



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

**Memorandum**

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

**FROM:** Nancy S. Ayala  
**DATE:** March 5, 2021

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**SUBJECT:** Agenda and Read-Ahead Materials

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Enclosed are the agenda and read-ahead materials for the Foundation Board of Directors meeting on Friday, March 12, 2021. The virtual meeting will begin at 9:00 a.m. via Zoom. The 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](mailto:nayala@csumb.edu).



**Board of Directors Meeting**  
Friday, March 12, 2021 9:00 a.m. – 11:00 a.m.  
Virtual meeting via Zoom

**AGENDA**

- |              |  |             |
|--------------|--|-------------|
| <b>I.</b>    | <b>Call to Order</b>   | B. Saxon    |
| <b>II.</b>   | <b>Approval of Minutes</b>   |             |
| *2 min.      | Approval of December 11, 2020 meeting minutes  | B. Saxon    |
| <b>III.</b>  | <b>Business – None</b>   |             |
| <b>IV.</b>   | <b>Reports</b>   |             |
| 30 min.      | A. <b>President’s Report</b><br>Attachment IV.A-CSUMB Repopulation<br>Attachment IV.B-Commencement 2021 Info Sheet | E. Ochoa    |
| 20 min.      | B. <b>CEO’s Report</b>   | B. Zappas   |
| 10 min.      | C. <b>Investment Committee Report</b>  | B. Colligan |
| 10 min.      | D. <b>Chair’s Comments</b>   | B. Saxon    |
| <b>V.</b>    | <b>Presentations</b>   |             |
| 15 min.      | College of Science Update  | A. Lawson   |
| <b>VI.</b>   | <b>Open Communications/Announcements</b>   |             |
| <b>VII.</b>  | <b>Closed Session</b>  |             |
| 15 min.      | Discussion<br>In accordance with Education Code § 89923  | Board       |
| <b>VIII.</b> | <b>Adjournment</b>   | 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.*



**Board of Directors Meeting**  
 Friday, December 11, 2020 9:01 a.m. – 11:05 a.m.  
 Virtual meeting via Zoom

**Draft, Minutes**

<u>Board Members Present</u>		<u>Members Absent</u>
Bettye J. Saxon, Ed.D., Chair	Barbara Zappas, CEO	Ted Balestreri, II, Director
Eduardo M. Ochoa, President	Mac Clemmens, Director	Miles Reiter, Director
Debbie Juran, Secretary	Steven Packer, M.D., Director	
Greg Gonzalez, Director	Ralph Thompson III, Director	
Gordon E. Eubanks, Director	Michael McMillan, Director	
Anna M. Caballero, Director	Betsey Pearson, Director	
Bud Colligan, Director	Kevin R. Saunders, Director	
Carrie McIntyre Panetta, Director	David Ledesma, Director	
<u>Presenter(s)</u>		<u>Staff Present</u>
Katherine Kantardjieff, Provost and Interim Vice President for Academic Affairs		Starr Lee, Associate Executive Director Nancy S. Ayala, Gov. & Compliance Mngr.
Lawrence Samuels, Chief of Staff		
Fran Horvath, Associate Vice President for Academic Planning and Institutional Effectiveness Kirby Garry, Director of Athletics Betsey Pearson, Auxiliary Audit Committee Member		

**Regular Meeting**

- I. **Call to Order:** A quorum being established, Chair Bettye J. Saxon called the meeting to order at 9:01 a.m.
- II. **Governance**  
Appointment of Standing Committee Members: Moved by Director Michael McMillan and seconded to adopt the standing committee appointment as presented. With no further discussion, the motion carried.
- III. **Approval of Minutes:** Moved by Director Betsey Pearson and seconded to approve the September 18, 2020 minutes as presented. With no further discussion the motion carried.
- IV. **Business:** None
- V. **Reports:**
  - A. President’s Report: President Eduardo M. Ochoa reported on University activities. President Ochoa.
    - Enrollment: Provost and Interim Vice President for Academic Affairs Katherine Kantardjieff reported that enrollment is down mainly due to the pandemic. The number of upper-division transfer students is higher than expected; however, returning students, particularly freshman, is down for the spring semester. This is not unique to this campus; it is a system-wide challenge. Reasons for a decrease in spring enrollment include economics, a

dislike of online instruction, and challenges with online instructions, health or mental issues with students and/or family members. The University is reaching out to students to encourage them to register to persist and stay on their degree path. The CSU system is experiencing an average of 40% decrease in applications for fall 2021. President Ochoa noted that the pandemic affects students from low-income households and first-generation students, particularly to a much greater extent because of their limited access to technology and quiet spaces to study.

