal name is not required.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 810 (Friedman) – Athletics Department: Misconduct Database**

This bill requires a postsecondary education institution to create a database for the institution to collect and store information on individuals working with or within athletic departments who have been convicted of a crime involving misconduct relating to their employment with the institution.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 1082 (Kalra) – Authority to Remove Vehicles**

This bill would prohibit towing or immobilizing a vehicle due to unpaid parking tickets, increase the number of unpaid tickets from one to eight before the Department of Motor Vehicles can place a registration hold and implement new requirements for parking payment plans established by processing agencies.

- **CSU Position:** Pending
- **Status:** This bill is set for hearing in the Assembly Transportation Committee on March 27.

**AB 1123 (Addis) CSU: Employees: Paid Parental Leave of Absence**

This bill requires the CSU to grant paid parental leave to an employee for one semester of an academic year.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 1142 (Fong, Mike) – Postsecondary Education: Coordinating Commission for Postsecondary Education in California**

This bill would establish the Coordinating Commission for Postsecondary Education in California as the statewide postsecondary education oversight, coordination, and planning entity. Among many duties and responsibilities, the Commission would be required to develop and publish an independent annual report on the condition of higher education in California.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

**AB 1390 (McCarty) – CSU: UC: Graduation Requirements: Service Learning**

This bill specifies that the CSU and UC institute a service-learning requirement for students graduating by the 2027–28 academic year. The CSU and UC is prohibited from increasing the number of units needed to graduate because of this requirement.

- **CSU Position:** Pending
- **Status:** This bill is awaiting hearing in the Assembly Higher Education Committee.

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

This bill requires the CSU and CCC, and requests the UC, to stock devices including test strips, stickers, and straws that detect the presence of drugs such as Ketamine in a central and accessible location on campus and offer them free of charge.

- **CSU Position:** Pending
- **Status:** This bill is awaiting referral in the Assembly Rules Committee.

**AB 1558 (Gallagher) – Postsecondary Education: Safety: Credible Threats**

The bill would require each campus after receiving a threat to student, faculty or staff safety to determine, through a third-party risk assessment, whether the threat is credible. If the campus determines the threat is credible, to determine whether the individual poses an immediate threat and impose interim measures to ensure school and student safety.

- **CSU Position:** Pending
- **Status:** This bill is awaiting referral in the Assembly Rules Committee.

## AGENDA

### COMMITTEE ON FINANCE

**Meeting:** 11:45 a.m., Wednesday, March 22, 2023  
Glenn S. Dumke Auditorium

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

- Consent**
1. Approval of Minutes of the Meeting of January 25, 2023, *Action*
  2. California State University Annual Debt Report, *Information*
  3. California State University Quarterly Investment Report, *Information*
  4. California State University Master Investment Policy Revisions, *Action*
  5. Approval to Issue Trustees of the California State University, Systemwide Revenue Bonds and Related Debt Instruments for a Project at San Francisco State University, *Action*
- Discussion**
6. University Cost Reduction Initiatives, *Information*
  7. Sustainable Financial Model Workgroup, *Information*



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

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

**January 25, 2023**

**Members Present**

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

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

Trustee Julia Lopez called the meeting to order.

**Public Comment**

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

**Approval of the Consent Agenda**

The minutes of the November 16, 2022 meeting of the Committee on Finance was approved as submitted. Trustee Sabalius removed the 2023-2024 Lottery Budget and Report from the consent agenda.

**2023-2024 Lottery Budget and Report**

This item requested that the California State University Board of Trustees approve the 2023-2024 lottery budget. In accordance with CSU lottery guidelines, the item also contained a report of actual lottery fund expenditures in 2021-2022.

### **Conceptual Approval of a Public-Private Partnership for Redevelopment of the Alquist Site at San José State University**

This action item requested conceptual approval to pursue a public-private partnership for redevelopment of the Alquist site, including, but not limited to, several potential uses, including housing and mixed-use development. If housing is ultimately developed at the site, the possible development could be for a new housing apartment complex, including affordable workforce housing at San José State University (SJSU).

### **California State University Doctor of Public Health Tuition**

This action item was presented to the CSU Board of Trustees to recommend authorization of a California State University Doctor of Public Health tuition rate. The tuition rate is recommended in order to implement provisions of Senate Bill (SB) 684 (Hueso), which authorized the CSU to award Doctor of Public Health (DrPH) degrees. Chaptered in the Statutes of 2022, the law authorizes the CSU to charge tuition for public health doctoral programs at a rate no higher than the University of California's (UC) fee for doctoral programs. It is anticipated that DrPH degree programs will be implemented as early as the summer or fall of the 2023 term.

### **2022-2023 Student Fee Report**

This information item presented the 2022-2023 annual campus fee report. Specifically, this item presented the 2022-2023 annual Category II campus-based mandatory fee report as required by the fee policy. Additionally, information on total average tuition and mandatory fees for the CSU system and their comparison institutions is included.

Staff to email Trustees with information on current policy and law.

### **2023-2024 Operating Budget Update**

This item summarized the latest developments on the state and CSU budget plans for 2023-2024. The state expects a tax revenue shortfall and resulting budget shortfall for the 2023-2024 cycle. For context, this deficit ends up being about a three percent budget deficit, on average, for the past, current, and budget years.

Despite the state budget deficit, the governor's budget proposes a \$227.3 million ongoing increase to the CSU, which would fulfill the multi-year compact commitment to provide a five percent state general fund increase to the CSU for 2023-2024 (or a 2.85 percent increase to the operating budget). Another proposal would revise the financial structure of several campus facility and infrastructure projects. This item also requested approval to issue Trustees of the California State University Systemwide Revenue Bonds and related debt instruments related to the governor's proposal.

The Board of Trustees recommended deferring this vote to a later meeting.

Trustee Lopez adjourned the meeting of the Committee on Finance.

## **COMMITTEE ON FINANCE**

### **California State University Annual Debt Report**

#### **Presentation By**

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

#### **Summary**

This item reports on the debt of the California State University Systemwide Revenue Bond program in accordance with the CSU Policy on Financing Activities (RFIN/CPBG 11-14-01).

#### **Background**

The Systemwide Revenue Bond (SRB) program, under provisions and authorities of the State University Revenue Bond Act of 1947 (California Education Code sections 90010-90083), was established by the CSU Board of Trustees at its March 2002 meeting. Since the inception of the SRB program, the CSU Policy on Financing Activities has set forth the principles that serve as the basis for the SRB program and has provided the chancellor with authority to establish procedures for the management of the SRB program consistent with the Board of Trustees' objectives for the use of debt, including the establishment of benchmark financial ratios to ascertain the financial viability of projects to be financed with CSU debt. The current CSU Policy on Financing Activities (RFIN/CPBG 11-14-01) was amended by the Board of Trustees in November 2014 and can be found at: <https://calstate.policystat.com/policy/11691604/latest>.

The SRB program provides capital financing for projects of the CSU approved by the Board of Trustees, including student housing, parking, student union, health center, continuing education facilities, certain auxiliary projects, and other academic facilities. Revenues from these programs and revenues approved by the Board of Trustees, including CSU operating funds, are used to meet operational requirements for the projects and to pay debt service on the debt issued to finance the projects. A strength of the SRB program is its consolidated pledge of gross revenues to the bondholders, which has resulted in strong credit ratings and low borrowing costs for the CSU.

Since the inception of the SRB program, the CSU has also issued commercial paper (CP) primarily to provide campuses with short term, lower cost capital financing on projects until long term bonds are sold. The CSU Institute, a systemwide auxiliary of the CSU, issues the CP, which is secured by bond anticipation notes issued by the CSU. The CSU currently has a CP program in the amount of \$300 million, although both the Board of Trustees and the CSU Institute have authorized a CP

program up to \$500 million. The CP program is supported by letters of credit from State Street and Wells Fargo N.A. that expire in May 2025.

### **SRB and CP Portfolio Profile**

As of June 30, 2022, and December 31, 2022, outstanding SRB debt of the CSU was approximately \$8.8 billion and approximately \$8.6 billion, respectively.

Key characteristics of the SRB portfolio are as follows:

Debt Ratings:	Aa2 (Moody's) AA- (Standard & Poor's)
Weighted Average Cost of Capital:	3.24%
Weighted Average Maturity:	15.3 Years
Interest Rate Mix:	97% Long Term Fixed Rate 3% Short Term Fixed Rate

As of December 31, 2022, outstanding CP was \$99,591,000 at a weighted average interest rate of 4.37 percent.

### **SRB Operating Performance and Debt Service Coverage Ratios**

For the fiscal years ended June 30, 2020, June 30, 2021, and June 30, 2022, operating performance and debt service coverage ratios for the SRB program were as follows (amounts in millions):

	<u>June 30, 2020</u>	<u>June 30, 2021</u>	<u>June 30, 2022</u>
Operating Revenues	\$5,188	\$4,790	\$5,362
Operating Expenses	<u>1,864</u>	<u>1,622</u>	<u>1,886</u>
Net Revenues	3,324	3,168	3,476
Annual Debt Service	\$423	\$470	\$489 <sup>1</sup>
Debt Service Coverage <sup>2</sup>	<b>7.86</b>	<b>6.74</b>	<b>7.11</b>

- (1) For the fiscal year ended June 30, 2022, the amount of annual debt service allocated to tuition was \$141 million and the amount allocated to other fees was \$348 million.  
 (2) The minimum benchmark for the system, as established by executive order, is 1.45.

## **Activity since the March 2022 Annual Debt Report**

### Projects Approved for Financing under Delegated Authority

In March 2018, the Board of Trustees amended Section II(f). of its Standing Orders to delegate authority to the chancellor to, among other things, authorize debt financing for projects valued up to \$40 million and authorize debt financing for all remodels, parking structures, and utilitarian projects, regardless of cost.

In October 2022, under this delegation of authority, the chancellor authorized debt financing for the following project:

- California State University, Sacramento - University Enterprises, Inc. Nine Ten Place Faculty and Staff Housing project with a not-to-exceed financing amount of \$16,100,000

This project met CSU debt financing benchmarks and will be included in the CSU's next SRB issuance.

## **COMMITTEE ON FINANCE**

### **California State University Quarterly Investment Report**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

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

#### **Summary**

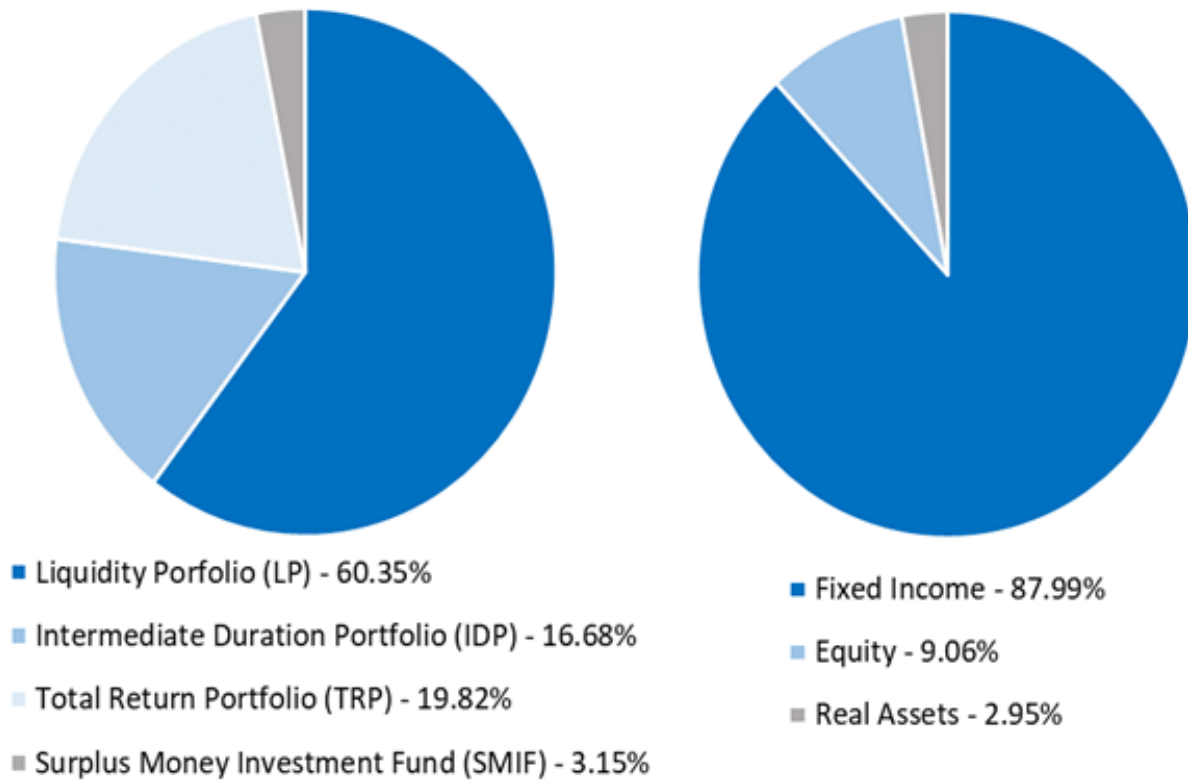
This item provides the quarterly investment report to the California State University Board of Trustees for the quarter ended September 30, 2022. The information in Attachment A provides the entire quarterly investment report regarding CSU investments as required by Education Code § 89726.

#### **Background**

The California State University Master Investment Policy (RFIN 11-17-17) is posted publicly to: <https://calstate.policystat.com/policy/11691689/latest>. Pursuant to the CSU Master Investment Policy, CSU investments as of September 30, 2022 consisted of investments in the Liquidity Portfolio, the Intermediate Duration Portfolio (IDP), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). Except for amounts held at the State in SMIF, all CSU investments are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$1.27 billion in bond proceeds, which by state law are required to be held by the state and are invested in SMIF.

**CSU Investments – Balances, Allocations, and Returns  
 September 30, 2022**

	<b>Balance</b>	<b>% of CSU Investments</b>	<b>Twelve Month Returns</b>
Liquidity Portfolio (LP)	\$4.363 billion	60.35%	-2.67%
Intermediate Duration Portfolio (IDP)	\$1.206 billion	16.68%	-12.16%
Total Return Portfolio (TRP)	\$1.433 billion	19.82%	-17.23%
Surplus Money Investment Fund (SMIF)	\$0.228 billion	3.15%	0.58%
<b>CSU Investments</b>	<b>\$7.23 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**

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

The Liquidity Portfolio is managed through contracts with two investment management firms, BlackRock Financial Management and Payden & Rygel, each of whom provides investment management services for the program. While the custodian, US Bank, holds the funds invested in the Liquidity Portfolio, for investment management purposes additions to the portfolio are split evenly between the investment managers and invested according to permitted investments outlined in the 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 Intermediate Duration Portfolio (IDP)**

As reported to the Board of Trustees at its March 2022 meeting, the Intermediate Duration Portfolio launched on October 1, 2021, with an initial investment of \$675 million. The purpose of the IDP is to provide opportunity for modest, additional risk adjusted returns on CSU funds not needed for immediate liquidity. The investment objectives are safety of principal, liquidity, and return. The IDP is managed through contracts with three investment management firms, Western Asset Management Company, PGIM Fixed Income, and Income Research & Management, each of whom provides investment management services for the program. While the custodian, US Bank, holds the funds invested in the IDP, for investment management purposes additions to the portfolio are split evenly between the investment managers and invested according to permitted investments outlined in the Government Code of the State and the IDP investment policy. Consistent with state law, the IDP is restricted to high quality, fixed income securities.

