



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

Memorandum

TO: Foundation Board of Directors
CC:
FROM: Nancy Ayala
DATE: September 6, 2024

SUBJECT: Agenda and Read-Ahead Materials

Enclosed are the agenda and read-ahead materials for the Foundation Board of Directors meeting on Friday, September 13, 2024. The meeting will begin at 9 a.m. in the board room at the Alumni and Visitor's Center on campus.

A photo of the Board will be taken at 9:00 a.m., and headshots will be taken at 8:30 a.m. Please RSVP with me if you'd like your headshot taken.

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



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

Board of Directors Meeting

Friday, September 13, 2024 9:00 a.m. – 11:00 a.m.
Alumni and Visitor’s Center – Board Room
Light Breakfast will be served.

Photo of the Board will be taken at 9:00 a.m. Headshots at 8:30 a.m. please RSVP.

AGENDA

- | | | |
|---|---|---------------------------|
| I. Call to Order | | G. Gonzalez |
| 10 min | <i>(Self-introduction of all board members)</i> | |
| II. Approval of Minutes | | |
| 2 min. | Approval of June 7, 2024 meeting minutes
<i>(Action: Discussion and motion to approve the minutes)</i> | G. Gonzalez |
| III. Public Comment | | G. Gonzalez |
| IV. Business | | |
| 15 min. | Endowment Administrative Fee
<i>(Action: Discussion and motion to approve the Endowment Administrative Fee as presented)</i> | |
| V. Reports | | |
| 10 min. | A. President’s Report | V. Quiñones |
| 10 min. | B. Campaign Update | D. Wilson |
| 15 min. | C. Provost’s Report | A. Lawson |
| 10 min. | D. CFO’s Report | M. Miller |
| 5 min. | E. Auxiliary Audit Committee Report | M. Miller |
| 15 min. | F. VP of Enrollment Management and Student Affairs Report | R. Rodriguez/E.Mihopoulos |
| 5 min. | G. Chair’s Comments | G. Gonzalez |
| VI. Presentations | | |
| 15 min. | A. CSUMB Basic Needs Initiative Update | A. Zamara |
| 15 min. | B. Undergraduate Research Opportunities Center (UROC) Update | J. Banks |
| VII. Open Communications/Announcements | | G. Gonzalez |
| | The next Foundation Board meeting will be on December 13, 2024. | |
| VIII. Closed Session | | Board |
| | In accordance with Education Code § 89923 | |
| IX. Adjournment | | G. Gonzalez |

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.



President's Report

- Leadership Changes
- Capital Improvements
 - Taylor Building Launch
 - Greenhouse/Farm
 - Health Sciences Building
- 30th Anniversary
- 2024-25 Focus and Goals

Future Investments

Edward (Ted) Taylor Science and Engineering Building Landscape Ideas for New Academic Building

Scan to
Share Your
Thoughts!



ARC ART



COASTAL FOREST



TILTED MEADOWS



MontereyBay

Edward (Ted) Taylor Science and Engineering Building

OTO
WRNS STUDIO
August 1, 2024

Future Investments

Research and Teaching Farm and Greenhouse



Greenhouse Project



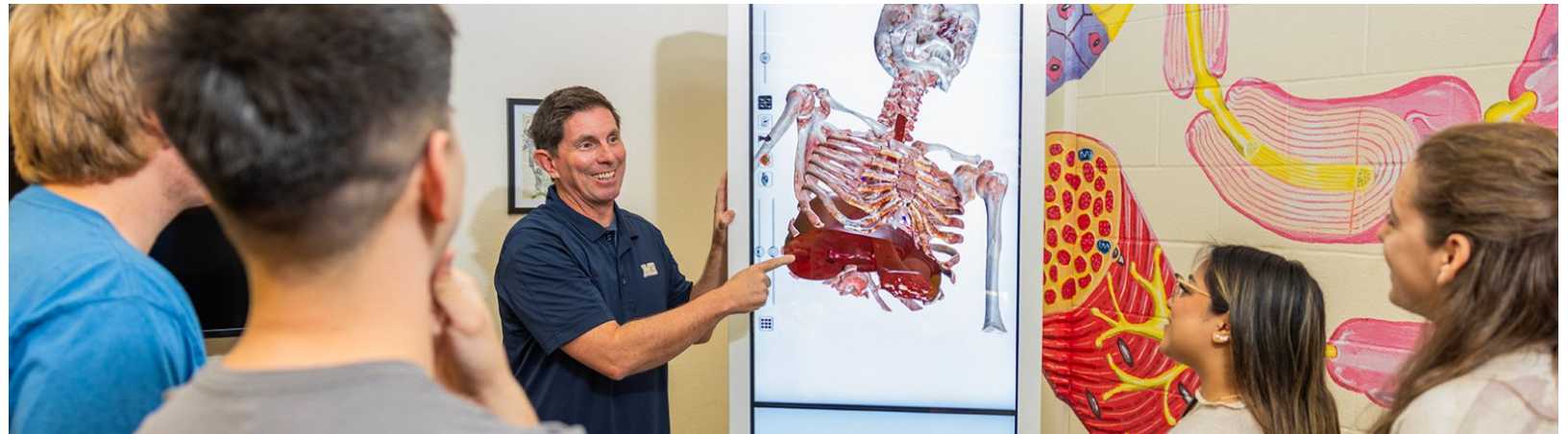
Growing Fields Project

Future Investments

Academic V - Health Sciences and Human Services

We are in the initial planning stages for a building that will include:

