



100 Campus Center ~~~ Seaside, CA ~~~ 93955-8001

Memorandum

TO: Foundation Board of Directors
CC: Barbara Zappas, Foundation CEO

FROM: Nancy Ayala
DATE: December 2, 2022

SUBJECT: Agenda and Read-Ahead Materials

Enclosed are the agenda and read-ahead materials for the Foundation Board of Directors meeting on Friday, December 9, 2022. The meeting will begin at 9:00 am at the Alumni and Visitors Center on campus. Meeting instructions were emailed.

If you have any questions or concerns before the Board meeting, please feel free to contact me at nayala@csumb.edu.



100 Campus Center ~~~ Seaside, CA ~~~ 93955-8001

Board of Directors Meeting
Friday, December 9, 2022 9:00 a.m. – 11:00 a.m.
Alumni and Visitors Center

AGENDA

- | | | |
|--------------|--|-----------------|
| I. | Call to Order | B. Saxon |
| II. | Approval of Minutes | |
| *2 min. | Approval of September 9, 2022 meeting minutes | B. Saxon |
| III. | Public Comment | |
| IV. | Business-None | |
| V. | Reports | |
| 5 min. | A. Auxiliary Audit Report | S. Mackey |
| 30 min. | B. President's Report | V. Quiñones |
| 10 min. | C. CFO's Report
<i>Attachment V-C</i> | G. Nelson |
| 10 min. | D. Provost's Report
<i>Attachment V-D</i> | K. Kantardjieff |
| 15 min. | E. Foundation CEO's Report | B. Zappas |
| 5 min. | F. Investment Committee Report
<i>Attachment V.F</i> | Memo |
| 10 min. | G. Chair's Comments | B. Saxon |
| VI. | Presentations | |
| 15 min. | Athletics Update | K. Garry |
| VII. | Open Communications/Announcements | B. Saxon |
| | The next Foundation Board meeting will be on March 10, 2023. | |
| VIII. | Closed Session | |
| | In accordance with Education Code § 89923 | |
| IX. | Adjournment | B. Saxon |

Note: In accordance with Education Code §89921 and Foundation Bylaws Article VII §5, this agenda provides notice of the business to be transacted (i.e., topics for Board discussion). Action may be taken on any item on the agenda. The italicized notations above are for guidance purposes only and the Board may take action on any item listed on the agenda, whether action is specifically prescribed.



University Corporation at Monterey Bay Board of Directors Meeting

Thursday, September 22, 2022
8:43 a.m. – 10:44 a.m.

Alumni and Visitors Center
With Zoom option

Draft, Minutes

<p style="text-align: center;"><u>Board Members Present:</u></p> <p>Lawrence Samuels, Director Barbara Zappas, Director John Jimenez, Director Maria Bellumori, Director</p>	<p style="text-align: center;"><u>Board Members Absent:</u></p> <p>Vanya Quiñones, President</p>
<p style="text-align: center;"><u>Presenters:</u></p> <p>Gifford Lehman, Investment Committee Chair Starr Lee, Associate Executive Director Sherry Baggett, Controller Cindy Lopez, Sponsored Programs Director Clarisa Avila, Corporate and Foundation Relations Officer</p>	<p style="text-align: center;"><u>Staff Present:</u></p> <p>Nancy Ayala, Gov. & Compl. Mgr.</p>