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

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

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

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



issues such as investment policy, asset allocation, investment manager oversight, and investment performance.

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

Investment Objectives	Investment Manager Selection
Spending Policy	Roles & Responsibilities
Time and Investment Horizon	Environmental, Social and Governance Framework
Risk Tolerance	Risk Management
Expected Return	Monitoring and Control Procedures
Asset Allocation	
Benchmarks	

The IAC has adopted an investment schedule for the TRP that utilizes a dollar-cost averaging approach and provides regular monthly contributions to the TRP. An initial investment of \$33.5 million into the TRP was made on April 1, 2018, and additional investments allowed the TRP to reach the fiscal year 2018-2019 statutory limit of \$600 million in the first half of 2019. After June 30, 2019, a new investment schedule was adopted by the IAC and staff, with the goal of funding the TRP to as much as 30 percent of CSU investments by mid-2020. However, in April of 2020, the IAC approved a reduced investment schedule in the amount of \$20 million total between April and July of 2020, and in August of 2020, the IAC suspended further contributions to the TRP for the time being. Both of these actions were taken in order to preserve liquidity in the CSU Liquidity Portfolio in response to the COVID-19 pandemic. In January of 2022, the IAC approved an additional \$900 million investment into the TRP scheduled over the following eighteen months. The investment schedule may also be adjusted by the IAC at any time depending on market conditions and staff will ensure the TRP does not exceed its statutory limit as a percentage of CSU investments.

Since the TRP Inception date<sup>1</sup> through September 30, 2022, the TRP investment earnings were approximately \$53.5 million. During this period, the TRP total return exceeded the Liquidity Portfolio total return by 2.42% annualized (net of fees) or a cumulative \$43.4 million, which was about 5.3 times higher than Liquidity Portfolio investment earnings.

In October 2022, the IAC approved the fourth annual TRP distribution to the system of approximately \$48.8 million, bringing total TRP distributions to the system since inception to \$161.8 million. TRP distributions are allocated to the campuses annually for capital outlay or maintenance. Consistent with state law, specifically Education Code § 89726, additional moneys earned through investments in the TRP shall be used only for capital outlay or maintenance, and shall not be used for ongoing operations.

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

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

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

### **Reporting Requirements**

California Education Code § 89726 requires quarterly investment reports to the Board of Trustees and an annual report to the State Legislature and the Department of Finance.

### **Subsequent Developments/Next Steps**

With the passage of AB 2422, effective January 1, 2023, up to 65% of CSU investments may be invested in the TRP and the TRP may additionally invest in commingled funds and exchange-traded funds. In light of these legislative changes, in January 2023 the IAC took two actions. First, the IAC approved a recommendation to the Board of Trustees to revise the California State University Master Investment Policy. These recommended revisions are being presented to the Board of Trustees at this March 2023 meeting in Agenda Item 4 for the Committee on Finance. The IAC also approved a revised funding schedule for the TRP calling for an additional \$1.25 billion to be invested in the TRP over a twelve-month period.

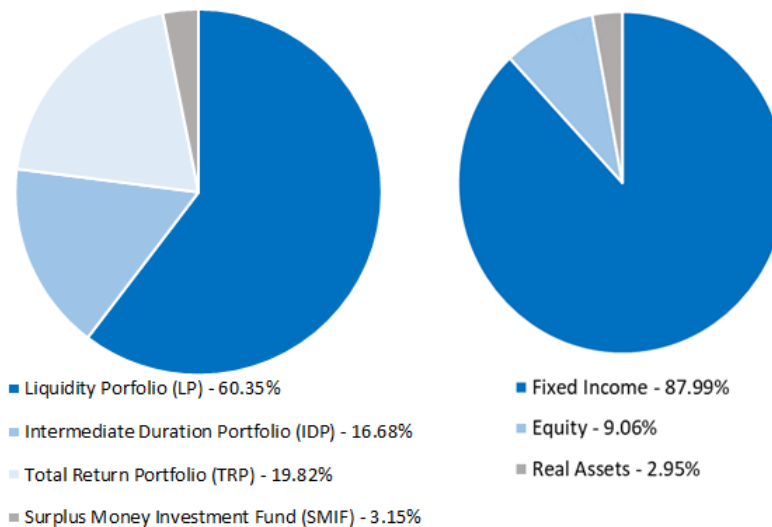
The next investment report to the board is scheduled for the May 2023 meeting and will provide information on CSU investments for the fiscal quarter ending December 31, 2022.

**CSU Quarterly Investment Report  
 For the Fiscal Quarter Ended September 30, 2022**

CSU investments as of September 30, 2022 consisted of investments in the CSU Liquidity Portfolio (LP), the Intermediate Duration Portfolio (IDP), the Total Return Portfolio (TRP), and the State of California Surplus Money Investment Fund (SMIF). All CSU investments (except for funds invested in SMIF) are held by US Bank, the custodian bank for the CSU. Neither state general fund nor CSU auxiliary funds are included in CSU investments. In addition, this report does not include approximately \$1.27 billion in bond proceeds, which by state law are required to be held by the state and are invested in SMIF.

**Balances and Allocations as of September 30, 2022**

	<u>Balance</u>	<u>% of CSU Investments</u>
Liquidity Portfolio (LP)	\$4.363 billion	60.35%
Intermediate Duration Portfolio (IDP)	\$1.206 billion	16.68%
Total Return Portfolio (TRP)	\$1.433 billion	19.82%
Surplus Money Investment Fund (SMIF)	\$0.228 billion	3.15%
<b>CSU Investments</b>	<b>\$7.23 billion</b>	<b>100%</b>



For the quarter ending September 30, 2022, direct investment management fees<sup>1</sup>, advisory, and custodial fees totaled just under \$1.0 million, or about 0.015 percent (1.5 basis points) on CSU investments' average balance for the quarter ending September 30, 2022.

<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 6.

**CSU Consolidated Investment Portfolio**

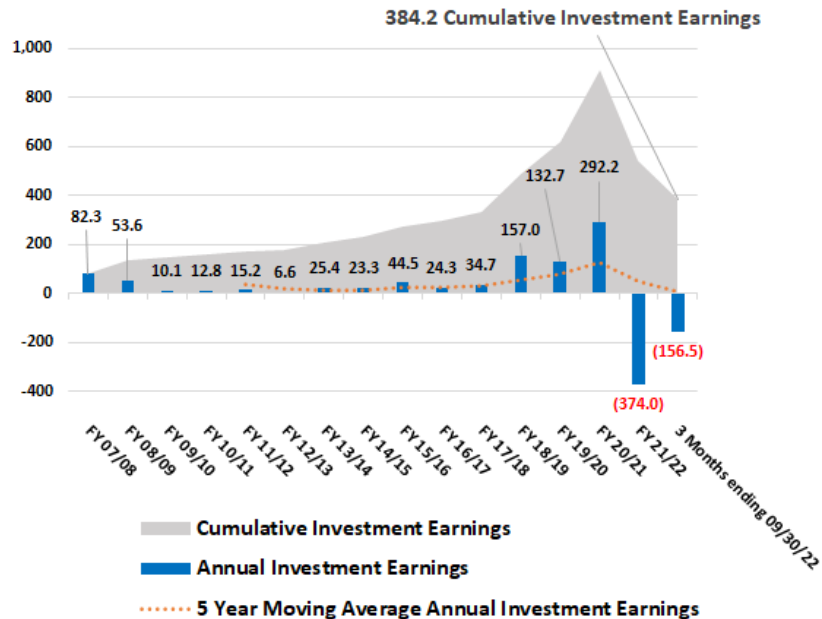
The following table displays performance returns for the CSU Consolidated Investment Portfolio which includes the Liquidity Portfolio, IDP, and TRP.<sup>2</sup>

	<b>CSU Consolidated Investment Portfolio</b>	<b>CSU Total Return Portfolio (TRP)</b>	<b>CSU Intermediate Duration Portfolio (IDP)</b>	<b>CSU Liquidity Portfolio (LP)</b>
1 Year Return	-7.35%	-17.23%	-12.16%	-2.67%
3 Year Annualized Return	0.33%	1.37%	N/A	0.09%
5 Year Annualized Return	1.15%	N/A	N/A	0.90%
10 Year Annualized Return	0.95%	N/A	N/A	0.82%
Since Inception Return <sup>3</sup>	1.23%	3.36%	-12.16%	1.15%

As of September 30, 2022, the TRP since inception investment earnings were approximately \$53.5 million. During this period, the TRP total return exceeded the Liquidity Portfolio total return by 2.42 percent annualized (net of fees) or a cumulative \$43.4 million, which was about 5.3 times higher than Liquidity Portfolio investment earnings.

***Investment Earnings from CSU Investments Support Campus Operations and Student Experience***

**Earnings from CSU Investments (\$ in millions)**



<sup>2</sup> CSU Consolidated Investment Portfolio returns exclude SMIF.

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

**CSU Liquidity Portfolio (LP)**

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

	<u>CSU Liquidity Portfolio</u>	<u>Benchmark<sup>4</sup></u>
1 Year Return <sup>5</sup>	-2.67%	-3.40%
3 Year Annualized Return	0.09%	-0.16%
5 Year Annualized Return	0.90%	0.76%
10 Year Annualized Return	0.82%	0.65%
Annualized Since Inception Return <sup>6</sup>	1.15%	1.31%
Yield	3.90%	4.13%
Duration (Years)	0.93	1.37
Average Credit Rating	AA-	Aaa/AA+

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

Treasuries	40.4%	Cash Equivalents	4.7%
U.S. Corporate Bonds	24.1%	Agency MBS	2.0%
U.S. Government Agencies	11.4%	CA Municipal Obligations	0.7%
Certificates of Deposit	8.6%	Supranationals	0.3%
Commercial Paper	7.8%		

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<sup>4</sup> Benchmark for the Liquidity Portfolio is the Bank of America Merrill Lynch 0-3 Year Treasury Index.

<sup>5</sup> Liquidity Portfolio Returns reported gross of fees and as total return, including income and gains (realized and unrealized).

<sup>6</sup> Inception Date for the Liquidity Portfolio was July 1, 2007.

**CSU Intermediate Duration Portfolio (IDP)**

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

	<b>CSU Intermediate Duration Portfolio</b>	<b>Benchmark<sup>7</sup></b>
3 Months Return <sup>8</sup>	-3.65%	-3.87%
1 Year Return	-12.16%	-11.95%
Since Inception Return	-12.16%	-11.95%
Yield	4.93%	4.89%
Duration (Years)	4.65	4.62
Average Credit Rating	A+	AA-

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

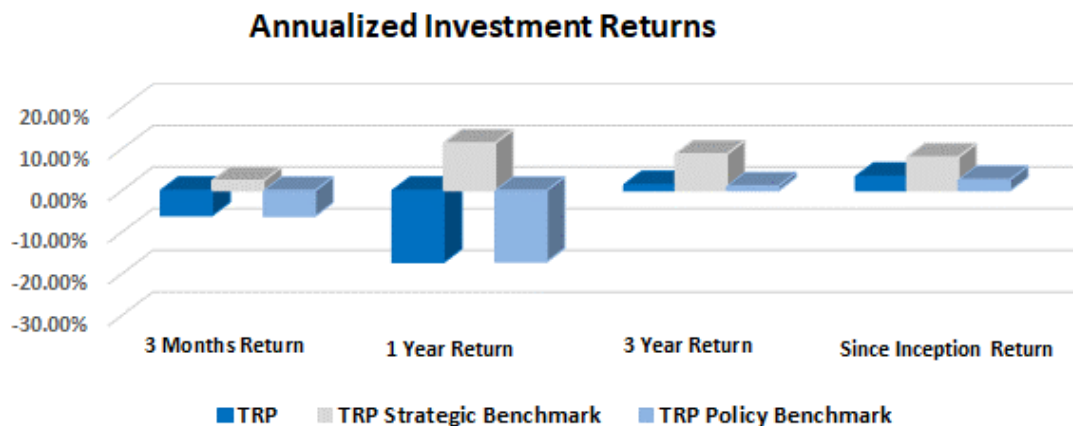
U.S. Corporate Bonds	59.44%	CA Municipal Obligations	1.11%
Agency MBS	20.96%	Asset-Backed Securities	1.03%
Treasuries	15.44%	Cash Equivalents	0.33%
U.S. Government Agencies	1.61%	Supranationals	0.08%

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

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

**CSU Total Return Portfolio (TRP)**

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



	<b>CSU Total Return Portfolio</b>	<b>Strategic Benchmark<sup>9</sup></b>	<b>Policy Benchmark<sup>10</sup></b>
3 Months Return	-5.96%	2.39%	-6.21%
1 Year Return	-17.23%	11.40%	-17.45%
3 Year Annualized Return	1.37%	8.77%	0.92%
Annualized Since Inception Return <sup>11</sup>	3.36%	8.05%	2.52%

In October 2022, the CSU Investment Advisory Committee approved the fourth annual TRP distribution to the system of approximately \$48.8 million, bringing total TRP distributions to the system since inception to \$161.8 million. TRP distributions are allocated to the campuses annually for capital outlay or maintenance. Consistent with Education Code Section § 89726, additional moneys earned through investments in the TRP shall be used only for capital outlay or maintenance and shall not be used for ongoing operations.

<sup>9</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 2.2% per annum.

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

<sup>11</sup> TRP Inception Date was April 1, 2018.