- Dean transitions-President Ochoa updated the Board on transitions of deans and the steps being taken to fill the vacancies.
- Budget- President Ochoa provided an update on the budget, noting that state revenues are higher than expected given the pandemic. It is expected that the CSU will not have a budget cut next year, but it is not certain.
- PPPs Update- Chief of Staff Larry Samuels provided an update on possible upcoming public/private partnerships. Since CSUMB's founding, the University has been tasked with building the physical, curricular, and financial foundation by using the lands conveyed to the university by the federal government, most notably the US Army. Due to this expectation, large portions of CSUMB lands were transferred with zoning for economic development. Mr. Samuels noted that the university can derive revenues and lower overall development costs by engaging in development agreements/relationships with the private industry. Projects on the horizon include an agreement with a professional soccer franchise of the USL to renovate and use the Freeman Stadium and the 2<sup>nd</sup> Avenue Development project, where various development options are being explored.
- Academic Programs: Ms. Kantardjieff presented upcoming academic programs the university is considering, noting that as a regional comprehensive university, we're charged with meeting the region's needs to enhance the intellectual life, economic life, civic and cultural life. The intent is to have this Board become part of a larger conversation about academic master planning at CSUMB. These programs are in various stages of development and implementation at the university. These programs are supported by faculty. Ms. Kantardjieff presented upcoming academic programs at the University noting that as a regional comprehensive university, we're charged with meeting the needs of the region to enhance the intellectual life, the economic life civic and cultural life. The intent is to have this Board become part of a larger conversation about academic master planning at CSUMB. These programs are in various stages of development and implementation at the university. These programs are supported by faculty.
- Commencement Plans: Associate Vice President for Academic Planning and Institutional Effectiveness Fran Horvath presented a three-pronged plan to celebrate students graduating in the fall 2020, spring 2021, and summer 2021. Drive-thru commencement, extensive graduation video for each of the colleges, and a swag bag.

- B. CEO Update: CEO Barbara Zappas provided an update on University Advancement, noting that her Communications team is working on rolling out a new branding plan. The Communications team now has additional resources such as some multimedia

talent and videographers. As a result, the efforts will be noticeable in the CSU magazine, coming out soon. The Foundation Annual Report is currently in the editing stages. Ms. Zappas reported on smaller campaigns, one led by a matching gift from longtime community supporters Bob and Leslie Taylor to increase alumni participation. The campaign successfully raised over \$25K, not including the Taylor's matching gift and over 235 alumni donors. The Giving Tuesday Campaign produced over 33 gifts and over \$5K. As of the end of November, the comprehensive campaign exceeded the \$100M goal. In January, numbers will be finalized, and prep for a celebration and a public announcement will commence. Ms. Zappas iterated her gratefulness to the Board for the continued support. The CSU Philanthropy report is published annually and displays all 23 campuses' endowment performance. CSUMB was moved from peer group 1 to peer group 2 because of the performance of the endowment and the number of donors. This is a rite of passage for the university. With the pandemic, the end of the year focus is basic needs focus for our students. Thank you to those who have stepped up, especially Secretary Debbie Juran. Secretary Juran updated the Board on the Basic Needs recipients and thanked them for the support.