- Health, Human Services and Public Policy
- Kinesiology
- Nursing
- Social Work



30th Anniversary



Four Areas for Budget

01	Budget Culture	<ul style="list-style-type: none">• Use resources efficiently• Handle resources with care• Every expense counts, we all need to take responsibility• Continue to look at reorganizations for efficiencies
02	Housing Utilization	<ul style="list-style-type: none">• Increase bed space for students on main campus• Consider changes to community housing in East Campus
03	Academic Changes	<ul style="list-style-type: none">• Rebrand some majors• Develop new, high-demand degrees, such as a masters or PsyD in Clinical Psychology and an EdS in School Psychology• Focus on student retention
04	New Revenues	<ul style="list-style-type: none">• Increase conferences• Increase scholarships• Rent parking lots/bldg

2024-25 University-wide Goals

Goal 1: Increase and sustain enrollment growth with a focus on improving student experience

Goal 2: Enhance proactive student-centered culture to improve student success and build a sense of belonging

Goal 3: Continue the investment in community including people, processes and infrastructure

Goal 4: Create a culture of fiscal responsibility and sustainability

Goal 5: Expand alternative funding sources

Goal 6: Create a culture of strategic planning and assessment

Campaign Update

Diane Wilson, Interim Associate Vice President of University Advancement Progress to Date

FY 22-23: \$8,584,549 including \$2,725,292.08 from KAZU

FY23-24: \$8,729,591 including \$2,411,953 from KAZU

FY 24-25: \$1,367,488 including \$319,688.95 from KAZU

*excludes monies generated by Sponsored Programs



Provost's Report

- **Student Success**
- **Graduation Rates**
- **SFR**
- **Grant Activity**
- **Academic Affairs Leadership Update**
- **Academic Programs**
- **Academic Affairs 2024-25 Goals**

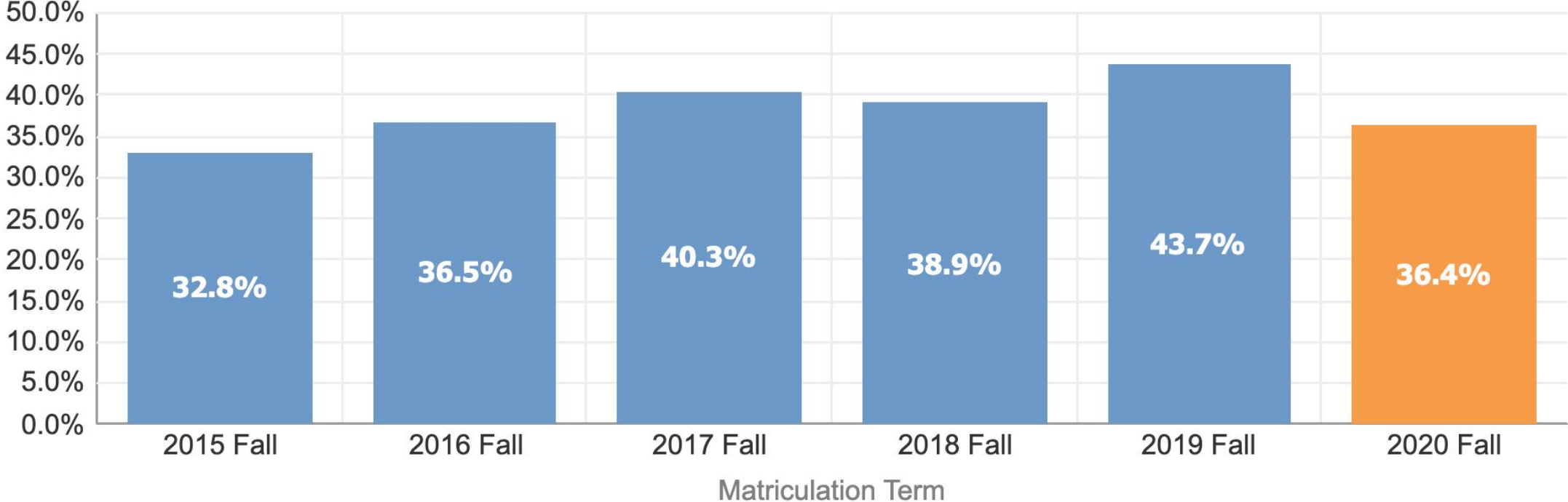
Student Success

- **Collaborated with the National Institute for Student Success to complete a study and playbook**
- **Four major recommendations related to:**
 - improvements in student facing communications
 - improvements in pathways into and between majors
 - strengthening advising systems and protocols
 - address high DFW courses and their supports
- **Held Student Success Summit in May to highlight this work**