Regular Meeting

- I. **Call to Order:** A quorum being established; Acting President Lawrence Samuels called the meeting to order at 8:43 a.m. Director Samuels announced that President Vanya Quiñones was unexpectedly detained at another engagement and would not be joining the board meeting.
- II. **Approval of Minutes:** Moved by Director Mary Jo Zenk and seconded to approve the June 17, 2022 meeting minutes as presented, the motion carried.
- III. **Public Comment:** There was no public comment.
- IV. **Business:** None
- V. **Reports:**
 - A. **Investment Committee Report:** Investment Committee Chair Gifford Lehman reported on the Committee’s activities. Mr. Lehman reported that the Committee had been charged with the need to divest from fossil fuel investments or to more environmentally sustainable investments. The Investment Committee has discussed the consideration of sustainable investing at the last three meetings. The Committee has heard input from students, staff, and faculty regarding sustainable ways to invest assets. Mr. Lehman disclosed that investing in more sustainable assets would cost more. Mr. Lehman requested Board input on how to move forward with investments. The Board is supportive of moving towards a more environmentally sustainable portfolio. The Committee will bring back a recommendation to a future board meeting.
 - B. **Faculty-Staff Housing Update:** Associate Executive Director Starr Lee provided an update on faculty-staff housing. Ms. Lee noted that last spring, the Academic Senate raised several concerns to the President, one of which is that faculty needs to be fully aware of the housing process and availability. The Corporation assembled a faculty staff housing advisory committee to address the Academic Senates concerns. Ms. Lee reviewed the housing history and process. It was noted that new housing practices would be documented and accessible to the community.
 - C. **Pay It Forward Update:** Executives in Residence Director Jessica Carter provided an update on the Pay It Forward Scholarship and Mentoring Program.
 - D. **4th Quarter 21/22 Financial Report:** Ms. Baggett presented the 4th Quarter Financial Report. Total Net Position decreased \$17M this fiscal year due primarily to over \$11M in

contributions to the University for the Otter Student Union and former Golden Gate buildings and the Monterey Bay Football Club, as well as millions of dollars spent on repairs and maintenance mainly in the housing facilities. Grants and contracts revenues increased significantly by \$3M over last year, demonstrating that the pandemic did not slow down the overall sponsored programs activities. These revenues are recorded as the expenditures occur. The Corporation implemented GASB 84 Fiduciary Activities which changes how revenues and expenses are recorded that are passed through from the campus, such as housing and meal plans. As a result, line items for dining services revenues and expenses will see significant variances versus the budgeted amounts. Total Net Position of \$51.7M is derived from Total Assets of \$205.5M and Deferred outflows of resources of \$1.1M, minus Total Liabilities of \$154.9M. The Unrestricted Net Position portion of \$31.0M represents the portion that can be used to finance day-to-day operations. University support, capital this year represents the purchase of the Golden Gate buildings for \$2M, contributions for the Monterey Bay Football Club stadium project, and an almost \$9M payment for the Otter Student Union building.

- E. External Funding Update – Sponsored Programs: Director of Sponsored Programs Cindy Lopez presented the 4th quarter report. Through June 30, 2022, \$23M in awards were received, exceeding this year’s goal of \$15M. The majority of funding is federal 82%, state 10%, private 6%, 1% local, and 1% other. Indirect averaged 9.8% for the fiscal year.
- F. Corporate Relations – University Advancement: Corporate and Foundation Relations Officer Clarisa Avila provided an update to the Board. Total private grants year to date are \$295K.
- G. Executive Director’s Report: Executive Director Lawrence Samuels reported on Corporation activities. Mr. Samuels reported on the plan to pass on water sewer fees to residents at Schoonover Park I. Mr. Samuels also reported that there continue to be maintenance issues in the main quad dormitories. The State Fire Marshall has paused the maintenance work there for now. These repairs will resume over the following summer. It was also noted that processes are in place for residents in east campus that are no longer employees or no longer qualified to live there to vacate. There is one pending electrification project in East Campus. This would provide PG&E to electrify at least half of the units in east campus housing. That can move the campus dramatically towards our sustainability and carbon-neutral goals. So we’re enthusiastic about the opportunity, but it will require some state funding, and at this point, it would best be characterized as speculative.

H. President’s Remarks: None

- VI. **Closed Session**: The board entered into closed session at 10:34 a.m. The board exited closed session at 10:44 a.m.
- VII. **Open Communication/Announcements**: There were no announcements.
- VIII. **Adjournment**: With no further business to conduct and no objection, the meeting was adjourned at 10:44 a.m.

