Board of Directors Meeting Agenda
September 16, 2019
3:00 p.m. to 4:30 p.m.
Administration Building, ADM 460
1600 Holloway Avenue, San Francisco, California

I. Call to Order by the Chair, Trevor Getz

There being a quorum present, the University Corporation, San Francisco State (UCorp) Board of Directors was called to order by the chair, Trevor Getz, at 3:03pm at San Francisco State University, Administration Building, room 460, San Francisco, CA.

<table>
<thead>
<tr>
<th>Board Members Present</th>
<th>Board Members Absent</th>
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<tr>
<td>Rob Strong</td>
<td>Brian Beatty</td>
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<td>Kal Salama</td>
<td>Jay Orendorff</td>
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<td>Bonnie Li Victorino</td>
<td>Anoshua Chaudhuri</td>
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<td>Nancy Gerber</td>
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<td>Jason Porth</td>
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<td>Trevor Getz, Chair</td>
<td>Lynn Mahoney, Ph.D., President</td>
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<td>Gene Chelberg</td>
<td>PK, AS President</td>
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<td>Yvonne Bui</td>
<td>Andrew Lok</td>
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<td>Neil Cohen</td>
<td>Shae Hancock</td>
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<td>Noriko Lim-Tepper</td>
<td>Chris Farmer</td>
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<td>Kathleen Bruno</td>
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<td>Tammie Ridgell</td>
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<td>Mary Bagazinski, Clerk</td>
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1. Round Table introductions
   Each individual introduced themselves.

2. Approval of the Agenda.
   Neil moved to approve. Rob seconded. No objections. Approved.

3. Approval of the Board of Directors Meeting Minutes for June 24……………………………Action
   Moved. Approved unanimously.

The Chair welcomed Dr. Mahoney to the UCorp Board of Directors.

II. Lynn Mahoney
Thank you for having me. Trevor was a one-person marketing effort, explaining how incredible the staff, students, and faculty are here. He was great PR for the University. Also, I’m a fellow historian.

The work of the university can’t be accomplished without the arm of UCorp. I’ve had the pleasure of being chair of a board of an auxiliary service. Campus may not understand the role of it. The auxiliary was just as student driven as the rest of us and had the ability to be creative.

Students come to university for academics but will often leave if everything else is off.

There is a responsibility for the board to support the University.

I’m here to learn what I can from you and how we can continue to synergize so the University continues to grow. I’ve been amazed and impressed in seeing what UCorp does.

III. PK

Came to the University in the Fall of 2015, as a freshman and international student.

I didn’t know how the University worked, now I have a seat at the table where I didn’t before.

I always wanted to represent the students. I always wanted to give back to them – make them more aware of resources and things that are available on campus.

I’ve wanted to help them have the SFSU spirit flow within them.

Discussion

• Neil –
  o One of the things I’ve brought up for years is the speed of doing things. We have 25 million under management.
  o Many things seem to be reactive. There are needs. How do you do something proactive? How do you reunite all of these needs? What can we do to make campus life better for students?
  o We have ideas, but it doesn’t happen because of several roadblocks.

• Lynn
  o Academic Master Plan process – lead by Academic Senate, Provost, and Nancy. It should be driving everything we do – Capital Planning, Enrollment. How does UCorp support this?
  o Universities are not good at prioritizing and are not good at saying no.
  o We need a solid set of list of projects that we can focus on.
  o Each student expects to matriculate in 4 years, but only 60% do. It has to be quality.
  o I like the Academic Master Plan, and everything we do needs to align with that. And there’s other challenges such as enrollment that we have to figure out.
  o We have a housing crisis - that comes first.

• Trevor
  o I am concerned that, in the 18-19 years that I’ve been here, a plan has been the “next big thing”. I think UCorp plays its proper fiduciary role while being an arm for student success. It’s hard to determine where some boundaries are, however.

• Jason
  o PK, what do you think is the biggest challenge facing our students today?

• PK –
  o 1) Housing – only 20% of students stay on campus.
  o 2) Expenses living in city. Incomes and spending don’t align. Students prefer eating at Stonestown, because it’s cheaper.
· These are primary. If we solve these, it would help all other things. These things are preventing us from engaging with students in other activities and with school. They’re also preventing students from accessing the best education they can get.

· Some students take classes that are spread out through the day they don’t have a place to take a nap, for example. Commuters need support.

· Being an international student is completely different – if you’re new and don’t have communities on campus to support you. I found support in Student Organizations. I would like to see more student participation in student activities. We have so many programs, but there’s low participation. Making them aware of these resources, activities is important.