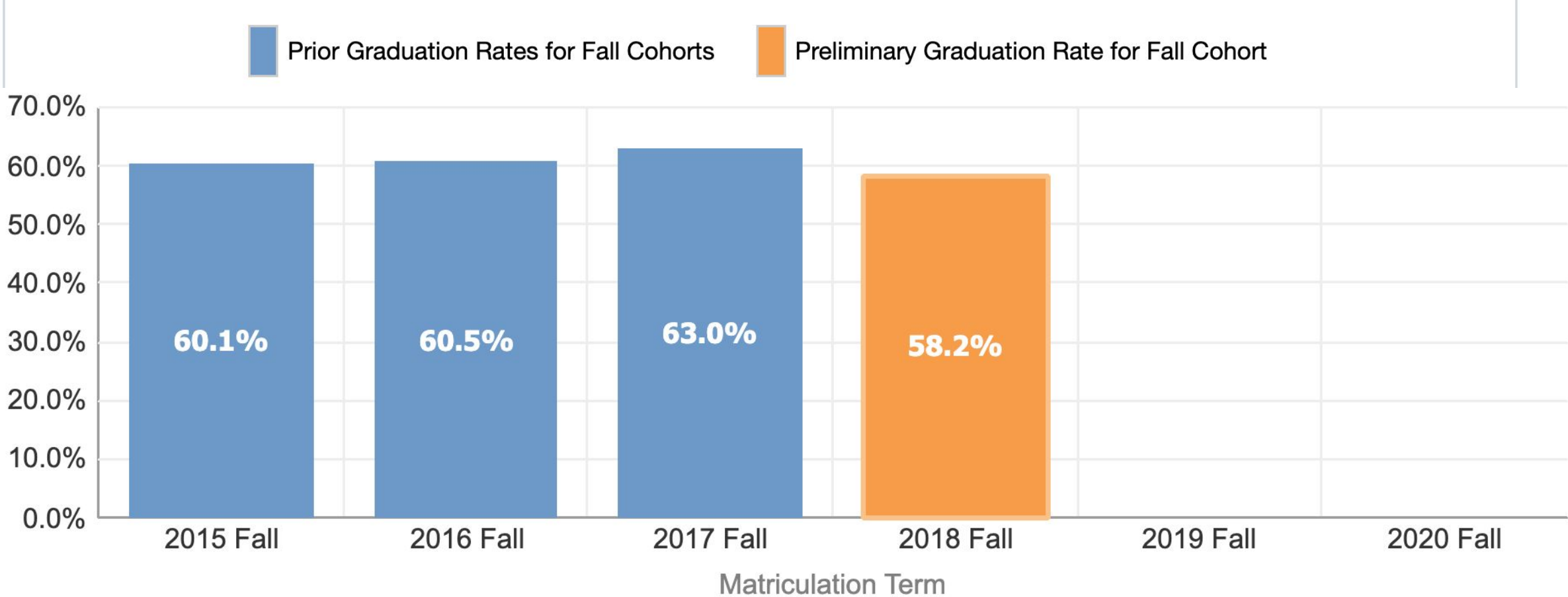
Preliminary 4 year FTF Graduation

■ Prior Graduation Rates for Fall Cohorts ■ Preliminary Graduation Rate for Fall Cohort