- C. Auxiliary Audit Report: Auxiliary Audit Committee member Betsey Pearson reported on the Committee's activities. The Committee met on November 9 to review and accepted the Foundation's exempt organization tax returns. The Committee discussed the agreement with the auditing firm, Glenn Burdette, which is about to expire. The Committee decided to extend the agreement to another three years with an option to extend because of how the audit process has changed due to the pandemic. The Committee decided to change the Principal to get a fresh set of eyes on the financials.
- D. Investment Committee Report: A memo was circulated in lieu of a report.
- E. Chair's Comments: Chair Saxon commended President Ochoa for getting the University thus far during the pandemic. Chair Saxon also congratulated CEO Zappas for exceeding the comprehensive campaign goal.

**VI. Presentations:**

Athletics Update: Athletics Director Kirby Garry provided an update on Athletics. Athletics supports 270 student-athletes, which compete in 13 NCAA DII sports. Mr. Garry reported on the effects Covid 19 has had on the Athletics program, including the cancellation of games. Athletics priorities include student-athlete engagement and progress toward a degree, retention/recruiting, alumni engagement, Hall of Fame announcement, professional development, strategic planning, and scholarships. Student-athletes' accomplishments as of last spring include a cumulative GPA of 3.27, a graduation rate of 68%, and an academic success rate of 78.4%. CSUMB is the premier collegiate athletics brand in the Monterey Bay region and an NCAA DII leader that pursues student-athlete success. Its success strengthens the university's image.

**VII. Open Communications/Announcements: None**

- VIII. Closed Session:** The Board entered into closed session at 10:48 a.m. The Board exited closed session at 11:05 a.m.

**IX. Adjournment:** With no further business to conduct and no objection, the meeting was adjourned at 11:05 a.m.

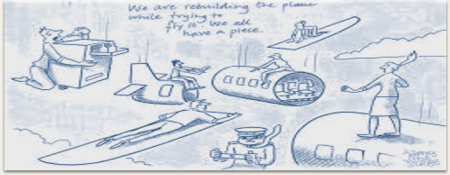
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Debbie Juran, Secretary

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Date


### Fall 2021 Repopulation @ CSUMB



We are rebuilding the plane while flying it. We all have a piece.

**Katherine Kantardjieff**  
Provost and VP for Academic Affairs  
Interim VP for Student Affairs & Enrollment Services

**Natalie King**  
AVP for University Personnel



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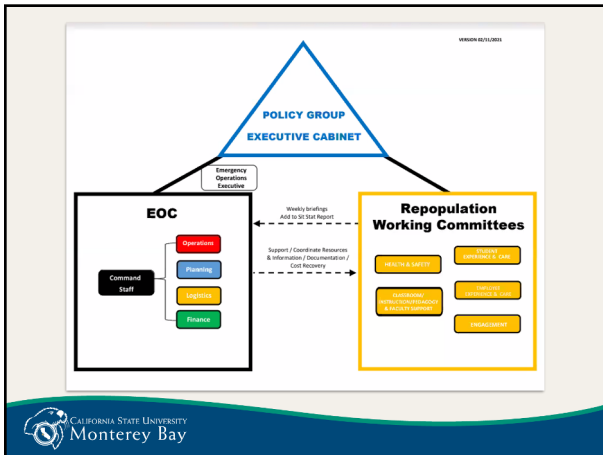
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### Planning Principles/Key Factors

- Safety
- Some Repopulation not earlier than August 1, 2021
- Broad input from campus community
  - 5 Working Groups with managers, staff, unions, students, and Corporation representation (12-16 members/group)
  - Steering Committee (chairs of each working group; Co-chaired by Provost & AVP/UP)
- Key Factors/Constraints
  - Tier & vaccination/herd immunity status
  - CSU, County, State, Federal Rules
  - Course scheduling deadlines
  - Housing and Classroom capacity & priority
  - Student repopulation priority/scenario



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**Classroom Repopulation, Instruction, Faculty Support & Scheduling**

- All large courses (50+) remain online
- Determine course prioritization for in-person instruction
  - Pedagogy
  - Retention, timely progression and graduation
- Every in-person course has a virtual alternative
  - Additional section offered virtually (same or different instructor)
  - Students choose to participate online or virtually (one instructor/section used modified “HyFlex”)
  - Alternative virtually-offered course meeting same requirement
  - Alternative way students can meet requirement and maintain progress towards graduation
- Adjusted Timeline for Registration