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

Equity Mutual Funds	45.7%	Passive Index Mutual Funds	74%
Fixed Income Mutual Funds	39.4%	Actively Managed Mutual Funds	26% <sup>12</sup>
Real Asset Mutual Funds	14.9%		

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

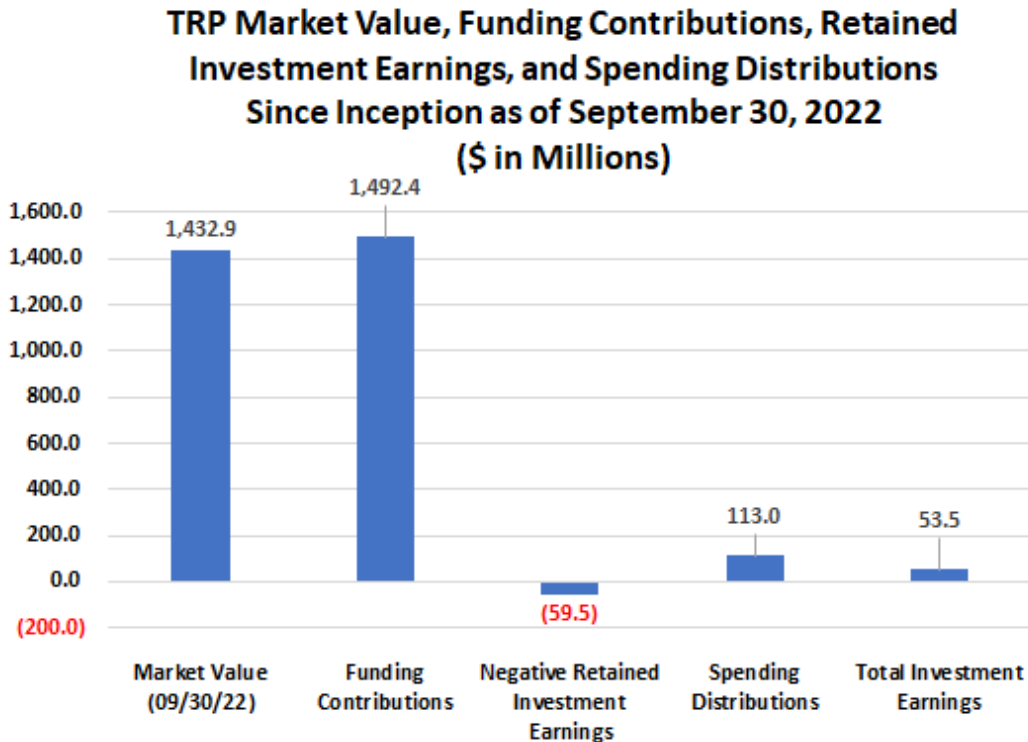
Asset Class	Strategy Name	Ticker	Value (millions)	% of Total Return Portfolio	TRP Fund Expense Ratio (Fee)	Universe Median Expense Ratio (Fee)
<b>Fixed Income</b>						
	Vanguard Total Bond Market Index Fund	VBMPX	321.6	22.44%	0.03%	0.44%
	Vanguard Inflation-Protected Securities Fd	VIPIX	71.0	4.96%	0.07%	0.36%
	Lord Abbett High Yield Fund	LHYOX	87.0	6.07%	0.59%	0.69%
	Pacific Funds Floating Rate Income Fund	PLFRX	43.6	3.04%	0.72%	0.75%
	Payden Emerging Markets Bond Fund	PYEIX	20.8	1.45%	0.69%	0.81%
	T. Rowe Emerging Markets Bond Fund	TREBX	20.7	1.45%	0.70%	0.81%
<b>Equity</b>						
	Vanguard Total Stock Market Index Fund	VSMPX	341.8	23.85%	0.02%	0.75%
	Vanguard Developed Markets Index Fund	VDIPX	170.5	11.90%	0.04%	0.88%
	Driehaus Emerging Markets Growth Fund	DIEMX	85.7	5.98%	1.08%	1.03%
	DFA Emerging Markets Value Fund	DFEVX	42.6	2.97%	0.45%	1.03%
	RWC Global Emerging Equity Fund	RWCEX	14.3	1.00%	1.25%	1.03%
<b>Real Assets</b>						
	Vanguard Real Estate Index Fund	VGSNX	114.9	8.02%	0.10%	0.86%
	Vanguard Materials Index Fund	VMIAX	36.0	2.51%	0.10%	0.94%
	First Sentier Global Listed Infrastructure Fd	FLIIX	62.2	4.34%	0.95%	0.97%
<b>Cash</b>			0.0	0.00%	NA	NA
<b>Total</b>			<b>1,432.9</b>	<b>100%</b>	<b>0.24%</b>	<b>0.73%</b>

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



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

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



**Surplus Money Investment Fund (SMIF)**

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

<u>Apportionment Annual Yield<sup>13</sup></u>	
Trailing 12 month as of 9/30/22	0.58%
Average (FYE 06/30/07 – 9/30/22)	1.05%

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

## **COMMITTEE ON FINANCE**

### **California State University Master Investment Policy Revisions**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

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

#### **Summary**

This item requests approval from the Board of Trustees to revise the California State University Master Investment Policy to reflect recent legislation concerning the CSU's investment authorities. Attachment A provides a marked-up version of the existing California State University Master Investment Policy amended to reflect the proposed revisions, using italics for proposed new language and ~~strikethroughs~~ for deletions. All proposed revisions are highlighted in yellow.

#### **Background and New Legislative Authority**

The existing California State University Master Investment Policy (RFIN 11-17-17) is posted publicly to: <https://calstate.policystat.com/policy/11691689/latest>. Pursuant to the California State University Master Investment Policy, the CSU has three investment portfolios: the Liquidity Portfolio, the Intermediate Duration Portfolio, and the Total Return Portfolio (TRP).

The TRP was created to take advantage of legislation effective January 1, 2017 that expanded the CSU investment authority to allow investment in mutual funds (including equity mutual funds) and real estate investment trusts. The legislation also stipulated that investment of funds in the TRP is subject to the CSU meeting certain conditions regarding investment oversight, reporting, and use of earnings. Furthermore, investments in the TRP could not be more than thirty percent of eligible CSU investments. The CSU Investment Advisory Committee (IAC), established by the Board of Trustees in September 2017, oversees the TRP and focuses on key issues such as investment policy, asset allocation, investment manager oversight, and investment performance. The IAC approves recommendations for action by the Board of Trustees but also approves actions for certain matters on its own under delegated authority from the Board of Trustees.

As previously reported to the Board of Trustees, California Assembly Bill 2422, which became effective January 1, 2023, provides new investment authorities for the CSU, summarized as follows:

- Allows the CSU to invest up to sixty-five percent of its investments in the TRP (an increase over the previous authorized amount of thirty percent).
- Expands investment options for the CSU to also allow investment, through the TRP, in institutional commingled funds and exchange-traded funds. These new options are in addition to the existing options allowing investment in mutual funds (including equity mutual funds) and real estate investment trusts.

### **IAC Recommendation to the Board of Trustees and Other Actions**

At its meeting in January of 2023, the IAC approved an action to recommend a revised California State University Master Investment Policy to the Board of Trustees for approval at this March 2023 meeting. The revised California State University Master Investment Policy as proposed by the IAC is included herein as Attachment A and includes the following key changes:

1. Changing the Target and Maximum acceptable allocations for the TRP to “57%” and “65%”, respectively, in response to the new legislation now allowing the CSU to invest up to sixty-five percent of its investments in the TRP.
2. Removing outdated references to “Systemwide Investment Fund Trust” or “SWIFT” in reference to the Liquidity Portfolio. This change is strictly a clean-up change and is not in response to the new legislation.

In addition to the recommendation to the Board of Trustees to revise the California State University Master Investment Policy, the IAC, under delegated authority, also approved two other actions of note. First, the IAC approved a new TRP investment schedule calling for an additional \$1.25 billion to be invested in the TRP over the 12-month period beginning January 1, 2023 and ending December 31, 2023, with the provision that investment in the TRP may not exceed thirty percent of total CSU investments until the California State University Master Investment Policy is revised by the Board of Trustees as proposed in this agenda item. The investment schedule may also be adjusted by the IAC at any time depending on market conditions and staff will ensure the TRP does not exceed its statutory limit as a percentage of CSU investments. Second, the IAC revised the TRP investment policy to add the new investment options—institutional commingled funds and exchange-traded funds—authorized by the new legislation.

**Recommendation**

The following resolution is presented for approval:

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

1. Approve the revised California State University Master Investment Policy as presented in this Agenda Item 4 and included as Attachment A of the March 20-22, 2023 meeting of the Committee on Finance;
2. Authorize the chair of the Committee on Finance; the chancellor; the executive vice chancellor and chief financial officer; and the assistant vice chancellor, Financing, Treasury, and Risk Management; and their designees to take any and all actions necessary under delegated authority to implement this resolution. This resolution shall supersede RFIN 11-17-17 and take effect immediately upon approval by the Board of Trustees.



# Master Investment Policy For The California State University

Approved on November 8, 2017  
*and revised on March 22, 2023*  
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") (LP)~~**

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

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

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



**Total Return Portfolio (TRP)**

The purpose of this Portfolio is to provide opportunity for additional risk adjusted returns on CSU funds over a full market cycle. The investment objectives for this Portfolio shall be to achieve a prudent total return within a moderate risk level. The Total Return Portfolio shall be comprised of investments authorized pursuant to California Government Code Sections 16330, or 16430 or California Education Code Sections 89724 or 89725.

The acceptable allocations for the Portfolios are as follows:

<u>Portfolio</u>	<u>Min – Target – Max</u>
Liquidity <del>Portfolio (“LP”) – Systemwide Investment Fund Trust (“SWIFT”)</del>	<b>5% - 20% - 100%</b>
Intermediate Duration Portfolio (“IDP”)	<b>0% - 523% - 95%</b>
Total Return Portfolio (“TRP”)	<b>0% - 2857% - 3065%<sup>2</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,

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<sup>2</sup> Percentage allocations to the TRP are *limited to 65% of CSU investments* subject to annual phase in restrictions through June 30, 2020 per state law.

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.
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

**Revised:**

***The California State University Board of Trustees***  
***March 22, 2023***

## **COMMITTEE ON FINANCE**

### **Approval to Issue Trustees of the California State University, Systemwide Revenue Bonds and Related Debt Instruments for a Project at San Francisco State University**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

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

#### **Summary**

This item requests that the California State University Board of Trustees authorize the issuance of long-term Systemwide Revenue Bond (SRB) financing and related debt instruments, including shorter term and variable rate debt, floating and fixed rate loans placed directly with banks, and bond anticipation notes (BANs) to support interim financing under the CSU commercial paper (CP) program, in an aggregate amount not-to-exceed \$16,895,000 to provide financing for a campus project:

#### **San Francisco State University West Campus Green Student Health Center and Dining Project**

#### **Background**

The SRB program provides capital financing for projects of the CSU – student housing, parking student union, health center, continuing education facilities, certain auxiliary projects, and other projects, including academic facilities, approved by the Board of Trustees. Revenues from these programs and other revenues approved by the Board of Trustees, including CSU operating funds, are used to meet operational requirements for the projects and pay debt service on the bonds issued to finance the projects. The consolidated pledge of gross revenues to the bondholders strengthens the SRB program and has resulted in strong credit ratings and low borrowing costs for the CSU. Prior to issuance of bonds, some projects are funded through BANs issued by the CSU in support of its CP program. The BANs are provided to the CSU Institute, a recognized systemwide auxiliary organization, to secure the CSU Institute's issuance of CP used to finance the projects. CP notes provide greater financing flexibility and lower short-term borrowing costs during project construction than long-term bond financing. Proceeds from the issuance of bonds are then used to retire outstanding CP and finance any additional costs not previously covered by CP.

**San Francisco State University West Campus Green Student Health Center and Dining Project**

The San Francisco State University West Campus Green Student Housing and Health Center Project was presented to the Board of Trustees Joint Committee on Finance and Campus Planning, Buildings and Grounds for schematic approval in the January 2023 meeting. Further, the San Francisco State University West Campus Green Student Housing Component of the project was also presented for financing approval to the Board in the January meeting because it had finalized the guaranteed maximum price of the project. Since that time, the campus has finalized the budget for the health center and dining component (“the Project”). The combined housing and health center/dining project was awarded funding from the State’s Higher Education Student Housing Grant Program of \$116,300,000. Of that amount, \$33,418,000 of the grant will be used to fund the health center and dining component.

The Project will be located on the west side of campus on the site of the existing West Campus Green, a soccer field. The project will be adjacent to the housing component and consist of a three-story 49,900 gross square foot building. The dining hall will be located on the first floor. A separate entrance to the Student Health Center will be located on the first floor adjacent to the dining hall, along with a pharmacy and wellness education space. The upper two floors will provide space for health promotion and wellness, psychological services and counseling, and student health services. The dining hall will be under the oversight and financial management of the campus student housing program.

The not-to-exceed principal amount of the proposed bonds is \$16,895,000, based on a total health center/dining project budget of \$51,432,000, grant funding of \$33,418,000 from the State’s Higher Education Student Housing Grant Program, and a \$3,000,000 health center program reserve contribution. Additional net financing costs, such as capitalized interest and cost of issuance (estimated at \$1,881,000), are expected to be funded from bond proceeds. The Project building is scheduled to start construction in April 2023 with completion expected in December 2025.

The following table summarizes key information about this financing transaction.

Not-to-exceed principal amount	\$16,895,000
Amortization	Approximately level debt service over 30 years
Projected maximum annual debt service	\$1,164,605
Projected debt service coverage including the new project:	
Net revenue – San Francisco pledged revenue programs: <sup>1</sup>	1.67
Net revenue – Projected campus housing program:	1.44
Net revenue – Projected campus health center program:	1.21

1. Combines 2025-26 information for campus pledged revenue programs with 2025-26 projections for project.

The not-to-exceed principal amount for the Project, the maximum annual debt service, and the financial ratios above are based on an estimated all-in true interest cost of 5.72 percent, which includes a cushion for changing financial market conditions that could occur before the permanent financing bonds are sold. The financial plan assumes level amortization of debt service, which is the CSU program standard. The campus financial plan projects a housing program net revenue debt service coverage of 1.44 in fiscal year 2025-26, the first full year of operations, which is better than the CSU benchmark of 1.10 for the program. The campus financial plan also projects a health center program net revenue debt service coverage ratio of 1.21 in fiscal year 2025-26, the first full year of operations, which is also better than the CSU benchmark of 1.10 for the program. When combining the Project with information for all campus pledged revenue programs, the campus' overall net revenue debt service coverage for the first full year of operations is projected to be 1.67, which is better than the CSU benchmark of 1.35 for a campus.

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

1. Authorize the sale and issuance of the Trustees of the California State University Systemwide Revenue Bonds, and/or the sale and issuance of related Systemwide Revenue Bond Anticipation Notes, and/or the issuance of related debt instruments, including shorter term debt, variable rate debt, floating rate loans placed directly with banks, or fixed rate loans placed directly with banks, in an aggregate amount not-to-exceed \$16,895,000 and certain actions relating thereto.
2. Provide a delegation to the chancellor; the executive vice chancellor and chief financial officer; the assistant vice chancellor, Financial Services; and the assistant vice chancellor, Financing, Treasury, and Risk Management; and their designees to take any and all necessary actions to execute documents for the sale and issuance of the bond anticipation notes, the revenue bonds, and the related debt instruments.