4-Year Graduation Rate



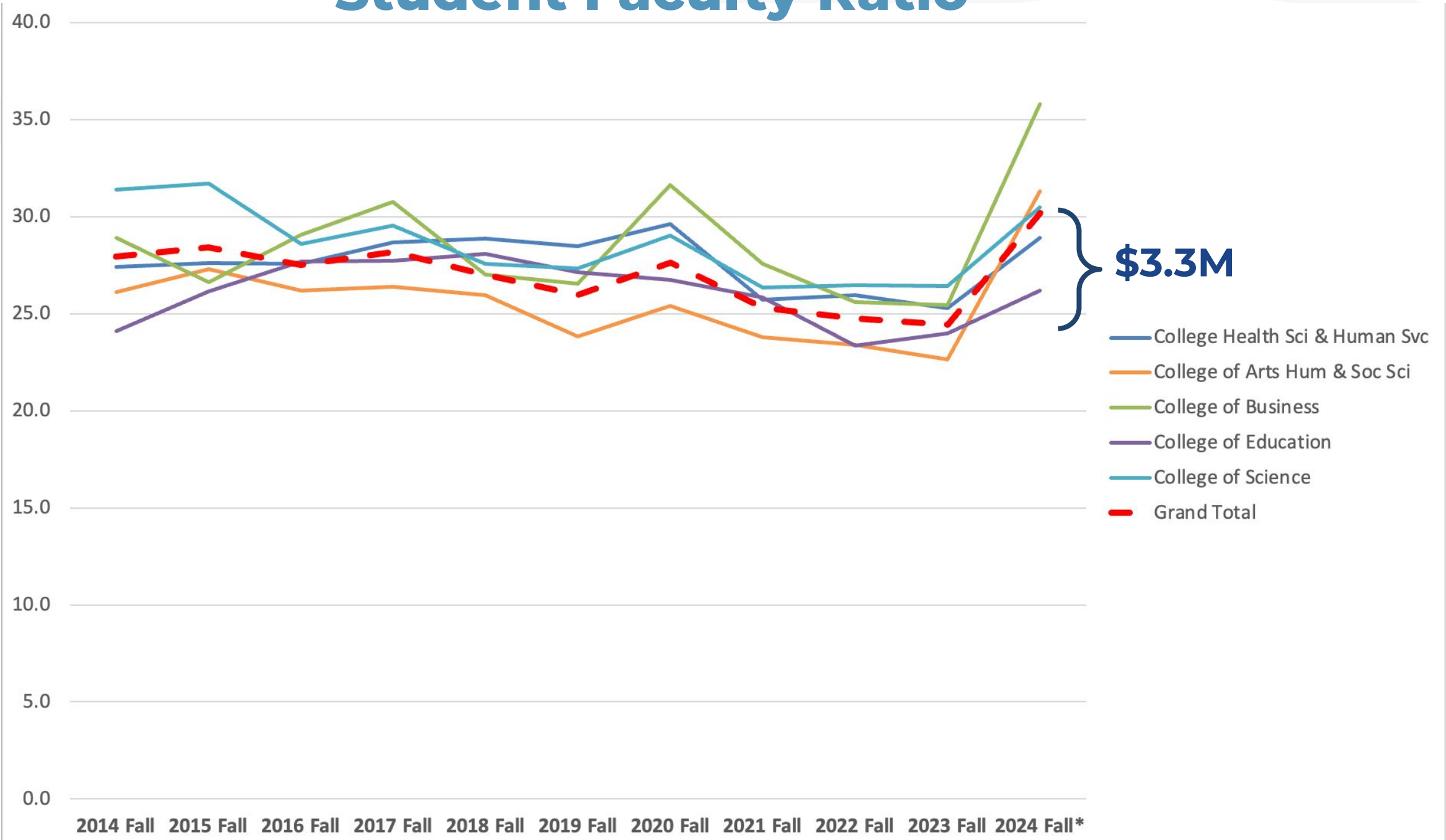
Preliminary 6 year FTF Graduation



Data warehouse Aug 20, 2024 (pre-census snapshots dashboard)



Student Faculty Ratio



Academic Programs

- **Ag Supply Chain Management - Fall 2025**
- **Accounting BS - Fall 2025 (concentration to major)**
- **Identifying degrees or concentrations which may not be visible or understandable to students**
- **Solutions include changing degree names or elevating concentrations to majors**

College Leadership

- **Dean searches underway in**
 - **College of Arts Humanities and Social Science**
 - **College of Science**
 - **College of Health Science and Human Services**
 - Interim Dean Tom Horvath (COS) will assume interim position Oct 1
- **Searches planned for spring semester**
 - **College of Business**
 - **College of Extended Education and International Programs**
 - **Tanimura & Antle Family Memorial Library**

Grant Activity Summary by College

	CAHSS	COB	COE	CHSHS	COS	CSUMB*
# GRANTS RECEIVED 23-24	2 + 1 with COS	PRIVATE ONLY in 23-24	1 + 1 with COS	5	45 + 1 with CAHSS and 1 with COE	72
\$ GRANTS AWARDED 23-24	\$50,000+	N/A	\$55,353+	\$698,083	\$16,744,130	\$23,570,504
# FACULTY PIS & CO-PIs	1 + 1	N/A	1 + 2	7	26	43
# ONGOING PROJECTS	4	1	7	15	66	172
\$ ONGOING PROJECTS	\$445,883	\$200,000	\$9,467,641	\$7,787,906	\$43,316,988	\$77,744,694

* This includes grants from units other than the colleges.

+ Funds reported under COS, as budget details are not available at this time.

CFO Update

Michal-Anne Miller & Katie LaPlace
(on behalf of Alan Fisher)

FY 2024-25 Projected Budget (MB500)

As of February 1, 2024

Sources		Uses		Deficit
Prior Year Base Revenue	\$ 144,564,221	Prior Year Base Expense	\$ 150,292,248	
FY 24-25 Compact (Salary Plan)	1,351,000	FY 24-25 Salary Plan Salaries	4,317,073	
Tuition Increase (6%)	2,058,217	FY 24-25 Salary Plan Benefits	1,594,778	
XYZ (3% reduction- prior yr missed goal)	(1,719,000)	FY 24-25 Operations/Non Labor Inflation	576,259	
Enrollment Growth Tuition (+ resident FTE to meet XYZ goal)	821,745	Strategic Initiatives (addition to Base)	1,000,000	
Enrollment Growth Tuition- Non Resident	0	Correction to Athletics Budget	500,000	
FY 24-25 Adjusted Base Revenue	\$ 147,076,183	FY 24-25 Adjusted Base Expense	\$ 158,280,359	\$ (11,204,176)

