

**THE UNIVERSITY CORPORATION
Board of Directors
October 4, 2023**

A meeting of The University Corporation Board of Directors was called to order by Chair Erika Beck at 3:01 p.m. on Tuesday, October 4, 2023 via Zoom Conference Call at California State University, Northridge. A quorum was present.

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| Members Present via computer video and audio: | Josephine Anderson, Erika D. Beck, Golden Bachelder, Colin Donahue, Ronald Friedman, Carlos Fuentes, Paige Hajiloo, Mitul Kalra, Dave Moon, Michael Phillips, Jerald Schutte, Lois Shelton, Nicholas Tivy, Allison Walker, Ben Yaspelkis |
| Members Absent: | Harvey Bookstein, Hamid Johari |
| Staff Present via computer video and audio: | Heather Cairns, Rick Evans, Mike Lennon, Philia Militante, Cindy Ruan, Grace Slavik, Alexandra Stahl, Linda Turner, Kathryn Weeks |
| Others Present via computer video and audio: | Amy Berger, Bob Carlson, Sue Duits, John Fischer, Omar Galvez, Bella Newberg, Emily Porter; Neysha Rios, Samantha Thuotte, Lih Wu |

ITEM I WELCOME NEW DIRECTORS

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| <u>Faculty:</u> | Hamid Johari (Reappointed) | Three-year term (2023-2026) |
| | Dave Moon (Reappointed) | Three-year term (2023-2026) |
| | Lois Shelton | Three-year term (2023-2026) |
| <u>Community:</u> | Carlos Fuentes (Reappointed) | Three-year term (2023-2026) |
| <u>Students:</u> | Golden Bachelder | One-year term (2023-2024) |
| | Nicholas Tivy | One-year term (2023-2024) |
| | Allison Walker | One-year term (2023-2024) |

Dr. Beck thanked Hamid Johari and Dave Moon for continuing on for another three-year term. She also welcomed Lois Shelton to her first three-year term on the Board. Dr. Beck then welcomed the three new student Board members Golden Bachelder, Nicholas Tivy, and Allison Walker. Each student introduced themselves and provided brief information about their academic major, interests and clubs and organizations they are part of.

ITEM II RECEIPT OF SEPTEMBER 7, 2023 MINUTES

The minutes from the September 7, 2023 Executive Committee meeting were received as informational.

ITEM III APPROVAL OF THE JUNE 6, 2023 MINUTES

MSP (Phillips/Fuentes): That the minutes of the June 6, 2023 Board of Directors meeting be approved as circulated.

ITEM IV CONFLICT OF INTEREST STATEMENTS AND DIRECTOR'S HANDBOOK

The 2023/2024 Directors Handbook was distributed via email prior to this meeting. Changes in the Directors Handbook were noted in red. President Beck announced that the conflict-of-interest statements will be e-mailed for signing to the Board of Directors on October 5. Dr. Beck also noted the importance of signing and filing these forms.

ITEM V CSUN DELEGATION OF AUTHORITY FOR CALIFORNIA OFFICE OF EMERGENCY SERVICES (CALOES) GRANTS AND CONTRACTS

Grace Slavik, Associate Director of Financial Services, reported that the California Office of Emergency Services (or CalOES) changes their award numbers and period of performance annually. This necessitates that TUC provide a proof of authority approved by the Board granting authority to the Official Designees on campus who can enter into agreements or bind amendments on the company's behalf. Ms. Slavik stated that TUC recommends that Charlene Manzueta, Managing Director and Administrator-in-charge of Research & Sponsored Programs (RSP), and Dr. Amy Levin, Assistant Vice President of Graduate Studies, be designated as the Official Designees.

Lois Shelton, CSUN Professor, Department of Management, asked whether this delegation of authority would need to be redone once CSUN appoints a new Associate Vice President of RSP or if this delegation would be transferable. Ms. Slavik responded that it would need to be redone.

MSP (Shelton/Moon): That the Board give proof of authority to the following individuals for the current CalOES subaward agreements and amendments.

- **Charlene Manzueta, Managing Director of Research and Sponsored Programs**
- **Amy Levin, Assistant Vice President of Graduate Studies**

ITEM VI SUMMER PROJECTS UPDATE

Michael Lennon, Associate Director, Facilities and Operations shared an update on projects conducted across TUC facilities this past summer. These updates include replacement of freezer doors, a new large shade awning at the Campus Store Complex, two new air conditioning units at the Campus Store Complex, new lighting at Arbor Court, an updated security camera system to monitor all TUC facilities, and reupholstering of the booths at G'Mos.

ITEM VII CHARTWELLS HIGHER EDUCATION UPDATE

Heather Cairns, Associate Executive Director, Administrative Services, at TUC, and Omar Galvez, Chartwells Southern California District Manager, shared an update on food service in conjunction with Chartwells for the current fall semester, focusing on staffing updates and enhancements to various dining

locations on campus. Ms. Cairns began by highlighting the re-convening of the foodservice advisory committee, which has already met three times in the last few months and has contributed valuable feedback.