Approval of the financing resolutions for this project as described in this Agenda Item 5 of the Committee on Finance at the March 20-22, 2023, meeting of the CSU Board of Trustees is recommended for:

**San Francisco State University West Campus Green Student Health Center and Dining Project**



## **COMMITTEE ON FINANCE**

### **University Cost Reduction Initiatives**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

David Beaver  
Chief Procurement Officer  
Contract Services & Procurement

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

Ed Clark  
Chief Information Officer  
Information Technology Services

Jason Wenrick  
Executive Director, Common Human Resource System  
Systemwide Human Resources

#### **Summary**

This item provides an update on cost saving initiatives that have occurred since the March 2019 presentation (formally named Operational Effectiveness Initiatives) to the California State University Board of Trustees.

The California State University (CSU) strategically and routinely evaluates and improves university operations to support the academic mission and deliver quality education to students. The CSU's commitment to good stewardship requires the 23 universities and system office to continuously look for opportunities that optimize operations. Additionally, the CSU does not receive funding for inflationary cost increases, including the growing cost of compliance. Therefore, the 23 universities and system office must reduce costs to balance the budget. Current initiatives to reduce costs and enhance effectiveness include exploring and implementing strategic procurement, simplifying, and streamlining administrative processes, and consolidating services to lower costs and enhance services.

## Overview of Current Initiatives

The CSU takes a focused approach to reduce costs and enhance quality. The overall strategy used includes efforts to improve processes, collaborate across the system and other higher educational segments, institute a procurement vision focused on reducing costs, and conducting assessments that identify future opportunities.

### Procurement Strategies

Universities use process improvement methods to systematically identify and remove non-value-added work that allows us to redirect resources to other critical functions. The CSU has implemented several tools such as the balanced scorecard and process streamlining to support continuous improvement.

Procurement leaders across the 23 universities and system office created a strategic vision, titled 23C, to focus on forward-looking planning and collaboration. This effort has increased the focus on reducing costs across the system and leveraging the joint resources and bargaining power of the CSU.

The 23C initiative was created to better leverage the collective buying power and strength of the 23 Procurement Departments across the CSU.

- Our **vision** is to support the CSU's mission of educating tomorrow's leaders by becoming a strategic partner contributing to the financial health of the CSU, higher education and bolstering California's economy.
- Our **mission** is to be a trusted partner through collaboration to maximize value across the CSU by optimizing the procurement of goods and contracted services.
- Our commitment to customer service excellence is guided by our core **values** of integrity, transparency, inclusiveness, and professionalism.

Over the past two years, procurement teams across the 23 universities have recorded more than 967 savings projects and generated \$138M in administrative savings across the CSU.

These savings cross many different areas such as information technology hardware and software, furniture, banking, construction, facility operations and services, motor vehicles, food and beverage, travel, office supplies, and consulting services.

A few highlights are listed below.

*San Jose State University (SJSU)*

In FY20/21 SJSU negotiated an advance commission payment of \$1.5M to allow further liquidity to Spartan Shops, Inc. (auxiliary) during the financial recovery period of the pandemic. Chartwells, a food service provider, worked with the C.O.'s Contract Services and internal leadership team to broker this arrangement, which helped further foster a mutually beneficial, long-term relationship SJSU has come to build with the concessionaire.

SJSU conducted an extensive sourcing process to procure consulting services for a university wide website migration project (Barkley REI – Website Migration). After a period of extensive negotiation between the University and the finalists, SJSU was able to reduce the costs to the University by \$865K.

*San Francisco State University (SFSU)*

During the pandemic, the SFSU procurement team was actively renegotiating existing contracts to help reduce costs. In one example, SFSU renegotiated the contract with their food service provider, Sodexo, which required the university to pay for 2,200 mandatory meal plans, regardless of the student resident population. By moving to an “at-cost” model, the university was able to save \$5.5M. In another example, the procurement team renegotiated its residential network services contract with the service provider, Apogee, resulting in savings of \$1.0M.

*San Diego State University (SDSU)*

The SDSU procurement team conducted an RFP for LED displays for Aztec Stadium and the main campus. After an extensive proposal review and negotiations, the team selected Daktronics resulting in savings of \$2.2M over the life of the contract.

The SDSU procurement team utilizes a number of available strategies when looking to award contracts to vendors. For example, the team utilized job order contracting (JOC) to find the right supplier for electrical and roofing construction projects. In addition to the process and time savings associated with this JOC procurement, these contracts resulted in savings of \$188K.

*Cal Poly San Luis Obispo*

The Cal Poly procurement team is involved in many public works projects across their campus. Their involvement in a collaborative design-build services solicitation for the Fremont Hillside restoration and Stabilization Project resulted in savings of \$3.5M.

Cal Poly also negotiated new rates for charter air service with Allegiant Airlines for athletic charter flights resulting in total savings of \$223K. With a multi-year commitment, Allegiant reduced its fares significantly.

#### *Cal State Dominguez Hills (CSUDH)*

The CSUDH procurement team conducted a collaborative design-build solicitation process for the Student Housing Phase IV and Dining Commons project. After an extensive and thorough selection process, the evaluation team awarded the contract to C.W. Driver/Steinberg Hart, resulting in savings of \$3.6M.

#### *Office of the Chancellor*

The Chancellor's Office procurement team established a master enabling agreement for an enterprise digital signature platform with Adobe Sign. The contract has been adopted by over 20 universities resulting in annual savings of \$2M over the pricing from their competition – DocuSign. In addition to the transactional savings, the CSU is also benefiting from the automation of multiple processes requiring review and signatures. This contract was critical during the COVID pandemic and allowed our workforce to move to a hybrid environment without the need to come into the office to sign critical documents.

The US Bank procurement card program has been adopted by all universities and is generating \$2M per year in rebates that are returned to the universities each year. The CSU contract has been adopted by the Foundation for California Community Colleges as well as other agencies and is considered an industry-leading contract for returning value back to the institutions which adopt this contract.

At the start of the pandemic, as universities were beginning to seek various personal protective equipment to protect students, faculty and staff, the Chancellor's Office worked to set up a program with the California Office of Emergency Services to provide selective equipment at no cost to the 23 universities. During the last 2 years, the CSU system received over \$20M of supplies at no cost. This significant cost savings allowed the 23 universities to purchase other critical supplies and support their operations.

#### **Strategic Partnerships**

An example of a multiple university strategic partnership is the CSU's first-of-its-kind multi-university dining services agreement.

Cal Poly Humboldt led the collaboration with students, consultants, and both CSU and auxiliary employees across multiple universities. The team developed the RFP and awarded the resulting

contract to Chartwell's Higher Education to provide various levels of dining services from the management of self-operating programs to full-service models, depending on the need of each university. Chartwells has dedicated a full team specifically for all 23 universities and each university can negotiate specific terms that meet its needs. At Cal Poly Humboldt, some of the highlights include \$7 million unrestricted signing bonus, three paid internship positions and 75% of dining staff comprised of Humboldt students, \$200 thousand in annual scholarships, \$50 thousand per year to student athletes, \$100 thousand per year to the student food pantry and many other benefits such as guaranteed commissions and royalties.

This collaboration pulled together strengths and expertise from across CSU's auxiliary organizations and the system, and created a partnership that will improve operations, support our students, and encourage engagement in CSU initiatives.

The CSU's Strategic Partnership Team is now looking at opportunities in the banking category with US Bank as well as a network of digital kiosks across multiple universities.

### **Shared Services – Financing and Treasury**

At the CSU Chancellor's Office, the Financing and Treasury department has handled all of the CSU's debt issuance, investments, and cash management for many years. Rather than duplicate financing and treasury teams at each campus, the CSU has been able to leverage its size and opportunities for efficiencies to generate tremendous cost savings. The CSU has been able to save significant amounts of money in the amount of interest we pay on our Systemwide Revenue Bond debt, by lowering fees on our investment portfolios, by saving on personnel expenses, and through lower banking fees. Based upon conservative estimates, savings in these areas have totaled \$123 million over the last two fiscal years alone.

### **CSU Information Technology**

In the Information Technology category, the CSU saved \$20.4 million dollars in cost through migration of critical enterprise systems to the Cloud, consolidation of software and hardware purchases, and enhanced security features such as two-factor authentication and disaster recovery sites to help secure information and reduce incidents and potential claims and ensure that our most critical services are up and running in the event of a disaster.

In addition to systemwide common management system savings from virtualization, bulk discounts, and contract negotiations for FY20/21 \$6.9 million, FY21/22 \$4.9 million.

The **Common Network Initiative** or CNI, is one of the most impressive university network collaborations in the U.S. and provides network equipment and related services to ensure that every university has a robust communications infrastructure. This initiative dates back to 2011 and consistently saves the CSU over \$7.5 million per year. The service also includes Wide Area

Network (WAN) connectivity and was born out of the collaboration between the CSU, CCC and UC systems.

In total, these strategies saved \$33 million.

### **Construction Delivery**

Job order contracting (JOC) is a flexible, cost-effective contracting delivery method used by the CSU to complete major repairs and refurbishment of university infrastructure and building facilities. The use of JOCs provides accelerated project delivery, reduces administrative costs, and lowers direct construction costs while meeting all federal and state bidding and procurement requirements. JOC utilizes a published construction task catalog also referred to as the "unit price book" that includes various task items with established unit prices for various trades.

All 23 universities and system office issued 80 individual JOCs to contractors, which in turn produced almost 800 minor capital projects systemwide. Instead of having to bid out each one of these projects individually, JOC allowed CSU to issue multiple projects per contract. This method streamlines contract administration which reduces procurement time and costs resulting in savings of \$3.5 million. As construction costs continue to rise, adopting flexible contracting models like JOC are critical to help control costs and facilitate a more efficient and accelerated contracting process.

### **Construction Insurance**

The Owner Controlled Insurance Program (OCIP) is a tool the CSU employs on all Public Works Construction projects over \$10 million. The program is procured every five years and has been in place since 2013. Projects enrolled in the OCIP have the Contractors and all subcontractors covered by a package of insurance coverage that includes General Liability and Workers' Compensation.

The CSU's significant construction volume and track record of low incidents and claims enables the purchase of insurance at rates lower than most large and small contractors can obtain. Over the last two years, the CSU had 12 projects enrolled into the OCIP with a total construction value of \$524 million. The utilization of the OCIP resulted in an estimated savings of \$8.6 million. The new OCIP program kicked off on January 3, 2023, and even with a rate increase the centralized program is anticipated to provide significant savings in the years to come.

### **Energy Procurement**

The Direct Access (DA) marketplace is a wholesale energy purchasing strategy in which the CSU purchases electricity for 13 universities in the system. The majority of remaining

universities are either ineligible due to their location being served by a municipal utility or have elected to remain on bundled service due to the financial analysis that favors the local utility.

Direct electricity commodity purchasing allows the CSU to take advantage of favorable market conditions. The program also provides a level of budget certainty to universities as purchases can be made in multi-year portfolios. The CSU's Energy Contracts Oversight Board is responsible for advising on these strategies and works to reduce price risk by reviewing the market conditions and recommending purchase prices and terms.

In the 2021/22 fiscal year, energy prices favored the direct access market dramatically and long-term purchases resulted in estimated cost savings of \$4 million as compared to the traditional utility services. While in 2022/23, with energy prices spiking across the world impacting the electricity commodity costs, the program is still expected to outperform the local utilities once their regulated rates are adjusted.

### **Instructional and Student Services**

The CSU continues instructional and student service initiatives geared towards assisting our students in achieving their educational goals and saved \$42 million in costs through coordinated purchases of electronic library resources, academic software, and accessibility solutions.

One such example is Canvas, a Learning Management System (LMS), which has been implemented systemwide and designed to provide a secure online teaching and learning environment.

By utilizing the combined buying power and volume of the CSU, to the CSU has procured library resources at discounts much higher than any one university could have received on its own. In some cases, discounts are in excess of 70% below list price and have allowed the universities to save millions of dollars each year.

### **Common Human Resources System (CHRS)**

CHRS is a new human resource system that is based on standardized data and business processes across all CSU universities. The multi-year initiative will enable shared service opportunities and consolidated data entry to reduce training and labor costs. All 23 universities are now live using the Employee Onboarding system, and four campuses will go live in November 2023 on the larger Human Resources shared system. The next pilot area is employee recruitment with the hope to improve collaboration across campuses and attract candidates to employment opportunities across the CSU.

### **2020-2022 Cost Savings**

The table below summarizes the costs savings generated from Fiscal Year 2020 through 2022 by category:

#### **2020-2022 CSU Cost Savings (in millions)**

<b>Category</b>	<b>Cost Savings</b>
Administrative Services	\$138
Shared Services – Finance and Treasury	\$123
Instructional and Student Services	\$42
Information Technology	\$33
Construction Efficiencies	\$12
Energy Purchases	\$4
<b>TOTAL</b>	<b>\$352</b>

### **Future Initiatives**

The CSU will continue searching for opportunities to reduce costs, and enhance effectiveness by focusing on:

- Identifying additional opportunities that align with CSU's procurement strategic plan;
- Continuing to foster relationships with the UC and Community College systems and pursue multi-university opportunities;
- Looking for additional multi-university and shared services opportunities
- Looking for more opportunities to increase revenue through strategic partners
- Broadening the use of process redesign and performance tools to increase value and lower costs; and,
- Successfully implementing the third phase of the CSU's new Procure to Pay (P2P) system which will standardize procurement practices across all universities and drive significant savings and process improvements along the entire P2P process.



## **COMMITTEE ON FINANCE**

### **Sustainable Financial Model Workgroup**

#### **Presentation By**

Steve Relyea  
Executive Vice Chancellor and  
Chief Financial Officer

Julia Lopez  
Trustee

#### **Summary**

#### **Workgroup Charge**

On July 25, 2022, the Interim Chancellor appointed a Workgroup and charged it to recommend a multi-year strategy to achieve stable and predictable revenues to support the California State University (CSU) mission, maintain affordability for its students, and recognize the differing needs of its 23 universities. In carrying out this charge, the Workgroup determined that a strategy for long-term financial sustainability must consider revenues in the context of projected future costs so that strategies for raising revenues can be realistic in terms of overall budgetary needs. This update describes the progress of the Workgroup in projecting costs and considering strategies to increase revenues to achieve long-term financial sustainability.

#### **The Current Budgetary Situation as the Starting Point for this Work**

As a public state university, the CSU has two principal sources of revenue to support its operations: the state general fund and tuition. In fiscal year 2021-22, the CSU operating fund totaled \$8.3 billion in revenues. Of total operating revenues:

- The state general fund contributed \$4.5 billion (55%);
- Tuition and fees totaled \$3.2 billion (39%);
- The remaining \$0.5 billion (6%) was from a variety of sources, including investment income, grants, and other sources including sizable one-time HEERF<sup>1</sup> grants.