· Neil – Parking, food, on campus comfort, and if you fix those it would help drive engagement in other areas. Those can be addressed; they’re not “moonshots”.

· Gene – One project that recently got funded - hubs and lounges project. That could benefit from updates, 30k grant to buy equipment and making some small improvements in Campus Rec center and library. We are working on that this fall.

· PK – The problems that I stated, we have partial solutions – but we could discuss more.

· Trevor – Relationship management will be key. It’s important that AS sees us as an ally, it is important that we act as an ally. Building that relationship takes time and effort.

· Gene – We need to be more evidence based on what we do and with everything that we do with enrollment, we collect data. To see whether or not if that intervention makes a different for them. If a student is using gator groceries, for example. We’re going to be able to track to see how students are using those resources. We haven’t been as data driven as we have the past 3-5 years. It’s been a culture shift.

· Lynn - If there were 1-2 problems for retention we would have solved them a while ago. We’ve prioritized housing. That’s not necessarily driving down price. Access to classes remains huge and that remains in our hands. Patterns – we look at DFW rates. Are our courses designed for the students we have? Look at our curriculum, is it doable in 4 years? Academic Master Plan is not the next-best-shiny thing. It goes from the inside out.

· Neil - Parking is fixable – for students to have to choose between parking and food is ridiculous. Some of these things are so basic. Some things we can fix right away.

· Trevor - I think for us, we have to identify the things we can do. On one hand our goal is to be innovative and on the other, to not be a waste.

· Lynn - We have to handle those students who are food and housing insecure. We have to drill down – a lot of students say that the service we’re providing is not good enough for what they’re paying. The solution lies somewhere between the allocation of resources. I don’t think we’ve leveraged enough technology. We can align our technology better.

· Jason – re parking – be mindful, if students are driving, because they live far away they’re choosing that more expensive route. If we can help by guaranteeing more housing that’s affordable, that would be a solution.

· Neil - I understand, I teach, I have students, one is from Antioch, she’s on the train, she can’t afford to live on campus. Parking seems like an obvious problem that seems within our purview. That’s an interesting calculus, you can still fix that. When students are a part of the meeting, these discussions happen. We are a student success organization, if we can make it better for the students, it’s better for everyone. Bring your issues to us so we can discuss them. Some things we can deal with. We are able to have an input.

IV. Public Comment

No public comment at this time
V. **Resolution:** Welcome Noriko, President Mahoney’s designee

Gene moved to approve. Motion was seconded. Unanimously approved.

VI. **Resolution:** Adoption of Policy on Travel Restrictions to Banned States

Board Discussion
- Trevor described the background and context for this resolution. On one hand UCorp is aligned with university policy and on the other hand, we’re here to provide flexibility.
- For example, there was one case in the past – researcher working on LGBTQ issues researching in North Carolina. It seemed in bad faith to prohibit them to go there to research. We paid for it via UCorp. The goal was to use language that provided flexibility while still aligning with CSU policy.
- Question - What’s the criteria for determining? Good question, the Chair and ED would have to review.
- Motion to approve from Gene, seconded by Kal. Unanimously approved.

VII. Clerk of the Board Announcements/Constituent Reports

1. Website Bio Updates
2. Fall 2019 Board Retreat
3. Constituent Reports

VIII. Constituent Reports
- Nancy, Academic Senate Chair reported the following
  - Academic Calendar continues to pose a challenge.
  - Convocation date – Wednesday August 18th
  - New next year: Three faculty work days before the convocation in the fall – this will be better for Fall Experience
- PK, AS President reported the following:
  - Student Food pantry – opened 4th September, working to open it 5 days a week,
  - Are working with food donations – to receive them. Working on financial donations-working to find partners.
  - Question: Which is a bigger problem? Food or hours?
    - Food availability
    - Neil – asked for information to forward to people
    - Mary to follow up with PK
  - How much per week do you need?
    - PK - $6000 worth of food was given away in 3 days. This was purchased from Food Bank. But there was more that was given away from other sponsors.
  - Every time students come, we survey them on what food is needed. We're off to a great start
  - PK’s goal is to get rid of food insecurity on campus.
- The BOD asked Mary to ask Horace, Interim Executive Director of Associated Students, to share with Board more info on the food pantry.
- Question: Was there any negative feedback? There was some regarding lines and crowd control with the vendors
IX. Report from the Finance Committee Chair, Kal Salama
- Kal will present on the investment program and how it works in December
- As of the end of July, investments remained relatively flat
- Short comment on the UCorp budget
  - UCorp is not operating off of that 25 million, much of it is re-invested
  - There has been a lot of volatility in August
  - Today’s announcement of the taking out of the 5% of world’s oil supply in Saudi Arabia and the potential for retaliation with Iran could result in a 10% increase in price of oil.
    Years ago, this would have been terrible. Things have changed. This doesn’t affect the markets as much as it would have.
- Question: Could you comment on the potential recession? Are tariffs going to cause a recession? Is there going to be one? Are we prepared for this?
  - Tammie reminded us that we’re well-positioned. We are running a conservative portfolio. The impact would be very low if a recession hit. However, if it lasted 2-3 years, it could be trouble. The stock market is still currently near highs. Historically in the whole history of the market, the market is 6 months ahead of a recession.
- We are officially ahead of the Foundation in regards to Fossil Fuel Free (FFF) investments.