Katherine Kantardjieff, Secretary/Treasurer

Date

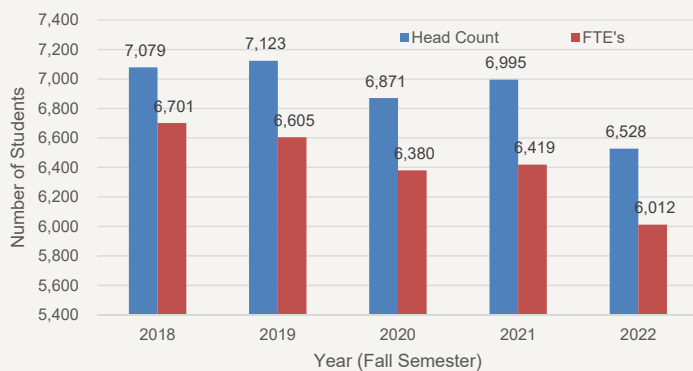
CSUMB Operating Budget

FY 22-23 Budget	
Approved Budget (Deficit)	\$ (4.8) Million
Unfunded Salary Adjustments	<u>(2.1) Million</u>
Adjusted Deficit	\$ (6.9) Million
Fall FTES Shortfall (annualized impact approximation)	\$ <u>(2.8) Million</u>
FY 2023 Budget Task	\$ (9.7) Million

Vacant Positions
\$4.5 M Wage & Salary
2.4 M Benefits
\$6.9 M Total



CSUMB Fall 2022 Enrollment (9/29/22)



FY22/FY21 decrease of 407 FTES
Translates to:
approximate \$(2.9M) in tuition revenue
AND potential reduction of \$(3.7M) general fund (General Fund = appx \$9,000/FTES)

Mitigation Strategies:
 Increase Enrollment
 Increase Retention
 Teach Summer/Winter Courses
 Increase Course Load
 (1 sch/semester = appx 420 FTES)
 Cut Costs

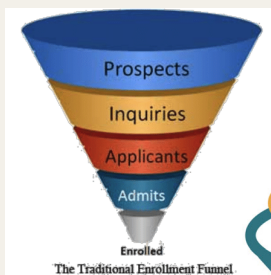


Foundation Board Academic Affairs Updates

Enrollment, Taskforce Development
Recruitment, Reorganization, Prospective Student
Survey

Katherine Kantardjieff, Provost

Enrollment “Funnel”



- Admit
- Commit
- Enroll
- Persistence
- Retention

Open House
November 5, 2022

Towards Strategic Enrollment - Data

- March 2020, EMSI Alumni Outcomes 1996-2020
 - ~5300 matched alumni
 - 64% employment in field
 - 31% in region
 - Estimated wage \$63.4K; Potential wage \$90.4K
- 2022 Hanover Research five stage project
 - Academic Portfolio Optimization
 - Prospective Student Survey
 - Market Analysis and Positioning
 - Enrollment Funnel Analysis?
 - Admitted Student Survey

Towards Strategic Enrollment – Student Success

- AASC&U
 - Student focused
 - Dedicated to programs and policies that place students at heart of institution
 - “stewards of place” helping to advance accessible affordable high quality public education, socioeconomic mobility, economic development, quality of life
- Student Success (Kuh et al, 2006)
 - Academic achievement
 - Engagement in educationally purposeful activities
 - Satisfaction
 - Acquisition of desired knowledge, skills and competencies
 - Persistence
 - Attainment of educational objectives
 - Post college performance

Taskforce Development - PRESS

- **PRESS**
 - Persistence
 - Retention
 - Engagement
 - Satisfaction
 - Success
- Directors across campus
- Looks at roadblocks to student success
- Recommends solutions
- Deliberates pros/cons of proposed solutions
- Identifies steps to implement solutions
- Discusses ways to measure success
- Current topics:
 - Barriers to transfer students
 - Rejoining Orientation & Registration Summer 2023

Taskforce Development

- **Workforce Development**
 - Service to and in the community
 - Purposeful educational activities
 - Skills and competencies
 - Career Advising
- **Transfer Student Experience**
 - Curricular alignment
 - Engagement
- **University Budget Committee**
 - Advisory committee under the leadership of the Provost and Chief Financial Officer
 - Deliberative body that provides the President with advice and recommendations related to budget policy, planning, and assessment
 - Promote transparency and understanding of fiscal matters