Over the past five years:

- State support has increased steadily (other than the reduction made in 2020 due to the effect of the pandemic on state resources)<sup>2</sup> for an increase over 2017-18 of 34 percent;

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<sup>1</sup> Higher Education Emergency Relief Funds (HEERF) were federal grants to help address impacts of the pandemic.

<sup>2</sup> In 2020 the budget was cut by over \$299 million; these funds were more than restored the following year.

- Tuition, on the other hand, has not changed since 2017-18,<sup>3</sup> and total revenues from tuition and fees have decreased slightly (-1%) since then.
- Total operating revenues (all sources, excluding HEERF) have increased by 18 percent.

Unchanged tuition—a steady and reliable revenue source to the CSU—has increased reliance on growing and more volatile state support. And importantly, inflation since 2017 has raised costs in California by over 22 percent, negating the 18 percent increase in total revenues.

Over this same period of five years, CSU's 23 universities have taken on numerous additional responsibilities through state mandates and priorities, Board actions, and have seen cost pressures build from a variety of fronts. The annual Trustees' budget requests recognize these needs, but total revenues continue to fall short of costs.

### **Inadequate Financing Model Hinders Understanding the Dimensions of the Problem**

More revenues are needed to properly support the university, but how much and for what purposes specifically? CSU's operating budget reflects what the University receives in revenue and what it uses through expenditure, but these expenditures do not capture costs. When the CSU receives less than it requests from the state and tuition collection is unchanged, two things happen: (1) some costs go unaddressed (e.g., critical capital renewal projects) and (2) costs that cannot be deferred are accommodated by redirecting funds from other, existing areas, which become short-changed. These two actions result in major disconnects between costs and expenditures.

The disconnect between costs and expenditures is exacerbated by the incremental budgeting method by which the CSU is funded by the state and by which allocations from the Chancellor's Office to the universities are generally made. Under this model:

- The adequacy of existing resources is not always well communicated and understood between the state and CSU, and between the Chancellor's Office and the universities;
- There is little examination of how base funds are impacted, in light of the many redirections to accommodate changing cost pressures; and
- New funds are generally expected to fund new priorities, while the actual costs of the new priorities are unique to each university and often do not precisely align with new revenue.

Financial sustainability cannot simply be an exercise in identifying new revenues. There are myriad costs that existing spending patterns do not reveal. The best-known example of costs that are not captured by spending patterns includes the ever-growing costs of critical capital renewal projects that have been put off year after year because the annual budget was insufficient. Other examples include:

- Positions that are held vacant to use the dollars for other, unfunded purposes;

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<sup>3</sup> Prior to a 4.9% increase in 2017-18, tuition had been unchanged for the previous six years.

- Instructional materials and equipment that are not purchased;
- Student support that falls short of desires and expectations; and
- Mandates from governmental authorities that add costs without funding, requiring redirecting funds from other, existing areas.

In addition to current unfunded costs, there are anticipated increased costs such as the expectation to increase enrollment and degrees in higher-cost science, technology, engineering, and math (STEM) disciplines, to educate more transfer students whose upper-division instruction is more costly than lower-division instruction, and to add graduate programs to meet regional and statewide employment needs.

As long as there are unfunded costs that mount year over year, financial sustainability will remain elusive. It is, therefore, not enough to consider how to increase revenues without knowing how much is needed to pay for the costs to operate the California State University and its 23 universities. This is why the Workgroup began its work with the fundamental question – how much does it cost for CSU’s operations?

### **Building a Cost Model as a Starting Point to Understand the Amount of Revenues Needed**

To better understand costs, not just expenditures, the Workgroup constructed a budget of estimated costs consistent with the CSU’s mission, student characteristics, and curriculum. The model relies heavily on a model developed for the state of Virginia by the National Center for Higher Education Management Systems (NCHEMS), a leading national organization that consults on higher education finance. It builds the budget in layers, rather than using an incremental budgeting approach.

Using the CSU’s actual expenditures for 2019-20,<sup>4</sup> later adjusted for inflation to get to a 2021-2022 base from which to make projections, the cost model estimated costs as follows:

1. “Structural Baseline” – Defined as the Cost to “Keep the Doors Open” and Protect the State’s Assets

These fixed costs are incurred because independent of enrollment, a campus needs to have an infrastructure for administration, facility maintenance, library and technology support, faculty governance, and basic student service functions such as advising, counseling, admissions and records.

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<sup>4</sup> Rather than using line items (salaries, benefits, supplies, etc.,) the model uses functional categories reported to the national Integrated Post-Secondary Data Center (IPEDS). These include Institutional Support, Academic Support, Student Services, Instruction, and others.

Based on that principle, the model computed the cost of providing such an infrastructure for the campuses. This was done using actual expenditure data for the categories of Institutional Support, Academic Support, Student Services, and Instruction. Included in the structural baseline are the operation and maintenance costs of preventing any further increase in critical capital renewal.

## 2. Costs of Actual Enrollments and Student Characteristics

Next, the model estimates the cost to serve the actual enrollments above that of the structural baseline. This was done for Institutional Support, Academic Support, and Student Services.

The final adjustment was to add a premium to serve students from underrepresented groups and federal Pell-eligible groups. The academic literature has amply documented the need for additional support for these students. Also, the state has recognized similar premiums to funding formulas for underrepresented groups in school and community college funding formulas.

## 3. Instructional Costs

A comprehensive analysis of instructional expenditures and enrollments by discipline and level of instruction (lower division, upper division, graduate) was conducted. For the cost model, actual IPEDS expenditures, adjusted for inflation, were used, with a few additions to recognize the apparent under-funding of some high-need, high-cost disciplines and account for additional support for items such as faculty travel, faculty development, and instructional equipment and supplies.

## 4. Other Items to Complete the Cost Estimate

No adjustments were made, other than inflation, to the IPEDS categories of research, public service, and financial aid and scholarships. An estimate of annual debt service payments and the ongoing costs of the Chancellor's Office were included.

The model explains why there never seems to be enough money to pay for what universities think they need. Comparing the cost model and the 2021-2022 actual expenditures shows that the CSU would need to increase its revenues to fully cover costs. The principal reasons are that the costs include ongoing maintenance and repair (separate from deferred maintenance), debt, and student and academic support for underrepresented students. They will continue to exert pressure on the budget in future years.

### **Sources of revenues must increase to cover costs.**

The Workgroup continues to refine the model and its five-year cost projections. At this preliminary phase, the expectation is that there will be a gap between costs and revenues and that the gap will

grow, primarily driven by inflation, salaries and benefit enhancements, and increases in the cost of meeting the needs of the state and its regions.

The Workgroup has now turned the bulk of its attention to potential revenue sources and projections over the next five years. It will consider many options. A possible recommendation would be to plan for tuition changes in a gradual, predictable, and moderate way. This would be accompanied by recommendations for the State University Grant (SUG) program, which is the largest financial aid item in the budget. A gradual and predictable tuition strategy will be a necessary component of a sustainable financial model but not the only component. The university will need to increase its state support, philanthropy, sponsored research funding, and other revenues.

Long-term financial sustainability will not be possible without a re-examination of the CSU's budget – both revenues and current expenditures. Cost pressures and changing conditions require that old assumptions and practices be examined with a pragmatic sense of what is possible given financial realities. Doing this is beyond the original scope of the Workgroup; however, the Workgroup has identified a need to review the budget process, as well as policies and practices that are used to build the budget, make allocations, and set priorities. The work on the cost modeling will provide useful information to guide future budget decisions.

The Workgroup will report to the Board of Trustees in May so that the Trustees may consider the recommendations as part of the annual budget process. That will be the initial step in addressing the long-term financial sustainability of the CSU. It is the hope of the Workgroup that the final report and recommendations will offer insights and a framework for how the Board and the next Chancellor can establish a vision for the future, a plan to implement it with clear priorities, expected results, and most importantly, how to pay for it.

## AGENDA

### COMMITTEE ON ORGANIZATION AND RULES

**Meeting:** 1:45 p.m., Wednesday, March 22, 2023  
Glenn S. Dumke Auditorium

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

- Consent** 1. Approval of Minutes of the Meeting of January 25, 2023, *Action*
- Discussion** 2. Approval of the California State University Board of Trustees' Meeting Dates for 2024, *Action*
3. Approval of Proposed Revisions to the Rules Governing the CSU Board of Trustees – Procedures for Selection of Board Committees, *Action*
4. Approval of Program for Board Planning, Goal Setting and Self-Evaluation, *Action*
5. Evaluation of CSU Policies for Presidential Performance Reviews, *Information*

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

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

**January 25, 2023**

**Members Present**

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

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

Trustee Firstenberg called the meeting to order.

**Consent Agenda**

Item 2 was removed from the consent agenda at the request of Trustee Sabalius and removed by Chair Firstenberg to discuss the proposed Board of Trustees 2024 meeting dates. Specifically, the May 2024 meeting dates and potential conflict with commencement dates. Trustee Linares also requested staff to review possible alternative dates for the May 2024 meeting dates. Associate Vice Chancellor Kiss noted staff would review options for possible revised proposed meeting dates.

The minutes of the November 16, 2022, meeting were approved as submitted.

**Discussion Agenda**

Jane Wellman began discussions with introductory remarks regarding the board assessment and how the board works and carries out its responsibilities. Board consultants spoke with each trustee regarding any comments or concerns about board governance issues. Research was conducted on how the CSU Board is both similar and different from other governing boards across the country.

Roberta Achtenberg provided an update on the work requested to review student trustee compensation. She noted following previous discussions by the board on the topic, the board chair and interim chancellor requested that a task force of subject matter experts from the Chancellor's Office research possible options to enhance financial support for student trustees and provide recommendations. Based upon recommendations from the analysis conducted by the task force, an approach similar to that of the University of California for student regents and CSSA Officers was recommended. Pursuant to existing delegations of authority to the chancellor, a new policy for a Student Trustee Scholarship was established and will become effective July 1, 2023. Trustee Linares thanked the board and CSSA for their response to this issue. Trustee Rodriguez, Trustee Gilbert-Lurie, Trustee Sabalius, and Trustee Aguilar-Cruz echoed the same sentiments regarding their appreciation for the swift and comprehensive response to addressing student trustee financial support.

### **Recommended Procedures for Selection of Board Committees**

Roberta Achtenberg presented an overview of the process for the selection of board committee assignments and committee leadership (chair and vice chair). A comprehensive review and analysis of the policies and procedures of other governing boards for appointment of committee members, chairs, and vice chairs was conducted. Additional criteria were presented for consideration to add to the current board practices and procedures for the selection of committee and board leadership as outlined in Article IV §2 of the Rules Governing the Board of Trustees.

Trustee Clarke commented that the current policies governing selection of committee assignments and leadership – with the addition of the criteria as recommended to better assist the Committee on Committees – further clarifies a process that is both collaborative and consultative. Trustee Sabalius suggested that the full board consider electing board leadership, though supported further criteria clarifying the selection process. Trustee Gilbert-Lurie commended the consultant's analysis and recommendations, and agreed that the current process reflected best practice. She encouraged continued transparency in the process and to further clarify the criteria regarding leadership diversity. Trustee Arambula, Trustee Linares, Trustee Lopez, and Trustee Kimbell concurred to maintain the current processes of the Committee on Committees as outlined in the governing rules, with the addition of the recommended criteria. Trustee Linares supported the inclusion of the recommended criteria and confirmed the prior board leadership experience criteria included student boards. Trustee Kimbell noted through the collaborative work of the board, trustee strengths and expertise are identified and leveraged to best serve the board. She also noted the diversity of board leadership both during her tenure as a trustee and in the past. Trustee Lopez expressed her support for the current practices and the recommended criteria. Trustee Aguilar-Cruz noted the importance of continued transparency in the process with expressed rules regarding selection of the board chair and vice chair, and consideration of student trustees serving on the Committee on Committees. Trustee McGrory asked for clarification to confirm that the nomination and selection process for board leadership is noted in the rules governing the board. Trustee



Emerita Achtenberg confirmed this was correct. Interim Chancellor Koester underscored the importance of the current practice and supported the inclusion of the recommended criteria to further strengthen, clarify and support the committee selection process. Trustee Emerita Achtenberg stressed the importance of the board chair position in stewarding board leadership in a way that supports continuity and development over time.

### **Recommended Best Practices for Board Planning, Goal Setting and Self-Evaluation**

This item was presented by Jane Wellman and recommended the board adopt a regular program for board self-evaluation based on clear set goals. The consultants reviewed system boards across the country noting that some form of board evaluation was an increasingly adopted best practice. While programs for board evaluation differed across their analysis, there were common attributes including board assessments based on goals set by the board via a strategic planning process and done with some consistent frequency. There is a standard practice in soliciting feedback from the board for self-evaluation, reflection and planning. The consultants recommended the Committee on Organization and Rules serve as the committee responsible for organizing and overseeing the board review program and conduct a board review every other year.

Trustee Adamson noted that many other boards he has served conduct a similar board self-review and also a board satisfaction survey. Based on guidance from the board discussion, an action item would be presented for adoption at the March meeting.

Trustee Firstenberg adjourned the meeting.

**COMMITTEE ON ORGANIZATION AND RULES**

**Approval of the California State University Board of Trustees' Meeting Dates for 2024**

**Presentation By**

Jean P. Firstenberg  
Committee Chair

Michelle Kiss  
Associate Vice Chancellor and Chief of Staff

**Summary**

The following schedule of the CSU Board of Trustees' meeting dates for 2024 is presented for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that the following schedule of meetings for 2024 is adopted:

**2024 Meeting Dates**

January 30-31, 2024	Tuesday – Wednesday	Chancellor's Office
March 26-27, 2024	Tuesday – Wednesday	Chancellor's Office
May 21-22, 2024	Tuesday – Wednesday	Chancellor's Office
July 23-24, 2024	Tuesday – Wednesday	Chancellor's Office
September 24-25, 2024	Tuesday – Wednesday	Chancellor's Office
November 19-20, 2024	Tuesday – Wednesday	Chancellor's Office

## **COMMITTEE ON ORGANIZATION AND RULES**

### **Approval of Proposed Revisions to the Rules Governing the CSU Board of Trustees - Procedures for Selection of Board Committees**

#### **Presentation By**

Roberta Achtenberg  
Senior Advisor, Board Governance and Relations

Jane Wellman  
Special Consultant to the Board

Michelle Kiss  
Associate Vice Chancellor and Chief of Staff

#### **Summary**

This action item proposes modifications to the Rules Governing the CSU Board of Trustees to clarify procedures for making committee appointments. The proposed change would largely maintain existing board rules governing committee appointments, with the addition of the following criteria to be considered by the Committee on Committees in making their recommendations for board and committee leadership (chair and vice-chair) positions:

- Seek board leadership that is comprised of members with diverse perspectives and experiences;
- Seek leaders who have a broad understanding of the CSU system gained from length of service on the board, prior board committee experience, or other personal or professional experience;
- Identify potential chairs and vice chairs who are willing and able to devote sufficient time to prepare for and participate in the conduct of board business;
- Identify potential leaders who have demonstrated respect for differences of opinion and an ability to work toward consensus, and who contribute to constructive discourse among board members;
- Seek leaders who have demonstrated an ability to make decisions independent of influence by stakeholder groups, whether internal or external to the CSU;
- Seek leaders who have demonstrated an understanding of and commitment to the role of the board as a collegial, independent oversight body, while respecting traditions of shared governance, and have been able to work effectively and respectfully with fellow trustees and with the chancellor, vice chancellors, presidents, staff, faculty and students.