X. Report from the Associate Vice President, Tammie Ridgell
- UCorp is in the end of the Audit
- It’s been progressing. Sticky point is 2 Varela, which is a public private partnership. For example answering questions such as: Which books is it recorded on? How do you carry it?
- UCorp oversees all of the auxiliary audits – for all Foundation, Associated Students, and UCorp

XI. Report from the Director of Operations, Chris Farmer
- Annual Inventory review in June
  - Shrinkage was well below budget
- Re-merchandised Healthy U: New cooler
- Deferred Maintenance at the Cesar Chavez Student Center
  - Group meeting every 2 weeks to address the backlog of maintenance at student center
  - Roof and air handling needed to be addressed
  - Half of the roof has been replaced – was badly needed. Vendors’ roofs repaired and loading dock repaired.
- Bookstore
  - Store reorganization via shop by author – uses less space. We’re hearing good feedback already.
- Vendors: All of our leases have been renewed and they’re long term leases
  - Crave won the RFP
- Orientation Lunch Voucher Program
  - Great for Student Affairs. We’re able to help with incoming students and parents.
- Gator Trucks – 4 for their events – great opportunity
- Food Pantry
  - Brought in traffic to building
- Self-Ops
  - We don’t have full financials yet due to the audit but shops are all doing well.
Open24
- First year. A lot of ups and downs related to the errors with the machine. We troubleshooted and did updates.
- Almost $500 every day, and $600 the other day.
- Signage is finally ready. It was produced in Ohio and was shipped here. Ready for installation.
- Neil – sales go up 20% when you put up a sign
- Rob – when you factor in costs, what is the daily break even?
  - Our margin is 40%. It’s a pretty low cost to run.
  - Question: We’re safely in the black? We’re still depreciating but we’ll have updated financials soon.

Bookstore
- There was an issue with vouchers not being able to be used by veteran students, but it is being resolved. The Bookstore sells books to veterans and the accounts were not being filled by the grants. Some vouchers weren’t able to be used due to this. There was a backlog for the vouchers to be funded.
- Neil – If you know anything about retail, you always measure against the following year. You saved Ctrl+P. The increases are there with no change in enrollment. Good management decisions.
- Chris – Thank you to you and the retail committee. It’s been great to have that support
- Gene – It would be interesting to look at the price point for our food vendors. I agree with some of the statements made. I’m wondering if we’re doing anything with our vendors to encourage half sandwiches; it feels like we’re pricing folks out of their lunch money. It would be interesting to look at the data.

XII. Report from the Executive Director, Jason Porth
- Two opportunities
  - 50th Anniversary Celebration of Ethnic Studies on Oct. 12th. Trevor – can I agree and encourage you! The chancellor will be coming
  - Nov 1st – Annual Hall of Fame Alumni Dinner. We’re going to get tables and would like to invite you to join us.
  - Sierra Nevada Field Campus
    - The buildings were built over 70 years ago. They’re showing their age.
    - We sent a structural engineer up there who did a walk through.
    - With modest work, all three buildings can be shored up.
    - There is less risk for earthquake, more for snowpack. Risk is significantly limited.
    - Work does need to be done though,
    - Colleagues from other depts. are holding a session about how other campuses can use and benefit from the field campus.
  - 2 Varela
    - Way ahead of schedule. To be finished mid-summer 2020
    - Project is under budget
    - Who gets to decide the retail offerings on main floor?
      - Developer’s choice under our prohibitions. They agreed to work with us.
    - We’ve pushed for all electric – which would be amazing for commercial and residential.
  - 2 new Housing Projects
• We can spread our debt payment out over a longer period, which lowers price for students.
• One will have 2,000 beds and the other will have 2,500 by 2023.

XIII. FY19/20 Calendar & Committees

XIV. Call for Adjournment

With no further business to discuss, the meeting was adjourned at 4:32pm.