As of August 16, 2024

Sources		Uses		Deficit
Total Sources per Final Coded Memo	\$ 150,416,000	Division Allocations*	\$ 90,557,000	
Remove non-MB500 funds (e.g., student fees)	(2,904,400)	Campuswide	58,175,000	
Tuition Revenue from Add'l FTEs (fall/spring)	3,081,500	Held for GSI expected in FY 24-25	1,732,700	
FY 24-25 Projected Sources	\$ 150,593,100	Held for Contingencies	128,400	
		FY 24-25 Adjusted Base Expense	\$ 150,593,100	\$ 0
		Add'l asks without funding source	\$ 4,043,500	

*Does not include benefits (budgeted with Campuswide)
Adjustments will be made quarterly

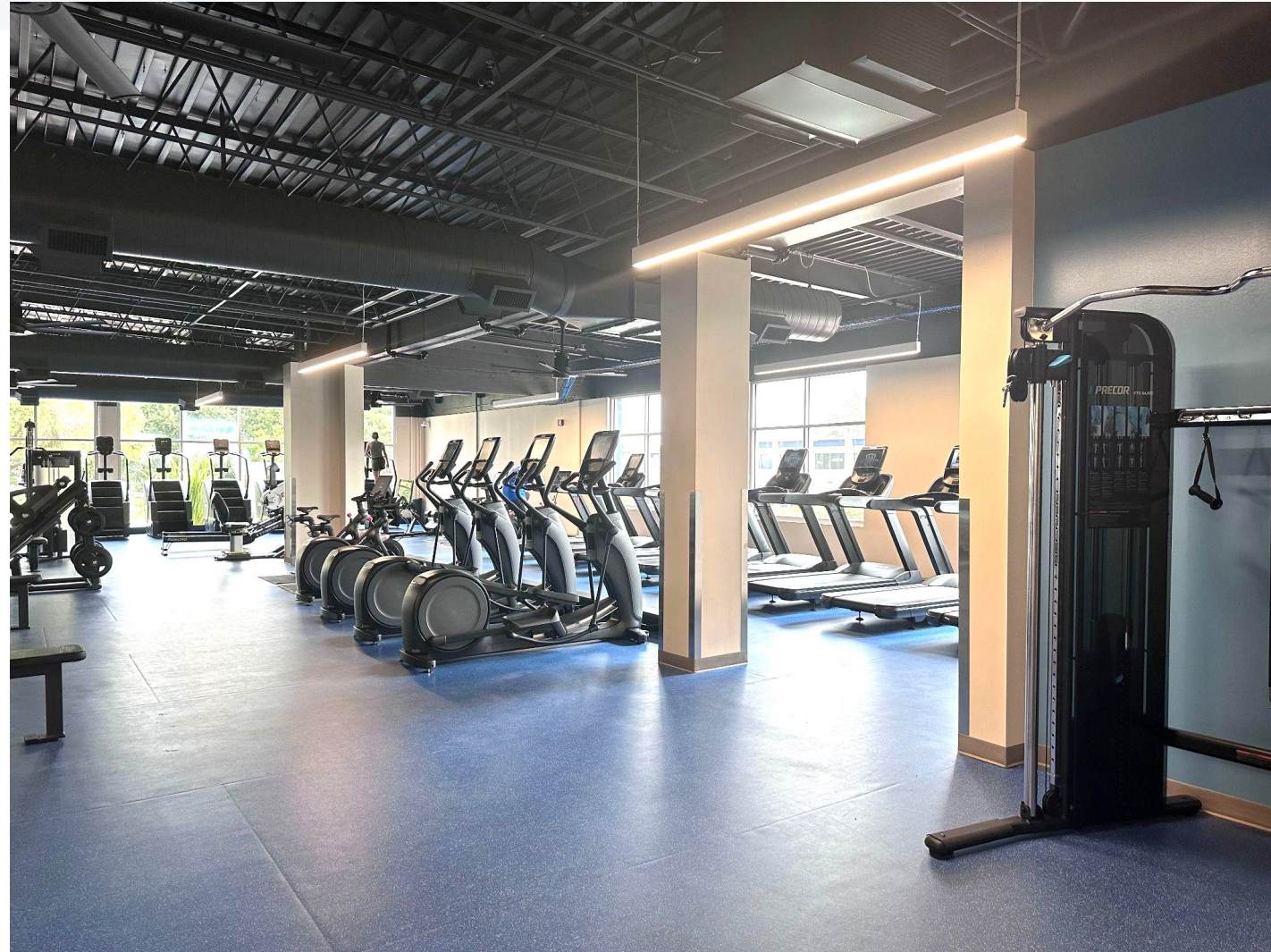
Capital Improvements

Recently completed: Mechatronics Engineering Space



Capital Improvements

Recently completed: Fitness Center



Capital Improvements

In progress: Baseball infield turf upgrade



Capital Improvements

In progress: Residence Halls - additional student beds

- Reviewing options and alignment with the Campus Master Plan
 - Conversion of Gavilan Hall
 - New Residential Hall



September 13, 2024

Division of Enrollment Management and Student Affairs

Dr. Reuban Rodriguez, Associate Vice President for Student Affairs and Dean of Students

Dr. Elizabeth Mihopoulos, Assistant Vice President of Enrollment Management

Cal State
Monterey Bay

Who are our students?