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**Student Experience, Student Success, & Student Care**

- Housing/Dining Scenarios and Feasibility
  - 25-30% Campus return
  - Priority? (Impacts of prioritizing one group over another)
  - Local and non-local students
- Services and Resources for Sense of Belonging
  - In person, virtual, hybrid options
  - Consistent open campus hours
  - Advising Needs
  - Mental Health & Basic Needs
  - High Impact Practices - Study Abroad, UROC, Peer Mentoring, Living Learning Communities, Cooperative Learning Center




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**Employee Engagement & Care**

- Work Flexibility
  - Process to determine who needs to return to campus and when
  - Needs of Employees (virtual, on-campus, hybrid)
- Care
  - COVID-19 awareness and vaccine safety educational campaign
  - Well-being (mental health, EAP resources)
  - Engagement/inclusion/development options/opportunities
- Workspace
  - COVID-19 safety protocols: Employer/Employee responsibilities
  - Mapping/managing of individual/shared campus spaces




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### Health & Safety

- Federal, State, County, CSU requirements and costs of implementation
- COVID-19 daily health screenings, testing, vaccination
- Environmental safety, custodial, ventilation, distance layouts, signage
- PPE/hygiene supply stockpile, mass distribution methods
- COVID-19 Prevention Plan, department risk assessments, inspections, and enforcement



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### Events and External/Internal Engagement

- Internal Engagement
  - “Welcome Back to Campus” Events
  - Steering Committee & Working Groups Websites
  - Townhalls, Focus Groups, Surveys
- External Engagement
  - Local/neighboring community groups and boards
  - Local/neighboring governments, businesses, K-12 Schools/CCC



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## **Commencement 2021 Information**

as of 2.15.21 (subject to change based on county restrictions)

### **Drive-Thru Parade May 22nd 11AM**

- On-campus, lot 59
- 100% contactless event. No students will be getting out of cars and cars will be moving at all times
- Fall 19, Spring 20, Summer 20, Fall 20, Spring 21 and Summer 21 graduates will be invited
- There will be a platform party invites will be to Deans
- The lot will be decorated
- Faculty & Staff invited to wave at participants
  - Faculty highly encouraged to wear regalia, if not CSUMB attire
  - Staff encouraged to wear CSUMB attire
  - Masks and social distancing will be required, one parking spot per household for faculty and staff who want to wave at participants. All students and guests must be in one car in the parade.
  - Faculty and staff may want to group together and make signs for their students
  - A registration form for faculty and staff will be sent out in April

### **Celebration Videos Live on Commencement Website May 22nd 9AM**

- One campus wide video with the President, Provost, AS President
- College Videos with the Dean, [Program Videos](#), reading of student names, personalized student slides, alumni speaker and Dean's medalist (optional)
  - Only for Fall 20, Spring 21 and Summer 21 graduates
- Staff and Faculty Congrats Videos: CSUMB staff & faculty are invited to submit short (10 seconds or less) videos congratulating our class of 2020 graduates
  - Video submissions are due April 19th. Submit through [this form](#).

### **Virtual Honors Convocation May 8th times TBD**

- Three ceremonies broken down by CAHSS, COB & HSHS, COE & COS
- Honors cords will be mailed in mid April to students to have for the virtual convocation
- Faculty will be invited to attend (virtually) to support students

### **Swag Boxes**

- All Fall 20, Spring 21 and Summer 21 graduates will be mailed a commemorative box with a cap, tassel, branded mask, license plate frame, alumni pin and yard sign to their permanent addresses.

### **Affinity Graduation Celebration Videos May 21st**

- These celebrations will offer a keynote as well as a personalized slide for each graduating student, which can include the graduate's name, major, a photo, personal message, designation of first-generation status, and any honors. This slide will be part of a virtual ceremony that will be made available via the Otter Student Union YouTube channel on Friday, May 21, 2021.

### **Student Awards**

- Nominations are due March 17th: <https://csumb.edu/commencement/student-awards>

Questions? Check out the [Commencement website](#) or email [commencement@csumb.edu](mailto:commencement@csumb.edu)