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The proposed revisions were previously reviewed as an information item at the January 2023 meeting of the Committee on Organization and Rules. The text of the proposed rule change is provided in Attachment A.

**Recommendation**

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that the criteria listed in Attachment A of item 3 of the Committee on Organization and Rules at the March 20-22, 2023 meeting of the Board of Trustees, is adopted.

## **Proposed Revisions to the Rules Governing the CSU Board of Trustees**

The proposed rule change would add the criteria to be considered by the Committee on Committees as it prepares its nominations for the Chair and Vice Chair and all members of standing committees. Proposed revisions are noted in ~~strike through~~ for deletions and *italics* for added text. Only § 2. Committee on Committees of the Governing Rules are included in this attachment as no other changes to the remaining sections are proposed.

### **Rules Governing the Board of Trustees of the California State University**

#### **§ 2. Committee on Committees**

The Committee on Committees nominates the Chair and Vice Chair, and all members of the standing committees.

At a regular meeting in or about January, the Chair nominates five members of the Board of Trustees to the Committee on Committees. These nominations are acted upon at the next regular meeting. Any Trustee can make other nominations at any time prior to the election. The five nominees who receive the highest number of votes constitute the Committee on Committees. They take office at the end of the meeting at which they have been elected.

Within ten calendar days of the election of a new Committee on Committees, each Trustee submits to the ~~Trustees' Secretariat~~ *Office of the Board of Trustees* a list in rank order of at least four standing committees on which the Trustee would prefer to serve. The lists are sent to each member of the Committee on Committees, which shall give due consideration to the preferences listed in determining its nominations.

*The Committee on Committees shall also consider the following criteria in making their recommendations for board and committee leadership (chair and vice chair) positions:*

- *Seek board leadership that is comprised of members with diverse perspectives and experiences;*
- *Seek leaders who have a broad understanding of the CSU system gained from length of service on the board, prior board committee experience, or other personal or professional experience;*
- *Identify potential chairs and vice chairs who are willing and able to devote sufficient time to prepare for and participate in the conduct of board business;*

- *Identify potential leaders who have demonstrated respect for differences of opinion and an ability to work toward consensus, and who contribute constructive discourse among board members;*
- *Seek leaders who have demonstrated an ability to make decisions independent of influence by stakeholder groups, whether internal or external to the CSU;*
- *Seek leaders who have demonstrated an understanding of and commitment to the role of the board as a collegial, independent oversight body, while respecting traditions of shared governance, and have been able to work effectively and respectfully with fellow trustees and with the chancellor, vice chancellors, presidents, staff, faculty and students.*

The Committee on Committees may nominate ex officio members of the Board of Trustees to serve as members of standing committees.

## **COMMITTEE ON ORGANIZATION AND RULES**

### **Approval of Program for Board Planning, Goal Setting and Self-Evaluation**

#### **Presentation By**

Roberta Achtenberg  
Senior Advisor, Board Governance and Relations

Jane Wellman  
Special Consultant to the Board

Michelle Kiss  
Associate Vice Chancellor and Chief of Staff

#### **Summary**

Regular programs for board planning and self-evaluation are increasingly seen as a best practice for public and private university governing boards. This action item implements a recommendation from the external review of the CSU Board of Trustees that the board adopt a self-evaluation program to be managed by the Committee on Organization and Rules and conducted on a biennial basis.

The goal of the review will be to stimulate honest reflection and dialogue about board performance as a regular element of board business. The Committee on Organization and Rules will be responsible for conducting the reviews, which will be done on a biennial basis beginning in 2025. The reviews will be based on goals for board performance which the committee will set one year prior to the conduct of the review. The performance areas may differ from one review to the next, however each review shall include some process for collecting information from board members about how they see board functions as well as their own satisfaction with their service on the board.

This item was previously discussed as an information item at the January 2023 meeting of the Committee on Organization and Rules.

#### **Recommendation**

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of the California State University, that the Program for Board Planning, Goal Setting and Self-Evaluation as outlined in item 4 of the Committee on Organization and Rules at the March 20-22, 2023 meeting of the Board of Trustees, is adopted.

## **COMMITTEE ON ORGANIZATION AND RULES**

### **Evaluation of CSU Policies for Presidential Performance Reviews**

#### **Presentation By**

Jane Wellman  
Special Consultant to the Board

Dr. Terry MacTaggart  
Consultant  
Association of Governing Boards

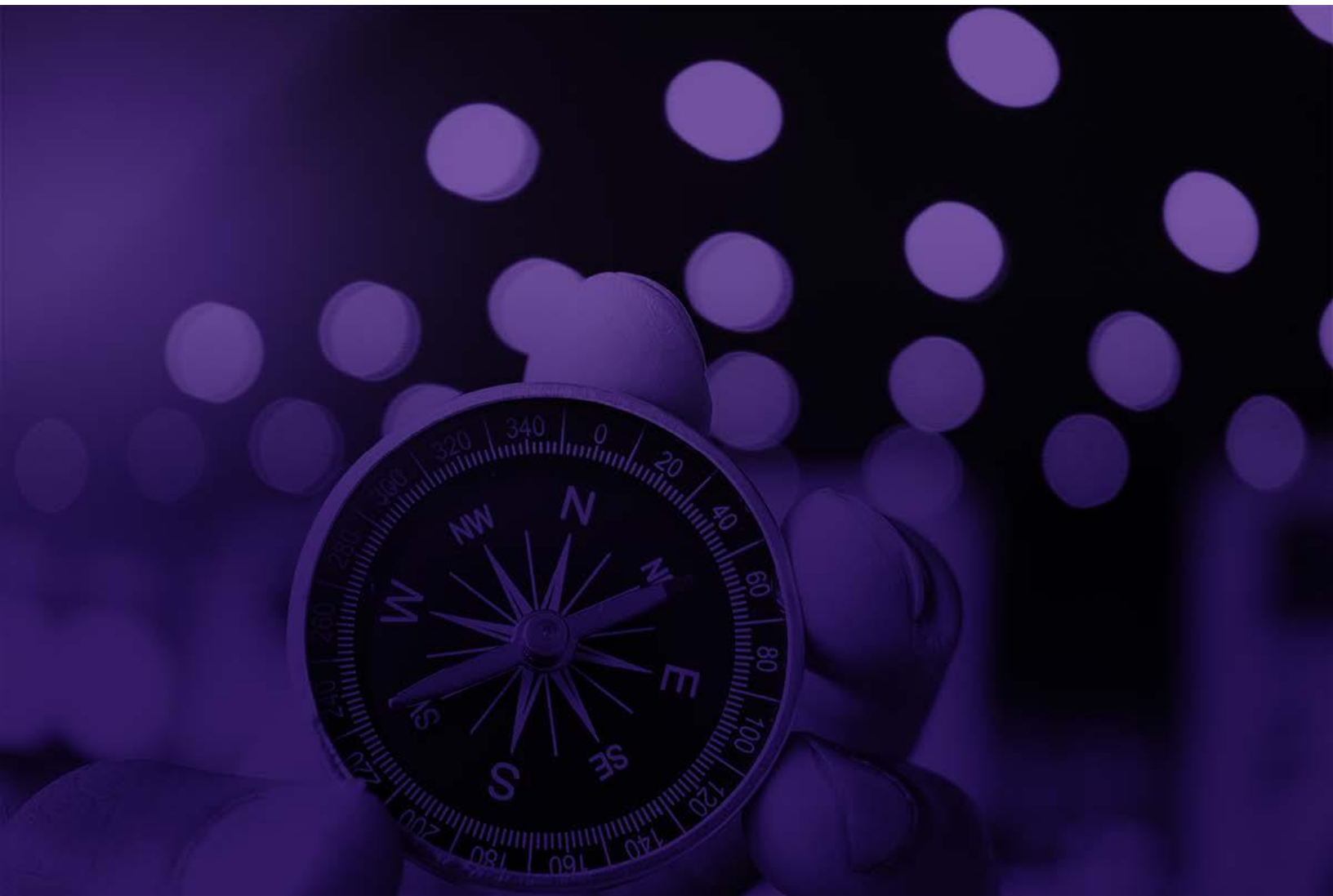
#### **Summary**

This information item presents the results of an evaluation of CSU presidential review policies conducted by Dr. Terry MacTaggart, a consultant with the Association of Governing Boards of Universities and Colleges (AGB) and a national expert on the topic. Board members requested this comprehensive review to better understand how CSU presidential performance review policies compare to current practices among other systems and institutions nationally, and to identify possible recommendations that might be considered for the CSU. Dr. MacTaggart will present his findings to the board at the March meeting and discuss possible next steps. The full report is included in Attachment A.

#### **Key Findings and Recommendations**

The report discusses the role of the board in presidential reviews, hallmarks of effective assessments, national trends affecting presidential performance reviews, and recommendations for possible improvements. Dr. MacTaggart concludes that the CSU approach reflects widely accepted best practice, and is particularly noteworthy for the depth of board involvement in the process. He also finds that across the country, and in the CSU, expectations for public accountability for presidential performance mean that the performance evaluation process may no longer be sufficient to provide both the board and the presidents with the constructive and actionable feedback they need to be most successful. He recommends that the board commission a small working group of presidents, staff and some trustees, to confirm core principles to guide performance reviews, and to consider changes to strengthen professional support and leadership development for presidents.





# Assessing Presidential Performance in the CSU: A Report and Recommendations

Dr. Terrence MacTaggart  
Senior Fellow, Association of Governing Boards  
March 2023

# Assessing Presidential Performance in the CSU: A Report and Recommendations

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## Introduction

What is the most effective approach to assessing the performance of the twenty-three presidents of the California State University?

This report responds to that question, posed by CSU Chairperson Wenda Fong and Chancellor Jolene Koester on behalf of the CSU Board of Trustees to the Association of Governing Boards in October 2022.

## Scope of Work

The following scope of work statement guided the research that underpins this report:

To evaluate current CSU presidential assessment policies and procedures and provide guidance and recommendations to the CSU System Board, based on AGB and other consultant research and interviews, with special attention to the Board's role in the presidential review process.

## About the Report

### Three key questions

This report addresses and is organized to respond to three specific questions:

- What is the appropriate role of the Board in evaluating its presidents?
- What can be learned from current practice among other systems and institutions nationally?
- What recommendations should the Board consider to render assessment more useful to the Board itself, the Chancellor, the presidents, and CSU's large body of stakeholders?

### Summary of major findings

The CSU approach to presidential assessment reflects widely accepted good practice, and in fact offers several strengths worth noting. These positive features include:

- An appropriate balance composed of Board oversight and staff management of the review process;
- Personal meetings of Board members, the Chancellor, and each president at the time of the three-year and six-year reviews;

- Board recognition of the essential role of presidents in achieving System and state goals; and
- Board success in securing appropriate compensation following presidential reviews.

The recommendations at the conclusion of this report suggest steps to further improve a fundamentally sound process while sustaining the appropriate roles of the Board and the Chancellor.

### Sources of information

In advance of writing this report, I interviewed the CSU Board Chair and Vice Chair, several trustees, the Chancellor, senior staff, and several CSU presidents. Board policies and the recent history of assessment in the CSU were important subjects as well. Sources outside the CSU included several public university systems as well as selected independent colleges and universities. I interviewed executives and assessors, reviewed their policies and practices, and drew upon my experience as an assessor of many presidents at a variety of institutions and systems.

I reviewed approaches to presidential assessment in the following systems, universities, and colleges: Baruch College, the City University of New York, Connecticut State Colleges and Universities, Eastern Oregon University, George Washington University, Kalamazoo College, Minnesota State Colleges and Universities, the Montana University System, the University of Illinois System, the University of Maine System, the University of Missouri System, the University of North Carolina System, the University System of Maryland, the University of Tennessee System, and Washington State University, among others.

### Report structure

Following this introduction, the report addresses the three key questions under these headings:

1. Board Roles and Responsibilities for Presidential Assessment
  - a. Board-Chancellor division of responsibility
  - b. Hallmarks of effective assessments
2. Lessons from Systems and Universities
  - a. National trends
  - b. Assessment in public Institutions and systems
  - c. Key takeaways
3. Recommendations to Consider
  - a. Assessment in the CSU
  - b. Recommendations

## Board Roles and Responsibilities

### Board-Chancellor division of responsibility

Traditional governance wisdom holds that the Board sets policy and the administration—in the case of the CSU, the Chancellor—implements those policies. This balance of authority and responsibility remains fundamental when it comes to assessing presidential performance as well. Problems arise when one party attempts to perform the duties of the other. The balance is upset when either of two events occur:

- the board becomes dissatisfied with the process and chooses to manage assessment itself, or
- an administration attempts to isolate the board from the process entirely.

The balance is usually threatened when an assessment has failed to detect a serious leadership flaw or a crisis erupts which more penetrating assessment might have predicted. The trick is to sustain the balance of authority and responsibility while adjusting the process to correct its weaknesses when events such as these occur.

The CSU's policy on presidential assessment respects the balance of authority: the Board sets policy and the Chancellor carries it out. In this case, the Chancellor and System staff manage the review, while the Board receives culminating reports and, most important, *meets personally with each of the 23 presidents* on a regular cycle. These meetings represent a superior approach to board engagement compared to common practice among systems across the industry.

### Hallmarks of effective assessments

The most effective assessments deliver accountability for performance; achieve credibility with stakeholders; support presidential leadership development; offer predictability of future performance; and result in meaningful consequences for the president. In discussing this report and its recommendations, the Board may wish to consider these standards in light of its assessment policies and practices.

Effective assessments feature:

<i>Accountability</i>	The public and the Board have a right to expect demonstrable and continually improving results in return for public and student investment in the System and its universities.
<i>Credibility</i>	Stakeholders, including presidents, ought to believe that the process is fair, reasonably transparent, and accurate in identifying leadership strengths and areas for improvement.