Fall 2024 by the numbers...

- 7400 students (6487 UGs)*
- 57% live on campus (the most residential university in the CSU system)
- 47% first generation (65% FTF parents do not have bachelors)
- 46% Pell*
- Self identified demographics
 - 60.4% Female
 - 0.6% non binary
 - 39% male
 - 46% Latina/o
 - 29% White
 - 8.7% Asian / Pacific Islander
 - 3.3% African American
- 69% New FTFs self identify as Straight (31% bisexual, queer, gay, lesbian, questioning, another orientation, not listed, or NR)



Goals and Approach

CSUMB Enrollment Management

Goals

- Increase and sustain enrollment growth with a focus on improving the student experience
- Increase applications, deposits, enrollments, diversity and quality of FTFY and Transfer
- Develop and deploy strategic recruitment plan for international and graduate
- Build CSUMB's regional, national and global visibility and reputation as one of the nation's leading public universities

Underpinning Approach: Unabashed CSUMB Ambition

- The courage to be curious and question convention.
- The passion to break new ground.
- The insight to champion innovation.
- The imagination to pursue the undiscovered.
- The will to achieve greatness.
- The technology and people to exceed goals.

This Year's Key Enrollment Management Planning Strategies 2024-2025

High School District and Community College Partnerships

- Dual Enrollment, Dual Admissions, Pipeline Programs, Events in Districts & CCs
- Alignment of faculty/dept efforts: Developing strategic and organized approach to track funnel

Identify New Majors & Alternative Naming

- Market Share: Attract and retain students from current, alternative and competitor pools
- Relevance: Aligning with and responding to current and emerging economic shifts and needs

The CSUMB Connection: A Unique Student-Faculty Experience

- Signature Approach: Applied and experiential learning
- Hands-On Experiences: True Transformation, Preparing sought-after graduates

Supplement our Core with Alternative Pathways

- Flexible Delivery: Design toward traditional and non-traditional markets
- Inclusive Methods: Education that fits students' lives

Optimize Micro Targeted Recruitment

- Focused efforts on local districts within commuting distance (FTF + TR)
- Maximize new Domestic OOS and International into Residence Halls

Otter Days 2024

- ❑ New Student Convocation
- ❑ Playfair
- ❑ Cookout
- ❑ The Plunge
- ❑ Monte Royale
- ❑ Late Night at OSU
- ❑ Black/African American Student Reception
- ❑ New Fitness Center



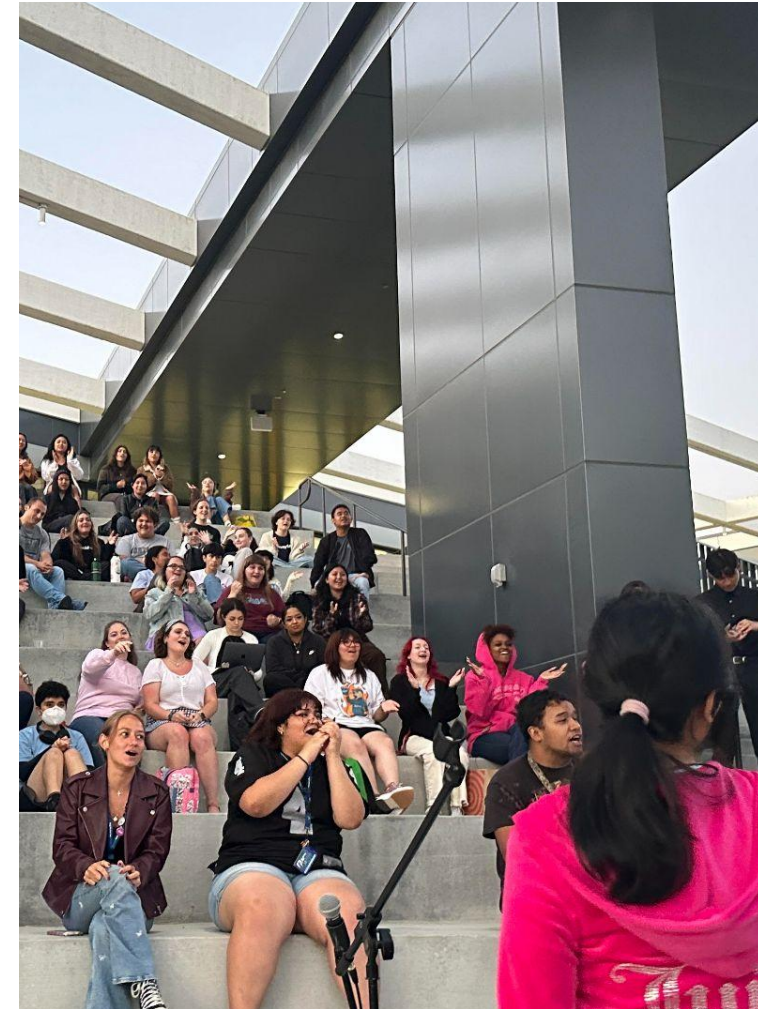
Otter Days 2024



The Plunge



Rec Fest



Karaoke with the Clubs

Belonging

- New Student Convocation
- Playfair
- Cookout
- The Plunge
- Monte Royale
- Late Night at OSU
- Black/African American Student Reception
- New Fitness Center