Ms. Cairns then showed selected metrics on food industry cost increases, pointing out increases in core categories of food sold on campus, as well as significant increases in costs to outside comparable competitors. She called out three particular menu items that have raised significantly and stated that Chartwells prices on campus were lower than the national average for all three. She then turned to Omar Galvez, who highlighted the ‘Cheap Eats’ menu at each dining location on campus, all of which feature meals under \$8.

Mr. Galvez discussed staffing updates at Chartwells, highlighting the growth in staff including promotions and added positions. He then acknowledged the difficulty in recruiting and retention in the food industry, and how this year Chartwells was able to combat this by starting their hiring efforts early in the summer and staffing at 110% prior to the beginning of the semester as well as increasing training.

Moving on to dining location updates, Mr. Galvez began by discussing the updates to Fry Shack at the Campus Store Complex, which has had its menu expanded to include burgers and sandwiches in addition to its offerings of fries and shakes, which has resulted in increased positive feedback for the location. At the Marketplace at the Sierra Center, Mr. Galvez highlighted the updates to the Grill, Pueblo, and Wild Blue dining locations, which have all received a visual and menu update.

Ms. Cairns then started an overview of the renovations planned for the Marketplace in 2024. She stated that work on the renovation will begin early summer 2024 and be ready for fall 2024. The renovation has a budget of \$1.3 million, leaving \$1.2 million remaining in the Chartwells contract to refresh other spaces over the years. Based on the results of a student survey focused on the Marketplace in fall 2022, there will be four new or returning concepts; Pueblo and Wild Blue will remain and be refreshed, while the Halal Shack and Baba’s Pizza will be added to the space. Mr. Galvez then conducted a walkthrough of concept renderings of how the space will look after the update is completed.

Jerald Schutte, CSUN Professor, Department of Sociology, brought up the FAST Act, AB 1228, and SB 640, and asked how and if these state bills would affect pricing at any of the dining locations discussed. Mr. Galvez said that these bills certainly will impact pricing, but it is yet to be seen by how much, and that Chartwells will be paying close attention to the markets and be ready to adapt. Rick Evans echoed this statement, that increased cost of labor will necessitate increased cost of food.

Associated Student leaders Paige Hajiloo, Golden Bachelder, and Nicholas Tivy all brought up concerns about the price and quality of food on campus and the benefit versus the cost involved in the 2024 Marketplace update. A robust conversation followed, the highlights of which included conducting a ‘market basket’ exercise to compare the prices of branded food on campus to outside vendors and conducting more student surveys in conjunction with the Food Service Advisory Committee.

ITEM VIII ACCESSIBLE DWELLING UNITS (ADU’S)

Rick Evans, TUC Executive Director, began by sharing an update on the faculty staff housing goals discussed at the Real Estate Committee meeting conducted about two months prior. Three initiatives were discussed at this meeting:

- 1) Devonshire Downs at North Campus;
- 2) Potentially buying an apartment complex; and
- 3) The potential to build accessory dwelling units (ADUs) on TUC's existing residential properties.

While Devonshire Downs and the purchase of an apartment complex will not be feasible any time soon, building ADUs was determined by the Real Estate Committee to be far more immediately viable. Mr. Evans elaborated that due to the combination of SB9 and SB1069, up to four housing units can be built on a lot typically zoned for a single-family home, as long as the lot is sizable enough, which TUC's lots are. Mr. Evans shared a map of TUC's six contiguous parcels of residential lots along Halsted Street, three of which have four currently rented residences while the other three lots are empty.

Mr. Evans elaborated that the long-term goal for this potential project would be to develop up to 15 residences and ADUs on these lots, bringing the total number of housing units in this area from 4 to 19. Mr. Evans then shared a spacing study map of this area, showing how 15 additional housing units could be placed on the six contiguous lots. The map showed potential for single story residences ranging from 2-bedroom 2-bath units at 1,200 sq ft to 3-bedroom 2-bath units at 1,500 sq ft. Mr. Evans then focused on the nearly half-acre lot located at 18321 Halsted St, identified as Phase I, as the starting point for this project, showing how four units could be constructed on this lot.

Bella Newberg, TUC Housing Consultant, then discussed next steps for this project. Ms. Newberg stated the team is currently meeting with architects to gather information to determine the best path forward. Multiple delivery options are being explored, including pre-approved ADU plans available from the City of LA, pre-fabricated homes manufactured off-site, and ground up planning and construction. More research is also being done on the permit process, the relevant laws and ordinances, common challenges, and associated costs. Once the delivery method is determined, a recommendation can be made on the path forward, which will be streamlined due to this project not requiring all CSU regulations and approvals. In addition to hiring an architect and engineer, other consultants will also need to be hired to manage and facilitate the project. Ms. Newberg stated that at the earliest, a recommendation can be made by the end of October, but may be delayed up until January. Once the recommendation is made, the estimate is that this project could be completed in between 12-16 months.

Mr. Evans then discussed the financial estimate for this project. Design and Predevelopment costs are estimated at \$230,000, while construction is estimated at \$1,770,000, bringing the total cost for this project to \$2 million. Assuming a 12% below market price for tenants and an estimated 5% net operating income annually, this project will recover \$2 million after 16 years of operation, which is in line with this project being mission driven and not intended to be a high yield investment. Finally, Mr. Evans recommended that the Board allocate \$2 million from reserves to fund Phase I and opened the floor for questions.