<i>Leadership development</i>	Identifying areas for improvement or challenges to be addressed should be accompanied by options for developing the president's capacity, for example, to manage crises, lead change, and sustain their own emotional health.
<i>Predictability</i>	Effective assessments draw on past performance to forecast a president's capacity to lead going forward.
<i>Consequentiality</i>	The findings of an effective review should lead to performance improvement when needed; a personal leadership development plan; decisions on contract renewal, compensation, and other employment elements.

An effective assessment program satisfies all these expectations, albeit in varying degrees depending on the circumstances and the results of the assessment.

## Lessons from Other Systems and Universities

### National trends

The procedural steps in presidential assessments have not changed greatly over the past thirty years, but the way reviews are conducted and attitudes toward assessment are currently in flux. The pressures driving these trends include: the increasingly disrupted character of higher education; well-publicized examples of presidential missteps that should have been detected in advance; consolidations and centralization of authority within systems; trustee dissatisfaction with the pace of change; and the frustration of presidents with the mismatch between expectations of them and the resources and authority available to meet those expectations.

General trends include:

- Board skepticism of a process that fails to predict institutional problems and crises and downplays the president's performance deficiencies;
- Presidential wariness of a board's or system's intentions, expectations, and sensitivity to the perils of the contemporary presidency;
- Pressures upon presidents to put system mandates above their institution's needs and priorities;
- Increasing recognition of the need for leadership development and leadership coaching to cope with a more challenging environment; and
- Greater attention to metrics and other quantitative measures of performance intended to clarify achievements or lack thereof.

## Assessment in public institutions and systems

The board's role in presidential assessment and the overall tone of the process varies depending on system structure, the board's strategic agenda, and the culture of the board and system.

- |  |   |
|--|---|
| <i>Traditional public systems</i>  | <ul style="list-style-type: none"><li>▪ board oversees policy</li><li>▪ board gets summary of assessment</li><li>▪ pro forma Board meetings with President (if at all)</li><li>▪ standard criteria often dated and superficial</li><li>▪ modest attention to leadership development</li><li>▪ some public notice of process and outcomes</li></ul>  |
| <i>Combination local and system board</i>  | <ul style="list-style-type: none"><li>▪ local board is typically directly engaged in assessment with the report going to the system chief executive</li><li>▪ minimal system board involvement</li><li>▪ sometimes a meeting of president, assessor, and system head required</li></ul>   |
| <i>“Flagship systems”</i><br>(dominated by one or two large institutions)                        | <ul style="list-style-type: none"><li>▪ board focuses on major institution(s)</li><li>▪ smaller, regional campus presidents receive pro forma assessments until a crisis demands greater attention</li></ul>  |
| <i>Consolidating systems</i><br>(pursuing campus mergers and centralized services and authority) | <ul style="list-style-type: none"><li>▪ board sets direction, system administration manages process and deals with presidents</li><li>▪ little system board involvement with individual assessments</li><li>▪ focus on presidential adherence to and support of mergers, centralization, and central authority</li><li>▪ system agenda replaces local aspirations and presidential independence</li></ul>   |
| <i>Politicized systems</i>   | <ul style="list-style-type: none"><li>▪ boards and presidents alike find themselves caught between polarized factions over issues such as disputes between advocates for Palestine and Israel, guns on campus, and critical race theory in the curriculum</li><li>▪ polarized boards render objective assessment impossible</li><li>▪ political party affiliation becomes an implicit factor in evaluations</li><li>▪ opinions of constituents outside the campus weigh more heavily than objective measures of performance</li></ul> |

## Key takeaways

- Boards should recognize that a variety of social, political, and economic pressures has made both campus and system leadership much more complex and more difficult than in the past.

- The pressures surrounding the contemporary presidency and the frequency of crises speak to greater support for their development as leaders in fraught environments.
- The historic “distance” between campus realities and system boards may need to be recalibrated so that boards acquire a more realistic view of campus dynamics and the work life of their presidents.
- Boards that expect presidents to pursue and be held accountable for both system and campus priorities need to appreciate the high degree of dexterity required to do both.
- Boards need to allow their chancellors room to maneuver as they operate at the intersection of academic tradition, collective bargaining, interest group politics, and public finance.

## Recommendations to Consider

### Assessment in the CSU

The CSU’s assessment procedures—e.g., timing, foci, stakeholder input, self-assessment, and outcomes—are well within the mainstream of good practice and provide a functional framework for individual assessments.

- The combination of annual goal-centric reviews each year with more extensive three- and six-year assessments reflects standard practice and is a schedule presidents expect.
- The criteria listed in CSU policy are typical of many such lists, in that the standards are generic and thus downplay the contested environment in which presidents operate today.
- Linking performance reviews to increases in compensation based on comparisons with peer institutions is logical, and much appreciated by the presidents with whom I spoke.
- Presidents in the CSU regard the assessment process as helpful overall. Those with whom I spoke especially appreciate their meetings with trustees. Presidents find the process time-consuming and, in some respects, performative. They recognize that special interests can exploit the process for their own ends.
- Confidence in the current CSU System leadership is high and lends credibility to the fairness of assessments as currently conducted.



The CSU approach to assessment has several distinctive features.

- The Board's policy of meeting with the Chancellor and the president following comprehensive reviews represents a much higher level of trustee involvement than in other systems. In my view, it is a positive feature since it allows Board members to become better acquainted with individual presidents and the issues they face. These conversations provide the Board with a perspective on what may become System-wide issues. The presidents with whom I spoke appreciated the chance to tell their story and receive feedback from Board members.
- As I understand it, under the Interim Chancellor annual assessments have emphasized goal setting and achievement more than in the past. This is a welcome change. Most presidents appreciate the greater objectivity that clear goals provide.
- The practice of soliciting 100 letters from stakeholders is an intriguing way to gather input. It gives voice to critics of the president's performance and may serve as an early warning of serious problems. To be sure, those relatively pleased with the president or indifferent to the administration are less apt to comment. The letters reveal aspects of institutional climate rather than an objective appraisal of performance. Inviting comments in this form is preferred to large surveys which inevitably poll many individuals who have little direct knowledge of the president's performance. Surveys become an unnecessary source of embarrassment should the results become public.
- The potential for "weaponization" exists in evaluations when a group conspires to damage a president in retaliation for unpopular decisions or for other reasons. I mention it here as a reminder that critical comments received during an assessment need to be taken seriously, but also considered within the larger context of campus dynamics including the inevitable conflicts and academic politics.

## Recommendations

The basic framework of CSU's assessment policy is sound and represents responsible good practice. However, since the working environment and expectations of presidents have changed so dramatically in recent years, it makes sense to consider some adjustments to current practice.

1. Continue the Board's practice of meeting with the Chancellor and each President as the culminating event of comprehensive assessments. Not many public boards follow this example, but they should. As noted earlier, this conversation leaves the Board better informed and the presidents appreciate the opportunity to speak directly to trustees. Participation in these meetings should be a standard expectation for all trustees.

2. Achieving selected, important goals each year and over a span of time lies at the heart of superior presidential performance. It is also the basis for assuring accountability. In simpler times, a friendly president who presided over a relatively stable organization was regarded as good enough. Times have changed. Congeniality, popularity, and the absence of serious complaints are welcome attributes, but the test of a president's performance and its assessment should be the relative success in achieving significant goals. Making goal achievement front and center in the assessment process, as the Interim Chancellor is reported to have done, should be sustained.
3. Although the current process of inviting broad input, including the 100 letters requirement, is less than perfect, it offers some advantages as well. Giving voice to dissidents may function as something of a relief valve, and it probably contributes to the overall credibility of the process. It is preferable to alternatives such as opinion surveys inevitably administered to those with strong views but without much knowledge of how well the president is performing.
4. Assembling a working group of presidents and others to discuss and confirm CSU assessment principles and criteria will support faith in the process and may contribute to their growth as leaders. The group might include a few trustees, the Chancellor, System staff, and several experienced presidents. Two meetings to discuss and confirm basic principles such as those listed as hallmarks above and others like transparency, confidentiality, respect, trust, should be sufficient. A succinct statement of guiding principles and revised criteria for assessing and developing presidential leadership should be reviewed annually to remind participants of the fundamental purposes of assessment.
5. Predicting future problems based on the intersection of institutional dynamics with a president's strengths and weaknesses requires savvy assessors with substantial CSU and other higher education experience. Establishing a small group of former CSU presidents to advise new CSU presidents, and to participate in annual "formative" assessments, as well as comprehensive reviews, is well worth considering. The goals here are to support presidential leadership in the crucial early months and years, and to provide the president, the system, and—when appropriate—the Board, with early notice of brewing issues.
6. Leadership development seems to be a somewhat overlooked part of the CSU assessment process. What good is noting deficiencies, absent a plan and support for improved performance? The presidents, in pairs and small groups if not as a whole, have likely developed aid and support groups to assist with common problems, crises, difficult relationships, and the like. System support for these efforts could help expand them. In addition, every president should be required to retain the services of an experienced coach at system expense.

7. Expanding the existing opportunities for Board-president socialization around Board meeting days and on other occasions is worth considering. Currently, presidents appear to be seen but not heard at Board meetings and otherwise have only modest interaction with Board members. Frequent dinners (with or without a short formal agenda, speaker, etc.) of trustees and presidents, with the intent of building familiarity and trust in a semi-relaxed environment, is a good thing.

Respectfully submitted,

Dr. Terrence MacTaggart

AGB Senior Fellow

*Dr. Terrence MacTaggart is a Senior Fellow with the Association of Governing Boards. He is the former head of public university systems in Minnesota and Maine and the author of Assessing and Developing College and University Presidents (AGB Press, 2020). Jane Wellman and Roberta Achtenberg, advisors to the Board and Chancellor, provided helpful background information throughout the process.*

**TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY**

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

**Wednesday, March 22, 2023**

***Presiding: Wenda Fong, Chair***

**2:45 p.m.\***

**Board of Trustees**

**Dumke Auditorium**

**Call to Order**

**Roll Call**

**Consent**

- Action** 1. Approval of the Minutes of the Board of Trustees Meeting of January 24, 2023 and January 25, 2023
- Action** 2. Appointment of Five Members to the Committee on Committees for 2023-2024
- Action** 3. Approval of Committee Resolutions as follows:

**Committee on Institutional Advancement**

2. Naming of the Ernest E. Tschannen Hall – California State University, Sacramento
3. Naming of the Autodesk Technology Engagement Center – California State University, Northridge

**Committee on Educational Policy**

2. Academic Planning

**Committee on University and Faculty Personnel**

3. Approval of Recommended Revision of Title 5, California Code of Regulations, Article 4.1, Holidays
- ~~5. Executive Compensation: President – California State University, Los Angeles~~

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

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

**Committee on Finance**

4. California State University Master Investment Policy Revisions
5. Approval to Issue Trustees of the California State University, Systemwide Revenue Bonds and Related Debt Instruments for a Project at San Francisco State University

**Committee on Organization and Rules**

2. Approval of the California State University Board of Trustees' Meeting Dates for 2024
3. Approval of Proposed Revisions to the Rules Governing the CSU Board of Trustees – Procedures for Selection of Board Committees
4. Approval of Program for Board Planning, Goal Setting and Self-Evaluation

**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**

**January 24, 2023**

**Trustees Present**

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

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

**Public Comment**

In an effort to provide accessibility and flexibility for the public, all public comment took place at the beginning of open session prior to all committees.

The board heard from the following individuals who provided public comment in-person: Patricia Prado-Olmos; Tony Jackson, CSUSM; Ranjeeta Basu, CSUSM; Aswad Allen, CSUSM; Michele Siqueiros, CSUSM; Rose Duran; Dagoberto Argueta; Mario Baeza CSUSB; Drew Scott, CSUFr; Chris Rooney, CSUN; Merryl Goldberg, CSUSM; Elizabeth Matthews, CSUSM; Austin Ortiz, CSUSM;

The board also heard from the following individuals who provide public comment virtually: Tricia Craven Worley; Michael Geck, CSUSM; Frank Foster, CSUSM; Cannon Hanson, CSULB; Denise Castro; Steve Kaye; Arturo Ocampo; Dr. Roxanne Ocampo; Juan Santos CSUSM; Steven Wagner CSUSM; Silverio Haro, CSUSM; Minerva Gonzalez, CSUSM; Lindsay Ceden, CSUSM; Konane Martinez, CSUSM; Ciprano Vargas, CSUSM; Jasmin Casas, CSUSM; Maria Chiem, CSUSM; Pam Redela, CSUSM; Gladys Guzman Guizar, Amanda De La Torre, CSUSM; Michelle Ramos Pellicia, CSUSM; Maria Escobedo, CSUSM; Dick Lansing, CSUSM; Kevin Mendoza, CSUSM; Wendy Schlater,; Sharon Elise, CSUSM; Annie Norviel; Charles Toombs, SDSU; Chelsea Rios Gomez, CPH, Leila Ashman, CSUMB, Rebecca Franko, CPP; Bonnie Thorne, CPP; Diane Blair, CSUF; Tessy Reese, SDSU; John Ciulik, CSULB; Martin Brenner, CSULB; Ximena Lopez, CSUSM; Jenn Galinato, CSUS; Arni De Jesus, CSUSt.; Aaron Flores, SJSU; Vaugh Wilbert, CSUF; Reyna Rodriguez; Matthew Mason, CSUS; Philip Yoshida, CPSLO; Nicola Walters, CPH.

### **Chair's Report**

Chair Fong's report is available online at the following link: <https://www.calstate.edu/csu-system/board-of-trustees/chancellor-reports/Pages/January-24-2023.aspx>

### **Report of the Academic Senate CSU**

CSU Academic Senate Chair Beth A. Steffel's report is available online at the following link: <https://www2.calstate.edu/csu-system/faculty-staff/academic-senate/Pages/ASCSU-Chairs-Report.aspx>

### **Report from the California State Student Association**

CSSA President Krishan Malhotra's report is available online at the following link: <https://www.calstatestudents.org/public-documents/#president>

### **Report of the California State University Alumni Council**

Alumni Council President Jeremy Addis-Mills' report is available online at the following link: <https://www2.calstate.edu/impact-of-the-csu/alumni/council/board-of-trustee-reports/Pages/default.aspx>

### **Chancellor's Report**

Interim Chancellor Jolene Koester's report is available online at the following link: <https://www.calstate.edu/csu-system/board-of-trustees/chancellor-reports/Pages/January-24-2023.aspx>

## **MINUTES OF THE MEETING OF BOARD OF TRUSTEES**

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

**January 25, 2023**

### **Trustees Present**

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

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

### **Consent Agenda**

Prior to the approval of the consent agenda, Chair Fong noted that item 6, 2023-2024 Operating Budget Update from the Committee on Finance, was removed from the consent agenda. The action item was tabled in committee and would come back before the Committee on Finance at a subsequent meeting. No action was taken in committee on item 6.