Restructure/Reorganize/Recruit

- Associate Provost for Student Success/Dean of Undergraduate Studies
- Associate Provost for Research/Dean of Graduate Studies
- Associate Provost* APIE
- Library Dean
- Founding Faculty Mechatronics (COS)
- Academic Career and Executive Search Services (ACES)

Commencement(s)



- Sunday, May 21, 2022
- Salinas Sports Complex/Rodeo Grounds
- One main commencement for all
- Three breakout commencements for colleges
- Build community, Otter spirit
- Enhance celebratory atmosphere



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Memorandum

TO: Foundation Board of Directors
CC: Barbara Zappas, Foundation CEO

FROM: Nancy Ayala
DATE: December 2, 2022

SUBJECT: Agenda Item: V. Reports. F-Investment Committee Report Memo

The Investment Committee met on November 8, 2022.

Members in attendance: Chair Gifford Lehman, Brian Corley, Barbara Zappas, and Stephen Mackey. Absent: Bud Colligan

President Quiñones attended the meeting and noted that the portfolio should aim to be environmentally sustainable by holding no more than 5% in fossil fuel-related investments. The Committee agreed with the President's remarks. The Committee is committed to balancing the fiduciary obligations to both students who are the beneficiaries of this and to donors who have entrusted the Committee with their money in the most cost-effective manner.

Investment Consultant Verus reported that University staff and Verus provided presentations on environmental Sustainability in CSUMB Investments to various campus stakeholders, i.e., Associated Students, the Sustainability Committee, and the Corporation and Foundation governing Boards. The information and direction of the Committee were well received by all groups. Before the Committee can move forward, the same presentation must be made to the Academic Senate in spring 2023.

Verus presented different metrics Verus, and the Committee can use when selecting environmentally sustainable asset managers.

In the period ending September 30, 2022, the Endowment held approximately \$30M. The Endowment portfolio had a 5.5% loss, underperforming the policy index by 0.6%. Over five years, the endowment portfolio returned 3.3%, underperforming the policy index by 0.2%. The next meeting will be in February 2023.

Cal State Monterey Bay Athletics

Foundation Board Update
December 9, 2022



CSUMB Athletics supports 260 student-athletes competing in 13 NCAA DII Sports:

- Men's and Women's Cross Country
- Women's Volleyball
- Men's and Women's Soccer
- Men's and Women's Basketball
- Baseball
- Softball
- Men's and Women's Golf
- Women's Track
- Women's Water Polo



VISION

Cal State Monterey Bay will be the premier collegiate athletics brand in the Monterey Bay region and a NCAA DII leader in our pursuit of student-athlete success.



MISSION

We will serve, challenge and support each other in pursuit of success. We will empower our student-athletes to earn a degree, train and compete for championships and develop as responsible leaders.



VALUES

- O - Opportunity
- T - Teamwork
- T - Trust
- E - Empowerment
- R - Respect
- S - Service



ACADEMICS

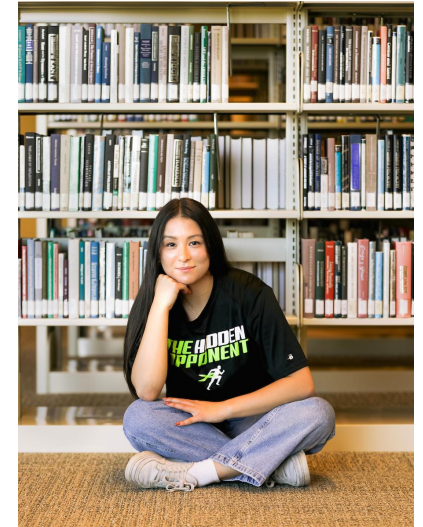
Student-Athlete GPA: 3.36

Academic Success Rate: 80%

- NCAA DII Average - 76%
- CCAA Average - 73%

Federal Grad Rate: 63%

- CSUMB overall: 61%
- NCAA DII Average - 60%



COMPETITION

Men's Basketball qualified for CCAA Tournament - 4th place finish

Baseball - Conference Champions

Softball hosted CCAA Championship Tournament

Baseball, Men's Golf, Women's Golf and Softball all qualified for NCAA Tournaments