Belonging

Touch Points

- 2,775 individual students impacted, some multiple points
- Through Sept. 1, an additional 400 individual students Basic Needs/Fitness Center
- Assessment: I feel a sense of belonging/connection to campus because of my involvement in this program

Feedback

- The Plunge: 93% agree/strongly agree sense of belonging
- New Student Convocation: It helped me connect with my peers
- ICC Executive Officer Retreat: 94% agree/strongly agree



Transforming the Starving College Student Rhetoric

Accessing Resources to Meet Your Basic Needs as a College Student

**Amy Zamara, *Basic Needs*
Case Manager**

Cal State
Monterey Bay

Basic Needs @ CSUMB

Our Mission:

CSUMB Basic Needs is passionate about seeing our otters thrive! We support the raft by ensuring our otter's basic needs are met through resources, access and advocacy.

Basic Needs provides employment opportunities for 7 students, in addition to 12 interns, service learners and volunteers.



Robyn DoCanto
*Basic Needs
Hub Coordinator*



Amy Zamara
*Basic Needs
Case Manager*

Cal State
Monterey Bay

The Impact of Basic Needs Security

Having basic needs met has been shown to have a direct, positive impact on student performance and community and campus connection

2019 CSU-wide survey showed that higher basic needs security was directly linked to increased academic success and higher student GPA



3,642 unique students

**Academic Year
2023/2024**

45,645 visits

**Academic Year
2023/2024**

2,469 unique students

**Academic Year
2022/2023**

16,049 visits

**Academic Year
2022/2023**

The Basic Needs Hub & Thrift Corner



Enrolled students are welcome to come to our food pantry every day

The hub is organized into zones, item limits vary by zone and daily inventory

Basic Needs receives food donations from the Monterey County Food Bank, Safeway, and other community partners

Thrift corner started as a student led initiative and continues to be replenished with donations from students, faculty, staff, and alumni

1-1 Case Management

Food Security

Fresh Access
Vouchers

Monthly Grocery
Boxes

Dining Common
Vouchers

CalFresh Application
Assistance

Housing Security

Emergency Financial
Support

Off Campus Housing
Navigation

Emergency On
Campus Housing

General Assistance

Financial Literacy

Mental & Physical
Health Referrals

Navigating Campus
Systems

Parking Pass Vouchers

Parenting Scholar Program

1-1 Peer mentorship

Monthly on campus family nights

- Child friendly menu
- Activities for all ages
- Parenting support group
- Community resource tabling

Free off-campus adventures

Housing Stipends



Future Needs

Emergency Fund
Vehicle

Parenting student
support and
scholarships

Food, especially fresh
produce



UNDERGRADUATE RESEARCH OPPORTUNITIES CENTER



**15 YEARS OF EXEMPLARY AND
INCLUSIVE UNDERGRADUATE RESEARCH**

John "Buck" Banks, UROC Director

Cal State
Monterey Bay

UNDERGRADUATE RESEARCH OPPORTUNITIES CENTER



**15 YEARS OF EXEMPLARY AND
INCLUSIVE UNDERGRADUATE RESEARCH**

High Impact

UROC engages students of all majors in undergraduate research to build students' educational ownership, intellectual vibrancy, and scholarly identity. We achieve this through mentored undergraduate research; rigorous, authentic, and calibrated scholarly activities; and the development of social capital.

Cal State
Monterey Bay

UROC Initiatives & Programs



[Research Rookies](#)



[Researchers Program](#)



[Scholars/McNair
Scholars Program](#)

<https://csumb.edu/uroc>



[LSAMP Program](#)



[Costa Rica Expedition](#)



[Scholarships and
Research Funding](#)

Programs

- UROC Scholars
- McNair Scholars (Dept. of Ed.)
- Louis Stokes Alliance for Minority Participation (LSAMP) (National Science Foundation)
- UROC Researchers
- Koret Scholars
- Apple Scholars
- iCARE (w/MPC) (National Science Foundation)

Initiatives

- Three campus research showcases each year
- Academic support for CSU Research Competition
- CURE Faculty Fellows
- CSU-LSAMP Costa Rica Research Expedition



Natasha Oehlman, M.A.

**Writing and Professional Communication
Associate**



Jessica Bautista, Ph.D.

Research Associate



Eric Barajas, M.A.

Outreach Specialist



Suzanne Ocegura

Administrative Analyst

Graduate School and Nationally Competitive Scholarships & Fellowships

GRADUATE DEGREE ATTAINMENT

- More than 20% of UROC alumni have graduate degrees.
- 47% of McNair Alumni have graduate degrees.
- 120 UROC alumni have earned graduate degrees to date.



Graduation Outcomes of UROC Participants

- 83% of all UROC students graduate within 4 years!
- 85% of Hispanic, low-income transfer students graduate within 3 years!
- 100% of UROC Hispanic low-income students (first-year) graduate within 6 years!