Dr. Schutte expressed support for this project and voiced a warning that interpretations can vary across municipalities on legislation seemingly allowing four ADUs to be built on one lot, without splitting the lot. Mr. Evans assured the Board that significant expenses will not be incurred on Phase I without affirmation from the City's planning and building department, upon reviewing preliminary plans, that final plans are will be approved.

David Moon, CSUN Professor, Department of Art also expressed support and pointed out that since these lots are directly across from campus, there is real potential to tie the design in with the aesthetics of the

campus. Mr. Evans concurred that consideration of campus aesthetics as well as consideration of the neighboring houses all needs to be thoughtful in our specific plans.

Dr. Shelton asked if it is too soon to have a backup plan in the event that the full proposal for four units on the one lot is not approved. Mr. Evans replied that while there are backup plans to scale back the development, if need be, the initial plans will not be furthered until they are fully approved by the planning department. Dr. Schutte added that there's no question about building four units, the only question is whether four units without having to split the lot will be allowed.

Golden Bachelder inquired as to whether it would be possible to rent the upcoming units at even 25% below market to benefit the renters more, even if it would take longer to recoup the construction costs. Mr. Evans replied that due to the rate that market rent rises versus the rate TUC raises rent, TUC's tenants often end up paying lower than 12% below market for the majority of their leases. Michael Phillips, CSUN Professor, Department of Finance added that while it would be great to reduce rental costs, the resources TUC has are finite and a reduction in rental income means that TUC has less money to contribute to scholarship funds and other campus programs.

MSP (Donahue/Phillips): That the Board authorizes the allocation of up to \$2 million from TUC reserves to fund Phase I of the ADU initiative.

ITEM IX CSUN READY: AFFORDABLE COURSE MATERIALS FOR UNDERGRADUATES UPDATE

Mr. Evans provided an update on CSUN Ready: Affordable Course Materials for Undergraduates, the Equitable Access (EA) program that automatically distributes all required learning materials to students for a flat fee, unless the student opts out. TUC's Exploratory Committee held several meetings last year, reported to the President's Cabinet in January, and recommended a fall 2024 implementation date. This recommendation was well received and the primary takeaway was to meet with the campus community to share the initiative and gain feedback. Since then, around 40 zooms and in person meetings have been held so far with more to come, all of which have been met with support. Most relevantly is the upcoming return to the Cabinet to provide an update on the meetings and receive final approval for CSUN Ready before starting implementation. <Note/Update: President's Cabinet approved CSUN Ready for Fall 2024 implementation>

Mr. Evans then gave a quick background on EA programs at other California CSU's. The campus meetings have been very productive, with great feedback including suggestions on how to market and advertise the program. Recurring questions have included opt-out rates, accessibility, academic freedom, and transparency. There has also been interest in doing research on CSUN Ready after implementation to track student results under the program, and determine what can be done going forward to continue to improve student success. The ease of opt out has also been a common concern, and Mr. Evans shared a tutorial video to show that the opt out process will be quick and simple for students.

Ms. Cairns then discussed financial aid in relation to CSUN Ready. While it was not possible for students to use their financial aid to pay for MCDA, it will be feasible for students to do so to pay for CSUN Ready. TUC has already met with Financial Aid and Student Accounting and will be meeting with the Campus Fee Advisory Committee shortly to work out the details on the back end. In addition, the roadshows to meet with groups on campus will continue, including meetings with the cultural houses and other centers and

councils. Implementation meetings will also continue after the Cabinet meeting as the technical and financial aspects are fleshed out. A full marketing plan aimed at both students and faculty is planned to ensure communication on this program is very clear, including training, online resources, regular emails, and physical marketing collateral across campus.

Dr. Shelton asked if it would be possible for students to opt out of just one class in a semester, or if they would have to opt out of all of their classes in a semester. Emily Porter, Director, Access Growth, Follett, replied that students would need to opt out of the entire semester. Dr. Shelton also inquired how it would be possible to continue the program at the stated price point even if a high percentage of students were to opt out. Ms. Porter replied that the price point is based on statistics and trends of opt out rates at previous EA programs at other institutions, and that if significantly more students opt out than is projected, that will indicate that the program needs to be re-evaluated to better serve the students.

Carlos Fuentes expressed support for this program, reiterating that all the data on EA cannot convey the intangible impact it has on student confidence, which is especially relevant as CSUN is a Hispanic-serving institution. Benedict Yaspelkis, CSUN Professor, Department of Kinesiology, also added that based on his experience with MCDA the opt-out rate has been zero, and that he has seen what a huge advantage it has been for his students.

Dr. Phillips asked if it would be possible for students to receive their materials through CSUN Ready even if they add a class after the add/drop date. Amy Berger, Director, CSUN Campus Store, replied that it will still be possible, up to about a midpoint in the semester.

ITEM X ANNOUNCEMENTS

There being no further business, the meeting adjourned at 5:01 p.m.

Respectfully submitted,



Colin Donahue, Recording Secretary