Men's Soccer qualified for CCAA Tournament - 4th place finish

Hosted CCAA Cross Country Championships at new Palo Corona Course in Carmel



COMPETITION

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Baseball - Conference Champions

Softball hosted CCAA Championship Tournament

Baseball, Men's Golf, Women's Golf and Softball all qualified for NCAA Tournaments

Men's Soccer qualified for CCAA Tournament - 4th place finish

Hosted CCAA Cross Country Championships at new Palo Corona Course in Carmel



COMPETITION

Top performers

Brady Miguel
CCAA Most Valuable Player
D2CCA West Region Player of the Year

Colin O'Mahony
CCAA Defensive Player of the Year
First Team Academic All-American



PRIORITIES

- Student Athlete Engagement and Progress Toward Degree
- Recruiting / Retention
- Alumni Engagement
 - Alumni Challenge
- Facility Improvements
 - Monterey Peninsula Foundation
- Scholarships
- Strategic Planning



ALUMNI

Otter Alumni Challenge 2022

- 155 donors = \$15,903
- Highest % of alumni gifts
- Highest total \$ raised
- Top team award: Water Polo

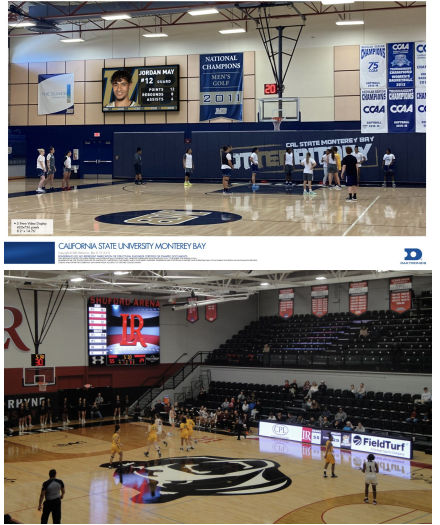
Over three years ...

- 734 gifts = \$40,917
- Most importantly, we continue to build a culture of philanthropy and tradition



MONTEREY PENINSULA FOUNDATION

- New \$225,000 grant in support of Otter Sports Center improvements
- \$2M+ over 10 years in support of athletics facilities projects



FACILITY IMPROVEMENTS

- \$250,000 weight room renovation completed
- New flooring and equipment



FACILITY IMPROVEMENTS

Monterey Bay Football Club

- CSUMB Men's and Women's Soccer train and compete in renovated stadium
- Hosted Men's Soccer vs Chico St CCAA home playoff game
- Set to host CCAA Women's Soccer Championship next fall



MONTEREY BAY FOOTBALL CLUB



Adrian Rebolgar
2021

Walmer Martinez
2019



SCHOLARSHIPS

CSUMB Funding Model:

- University allocation
- Student Fees
- Athletics Generated
 - Fundraising
 - Sponsorships
 - Tickets
 - Licensing
 - Camps

Started at NCAA DII Minimum \$250,000

Institution	Total	# of Sports	# of Student-Athletes
Pomona	\$1,322,238	10	286
Los Angeles	\$1,304,252	11	304
East Bay	\$1,034,316	14	278
San Bernardino	\$966,149	10	229
Humboldt	\$874,061	12	263
Monterey Bay	\$867,703	13	266
San Marcos	\$852,365	13	315
Stanislaus	\$773,750	14	321
SF State	\$768,650	12	286
Chico	\$743,893	13	368
Dominguez Hills	\$708,780	10	218
Sonoma	\$676,060	11	240

QUESTIONS?

Website:

OtterAthletics.com

Social Media:

Twitter, Instagram & Facebook

@OtterAthletics