Open to all CSUMB Students; Supported at UROC.

Scholarships & Fellowships

- Barry Goldwater Scholarship
- Udall Scholarship
- CSU Sally Casanova Pre-Doctoral Scholarship
- Knight-Hennessy Scholarship (Stanford University)
- Fulbright U.S. Student |

\$4.6 MILLION SCHOLARSHIPS AND FELLOWSHIPS

Awarded to support graduate study:

- 40 NSF Graduate Research Fellowship Program (GRFP)
- 1 Ford Foundation Fellowship Program.
- 12 Goldwater Scholarships

CSU Awards:

- 29 Sally Casanova Pre-doctoral Scholars
- 4 CSU Trustee for Outstanding Achievement

CSUMB Students winning since 2015!

Extending the Reach: Broadening Participation Through CUREs and Externally-funded Programs

PARTICIPANTS

- 82% of UROC participants have been from traditionally underserved groups including:
- 45% First-generation in college
- 44% Pell grant recipients
- 42% Traditionally underrepresented minority
- 41% Transfer students

DISSEMINATION

- 1,450+ Student research presentations at one of UROC's campus-wide research events UROC has hosted since 2015.
- 1000+ presentations at national conferences funded by UROC.
- UROC students have presented in all 50 states and published widely in peer reviewed journals.
- 100+ student delegates have represented CSUMB at the CSU Research Competition.



RESEARCH IN THE CLASSROOM

- 11,000+ students have participated in Course-based Undergraduate Research Experiences (CUREs) at CSUMB since 2018.
- Over 75 faculty developed these CUREs through the CURE Fellows Program.

20 MILLION IN EXTERNAL GRANTS

Support for student programming, research scholarships, research materials, and student conference travel:

- Department of Education (HSI-STEM and Ronald E. McNair Achievement Program)
- NSF (Louis Stokes Alliance for Minority Participation (LSAMP, IUSE)
- US Department of Agriculture
- Apple
- Chevron
- Bay Area Koret Foundation

dissemination

Staff publications since 2015 (* student co-author)

Haeger, H., **Oehlman, N.**, Christiaens, R. Claiming Space in the Academic Landscape: Negotiating Spatial Belonging in Undergraduate Research; *SPUR: Scholarship and Practice of Undergraduate Research (SPUR)*, In Press.

Unruh, H., Haeger, H., **Banks, J.E.**, Dong, W. 2024. Designing and Implementing a Successful Undergraduate Research, Scholarship and Creative Activity Program. Routledge, New York, NY.

Haeger, H., Banks, J.E., Christiaens, R., and L. Amador*. 2024. Steps towards decolonizing study abroad: Host communities' perceptions of change, benefits, and harms from study abroad. *Frontiers: The Interdisciplinary Journal of Study Abroad* 36(1), 81–102.

Haeger, H., & **Oehlman, N.** (2022). "You're Invited to the Rejection Party" and Other Strategies for Normalizing Rejection and Failure as Part of the Research Process. In *Confronting Failure: Approaches to Building Confidence and Resilience in Undergraduate Researchers* (pp 148--160). Council on Undergraduate Research. doi:doi:10.18833/cf/16

Oehlman, N., Haeger, H., Sedlacek, Q., & Amador, L. (2022). Write it down to up the impact: authentic and reflective writing to maximize the impact of undergraduate research *SPUR: Scholarship and Practice of Undergraduate Research (SPUR)* (pp 2-5).

Haeger, H, Banks, J.E., Smith, C.*, and M. Armstrong-Land*. 2020. What we know and what we need to know about undergraduate research. *Scholarship and Practice of Undergraduate Research* 3(4): 62-69.

Haeger, H., Fresquez, C., Smith, C.*, and **J. E. Banks**. 2018. Navigating the academic landscape: How undergraduate research experiences can shed light on the hidden curriculum. *Scholarship and Practice of Undergraduate Research* 2(1): 15-23.

Banks, J.E. and J.J. Gutiérrez. 2017. Undergraduate research in international settings: Synergies in stacked high-impact practices. *CUR Quarterly* 37(3): 18-26.

Oehlman, N., Haeger, H., Clarkston, B., and J.E. Banks. 2016. Maximizing the function of student Eportfolios. *Peer Review* 18(3)

Haeger, H., & Fresquez, C. (2016). Mentoring for inclusion: the impact of mentoring on undergraduate researchers in the sciences. *CBE – Life Sciences Education*, 15_(3).

Haeger, H., & Deil-Amen, R.(2016). Cooling out and leveled aspirations among low-income university STEM students_ In T. I. K. Youn, Research in *Social Problems and Public Policy: Paradoxes of the Democratization of Higher Education*, 22 (pp. 69-96). Bingley, United Kingdom: Emerald Group Publishing.

Haeger, H., BrckaLorenz, A. & Webber, K. (2015) Participation in undergraduate research at minority-serving institutions. Perspectives on Undergraduate Research and Mentoring Special Issue: Inclusion of Students from Historically Underrepresented Groups in Undergraduate Research.