Chair Fong called for a motion to approve all remaining consent agenda items for approval. There was a motion and a second. The minutes of the meeting of November 15, 2022, and November 16, 2022, were unanimously approved as submitted.

The Board of Trustees unanimously approved the following resolutions:

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

**San Francisco State University West Campus Green Student Housing and Health Center  
(RFIN/CPBG 01-23-01)**

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

1. The project will benefit the California State University.
2. The project has been determined to be exempt from CEQA.
3. The schematic plans for the San Francisco State University West Campus Green Student Housing and Health Center project are approved at a project cost of \$178,991,000 at CCCCI 8287.
4. The financing resolutions for the San Francisco State University West Campus Green Student Housing Component project as described in this Agenda Item 2 of the Joint Committees on Finance and Campus Planning, Buildings and Grounds at the January 24-25, 2023, meeting of the CSU Board of Trustees are approved. Orrick, Herrington & Sutcliffe LLP, as bond counsel and in coordination with CSU's Office of General Counsel, has prepared resolutions to be presented at this meeting that authorize interim and permanent financing for the project described in this agenda item. The proposed resolutions will be distributed at the meeting and will achieve the following:
  - a. Authorize the sale and issuance of the Trustees of the California State University Systemwide Revenue Bonds, and/or the sale and issuance of related Systemwide Revenue Bond Anticipation Notes, and/or the issuance of related debt instruments, including shorter term debt, variable rate debt, floating rate loans placed directly with banks, or fixed rate loans placed directly with banks, in an aggregate amount not-to-exceed \$49,300,000 and certain actions relating thereto.

- b. Provide a delegation to the chancellor; the executive vice chancellor and chief financial officer; the assistant vice chancellor, Financial Services; and the assistant vice chancellor, Financing, Treasury, and Risk Management; and their designees to take any and all necessary actions to execute documents for the sale and issuance of the revenue bonds, bond anticipation notes, or related debt instruments.

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

### **California State University, Dominguez Hills Affordable Student Housing, Phase 4 and Dining Commons (RCPBG 01-23-01)**

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

1. The California State University, Dominguez Hills Affordable Student Housing Phase 4 and Dining Commons project will benefit the California State University.
2. The Addendum dated December 2022 has been considered with the Master Plan Update Final EIR certified in September 2019 and the project before the Board of Trustees is consistent with the Master Plan and previously certified Master Plan Update Final EIR.
3. Applicable mitigation measures shall be implemented, monitored, and reported in accordance with the requirements of the California Environmental Quality Act (Cal. Pub. Res. Code § 21081.6).
4. Given the project is over budget, the board requests the campus work to reduce the budget shortfall by modifying the proposed design and/or identifying additional funds. Approval of the revised design for the project is delegated to the Chancellor for approval given the budget exceeds the \$40,000,000 threshold for delegated authority. The campus will return to the board for the approval of the project financing at a future board meeting.

**California State Polytechnic University, Humboldt Student Housing  
(RCPGB 01-23-02)**

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

1. The Board of Trustees finds that the FEIR has been prepared in accordance with the requirements of the California Environmental Quality Act.
2. The FEIR addresses the California State Polytechnic University, Humboldt Student Housing project master plan revision and all discretionary actions related to the project as identified in the FEIR.
3. The Board of Trustees hereby certifies the FEIR for the California State Polytechnic University, Humboldt Student Housing project dated January 2023.
4. Prior to the certification of the FEIR, the Board of Trustees reviewed and considered the above FEIR and found it to reflect the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the FEIR as complete and adequate and finds that it addresses all potentially significant environmental impacts of the project and fully complies with the requirements of CEQA. For purposes of CEQA and the State CEQA Guidelines, the administrative record includes the following:
  - a. The DEIR for the California State Polytechnic University, Humboldt Student Housing project;
  - b. The FEIR, including comments received on the DEIR, responses to comments, and revisions to the DEIR in response to comments received;
  - c. The proceedings before the Board of Trustees relating to the California State Polytechnic University, Humboldt Student Housing project, including testimony and documentary evidence introduced at such proceedings; and
  - d. All attachments, documents incorporated by reference, and references cited in the documents specified in items (a) through (c) above.
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. The required mitigation measures shall be monitored and reported in accordance with the Mitigation Monitoring and 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 aesthetics and noise impacts.
  8. The FEIR has identified seven significant or potentially significant effects that could result from implementation of the California State Polytechnic University, Humboldt Student Housing project. The Board of Trustees, by adopting the Findings of Fact, finds that the inclusion of certain mitigation measures as a part of the project approval will reduce most, but not all, of these effects to less than significant levels. The effects that cannot be reduced to less than significant levels, including aesthetic impacts related to impacts on a scenic vista, impacts on views from a designated scenic highway, and impacts on visual character and public views of the project site, and short-term construction noise impacts at a single off-site residential location, 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 project will benefit the California State University.
  10. The schematic plans for the California State Polytechnic University, Humboldt Student Housing project are approved at a project cost of \$215,998,000 at CCCCI 7528.
  11. The Chancellor or his designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the FEIR for the California State Polytechnic University, Humboldt Student Housing project.
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## **COMMITTEE ON GOVERNMENTAL RELATIONS**

### **Statement of State Legislative Principles for 2023 and 2024 and Sponsored State Legislation for 2023 (RGR 01-23-01)**

**RESOLVED**, by the Board of Trustees of the California State University, that the Statement of Legislative Principles for 2023 and 2024 be adopted; and be it further

**RESOLVED**, that the chancellor is authorized to take positions on pending legislation on behalf of the California State University system; but prior to taking or changing such positions on legislative matters, the chancellor shall consult, when practical, with the chair and vice chair of the Committee on Governmental Relations; and be it further

**RESOLVED**, that any unresolved positions on a legislative proposal will be decided by the chancellor in consultation with the chair of the board; and be it further

**RESOLVED**, that the chancellor shall keep the Board of Trustees regularly informed of the positions taken and of such other matters affecting governmental relations as deemed necessary and desirable; and be it further

**RESOLVED**, that the state legislative proposals described in this item are adopted as the 2023 Board of Trustees' sponsored legislation.

### **Federal Agenda for 2023 and 2024 (RGR 01-23-02)**

**RESOLVED**, by the Board of Trustees of the California State University, that the Federal Agenda for 2023 and 2024 be adopted.

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## COMMITTEE ON INSTITUTIONAL ADVANCEMENT

### **Renaming of Craven Hall – California State University San Marcos (RIA 01-23-01)**

**RESOLVED**, by the Board of Trustees of the California State University, that William A. Craven Hall at California State University San Marcos be renamed the Administrative Building.

### **Annual Report on Donor Support for 2021-2022 (RIA 01-23-02)**

**RESOLVED**, by the Board of Trustees of the California State University, that the Annual Report on Donor Support for 2021-2022 be adopted for submission to the California Joint Legislative Budget Committee and the California Department of Finance.

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## COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

### **CSU Salary Schedule (RUF 01-23-01)**

**RESOLVED**, by the Board of Trustees of the California State University, that the CSU Salary Schedule as cited in Item 2 of the Committee on University and Faculty Personnel at the January 24-25, 2023 meeting of the Board of Trustees, is approved.

### **Executive Compensation Update: Interim President – San José State University (RUF 01-23-02)**

**RESOLVED**, by the Board of Trustees of the California State University, that Dr. Stephen J. Perez shall receive the benefits as cited in Agenda Item 3 of the Committee on University and Faculty Personnel at the January 24-25, 2023 meeting of the Board of Trustees.

### **Executive Compensation: Triennial Performance Review – Equity Adjustment (RUF 01-23-03)**

**RESOLVED**, by the Board of Trustees of the California State University, that President Soraya Coley shall receive a salary set at the annual rate of \$449,355 effective January 1, 2023, as set forth in Item 4 of the Committee on University and Faculty Personnel at the January 24-25, 2023 meeting of the Board of Trustees.

**Executive Compensation: Vice Chancellor, Human Resources – California State University  
(RUF 01-23-04)**

**RESOLVED**, by the Board of Trustees of the California State University, that Leora D. Freedman shall receive a salary set at the annual rate of \$327,925 effective on January 24, 2023, the date of appointment as vice chancellor for human resources of the California State University; and be it further

**RESOLVED**, Leora D. Freedman shall receive additional benefits as cited in Agenda Item 5 of the Committee on University and Faculty Personnel at the January 24-25, 2023 meeting of the Board of Trustees.

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**COMMITTEE ON EDUCATIONAL POLICY**

**Academic Preparation  
(REP 01-23-01)**

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

1. The academic preparation of future CSU students is critical to achieve equitable student outcomes and the equitable pursuit of the broadest range of academic disciplines and professions.
2. The Board of Trustees affirms the CSU's strong recommendation for all incoming first-year students to complete, in addition to the current "a-g" high school course requirements, an additional college preparatory course supporting quantitative, scientific and data literacy.
3. To further support academic preparation and equitable access, the CSU will help expand professional development for current California teachers, enhance PK-12 student outreach and engagement and increase partnerships that result in more STEM-qualified, CSU-educated teachers.

**Recommended Amendments to Title 5 Regarding the Doctor of Public Health  
(REP 01-23-02)**

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

**§ 40519.2. The Doctor of Public Health Degree.**

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

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

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

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

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

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

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

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

(2) The pattern of study shall be composed of at least 48 semester units earned in graduate standing. At least 36 semester units required for the degree shall be in courses organized primarily for doctoral students, and the remaining units required for the degree shall be in courses organized primarily for doctoral students or courses organized primarily for master's and doctoral students.

(3) At least 33 semester units shall be completed in residence at the campus or campuses awarding the degree. The appropriate campus authority may authorize the substitution of credit earned by alternate means for part of this residence requirement. The campus may establish a transfer policy allowing application to degree requirements of relevant



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coursework and credits completed as a matriculated student in another graduate program, on the condition that the other program is appropriately accredited.

(4) A qualifying examination shall be required.

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

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

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

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

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

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

(1) requirements for admission with classified standing;

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

(3) policies on professional ethics and academic integrity;

(4) policies on student fees;

(5) provisions for advising and mentoring;

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

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

(8) policies and procedures regarding student grievances;

(9) policies on harassment and discrimination;

(10) policies and procedures for establishing and amending a plan of study;

(11) requirements for satisfactory progress in the program;

(12) policies on academic probation;

(13) requirements for field experience embedded in the program;

(14) requirements for advancement to candidacy;

(15) policies and procedures for the formation of a committee for administering a qualifying examination (if the qualifying examination is unique to the individual student);

(16) dissertation requirements;

(17) policies and procedures for the formation of a committee for supervising a dissertation;

(18) forms to be completed by students in the course of the degree program;

(19) the names and areas of expertise of faculty members affiliated with the degree program.

### **Credits**

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

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

(a) Advancement to Candidacy. For advancement to candidacy for the Doctor of Public Health degree, the student shall have achieved classified graduate standing and met such particular requirements as the Chancellor and the appropriate campus authority may prescribe. The requirements shall include a qualifying examination.

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

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

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

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

### **Credits**

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

### **§ 41025. Admission to Doctor of Public Health Programs.**

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

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

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

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

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

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

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

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

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

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

### **Credits**

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

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## COMMITTEE ON FINANCE

### **2023-2024 Lottery Budget and Report (RFIN 01-23-01)**

**RESOLVED**, by the Board of Trustees of the California State University, that the 2023-2024 lottery budget totaling \$67 million be approved for implementation by the chancellor, with the authorization to make transfers between components of the lottery budget and to adjust expenditures in accordance with receipt of lottery funds; and be it further

**RESOLVED**, that the chancellor is hereby granted authority to adjust the 2023-2024 lottery budget approved by the Board of Trustees to the extent that receipts are greater or less than budgeted revenue to respond to opportunities or exigencies; and be it further

**RESOLVED**, that a report of the 2023-2024 lottery budget receipts and expenditures be made to the Board of Trustees.

### **Conceptual Approval of a Public-Private Partnership for Redevelopment of the Alquist Site at San José State University (RFIN 01-23-02)**

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

1. Approve the concept of a public-private partnership for redevelopment of the Alquist Site, including the possible development of affordable housing for faculty, staff, and graduate students, as well as market-rate housing;
2. Authorize the chancellor and campus to enter into negotiations for agreements as necessary to develop a final plan for the public-private partnership as presented in this agenda item;
3. Will, at a future meeting(s), consider the following additional action items relating to the final plan:
  - a) Certification of Final California Environmental Quality Act (CEQA) documentation.
  - b) Approval of the development key terms and financial plan;
  - c) Approval of an amendment to the Non-State Capital Outlay Program;
  - d) Approval of the schematic design.

**California State University Doctor of Public Health Tuition  
(RFIN 01-23-03)**

**CSU Doctor of Public Health Tuition Fee**

**RESOLVED**, By the Board of Trustees of the California State University, that the CSU Doctor of Public Health Tuition Fee is hereby established; and, be it further

**RESOLVED**, That the tuition fee rate approved for the 2023-2024 academic year and Summer 2023 shall be \$9,450 per semester campus term. Students will be assessed the Doctor of Public Health Tuition Fee rate each term, irrespective of the number of units taken. Students enrolled in Doctor of Public Health degree programs shall also be subject to campus-based mandatory fees; and, be it further

**RESOLVED**, That recommended increases in the CSU Doctor of Public Health Tuition Fee will be based on increased costs of the programs, and be it further

**RESOLVED**, That the chancellor is delegated authority to further adopt, amend, or repeal the CSU Doctor of Public Health Tuition Fee rate if such action is required by the annual budget act or state law, and that such changes made by the chancellor are communicated promptly to the trustees.

**BOARD OF TRUSTEES**

**Appointment of Five Members to the Committee on Committees for 2023-2024**

**Presentation By**

Wenda Fong  
Chair of the Board

**Summary**

At the January 24-25, 2023 meeting of the CSU Board of Trustees, five trustees were nominated to serve as members of the Committee on Committees for the 2023-2024 term.

The Committee on Committees will convene in spring 2023, following the March board meeting, to deliberate all members of the standing committees for the 2023-2024 term. The committee's nominations will come before the full board for approval at the May 2023 meeting.

The following resolution is recommended for approval:

**RESOLVED**, by the Board of Trustees of The California State University, that the following trustees are appointed to constitute the Board's Committee on Committees for the 2023-2024 term:

Jean Firstenberg, Chair  
Lillian Kimbell, Vice Chair  
Jack Clarke  
Julia Lopez  
Christopher Steinhauser