• *Celebrating 30 Years* •

CSUSM CORPORATION | FY2019-2020

BOARD OF DIRECTORS REPORT



WWW.CSUSM.EDU/CORP

CSUSM
CORPORATION



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Introduction

WHO WE ARE

CSUSM Corporation Inc. is a non-profit auxiliary organization that exists to provide programs and services that strengthen and enhance the mission and goals of CSUSM. Corporation operations include administration of sponsored programs, human resource and payroll services, commercial services, campus dining, catering, university store, childcare center, student housing, summer conferencing, Innovation Hub, real estate development, property management and entrepreneurial operations.

TIMELINE

APRIL 1990
CSUSM Foundation Incorporated

JULY 2008
CSUSM Foundation split into two auxiliaries CSUSM Foundation (philanthropic) and University Auxiliary Research Services Corporation (UARSC)

JULY 2017
Merger of UARSC and University Corporation to become CSUSM Corporation

JULY 2017
CSUSM Corporation brought on Student Housing and Summer Conferences

FEBRUARY 2018
Corporation moved to Craven Hall

AUGUST 2019
Corporation moved to Extended Learning Building

APRIL 2020
CSUSM Corporation celebrated 30 years.

BOARD OF DIRECTORS

CSUSM Corporation is governed by a Board of Directors consisting of University administration, community members and faculty, alumni and student representation.

BOARD MEMBERS

MS. SARAH VILLARREAL
AVP Community Engagement, CSUSM
Designated Member - President's Designee

MR. NEAL HOSS
Vice President, Finance & Administrative Services, CSUSM
Designated Member

MR. JASON SCHREIBER
Dean of Students, CSUSM
Administrative Member

DR. CHARLES DE LEONE
Interim Dean, Graduate Studies & Research, CSUSM
Administrative Member

DR. RANJEETA BASU
Interim Provost & Vice President for Academic Affairs, CSUSM
Designated Member

DR. CYNTHIA CHAVEZ METOYER
Faculty Director, Community Engagement, Office of Internships, CSUSM
Faculty Member

DR. ANN BERSI
Community Member

MR. CHRISTOPHER D. THIBODEAU, CPA
Community Member

KENNETH TRAN
ASI President, CEO
Student Member

CSUSM CORPORATION COMMITTEES
Joint Audit Committee
Finance and Operations Committee
Sponsored Projects Committee
Executive Committee
Housing Advisory Committee
Innovation Hub Advisory Committee

Introduction

LETTER FROM BELLA NEWBERG, EXECUTIVE DIRECTOR OF CSUSM CORPORATION

While this year has presented the Corporation with many exciting changes, and significant challenges, through it all, our team has adapted and remains focused on CSUSM's mission of preparing future leaders, building great communities and solving critical issues. I am pleased to share this report on our progress, accomplishments and goals for the future.

This year CSUSM Corporation celebrates thirty-years of service to CSUSM, and we welcomed President Neufeldt to our Cougar family as our fourth President on July 1, 2019.

In March 2020, the Coronavirus (COVID-19) reached pandemic status, and, due to heightened concerns statewide, on March 19, 2020, Governor Newsom issued a stay at home order, and the decision was made to transition all classes to virtual instruction beginning March 20, 2020, and most employees to telecommuting. Since then, COVID-19 has had a profound impact on the world, our university, and CSUSM Corporation. I am very proud of the way our Corporation team has responded. We have taken action to minimize the financial impact on our business operations while continuing to serve students, supported our employees in the transition to telecommuting, migrated our business operations to on-line, and partnered with campus to continue research operations for our faculty and students, while prioritizing the safety and wellbeing of our campus community. I would like to thank our Board of Directors and our staff for their dedication and leadership during these challenging times, we will get through this together, and we will persevere.

Thank you,
BELLA NEWBERG





Organizational chart

CSUSM CORPORATION TEAM

CSUSM CORPORATION BOARD OF DIRECTORS

NEAL HOSS
Vice President Finance and Administrative Services

BELLA NEWBERG
Executive Director
AVP, Business Development

KARLA FRAZEE
Executive Assistant

TRINA BECKWITH
Director, Sponsored Projects

- **KIM ASKEW** — Sr. Sponsored Projects Analyst
- **CAMILA OBERMILLER** — Sponsored Projects Analyst
- **RACHEL STIEHL** — Sr. Sponsored Projects Analyst
- **ZACK WEAVER** — Sr. Sponsored Projects Analyst
- **THERESA MAI** — Student Assistant

MICHELLE HINOJOSA
Director, Human Resources & Payroll

- **DANIELA MOEHLECKE** — Payroll & Benefits Specialist
- **MARCIA AGNEW** — Human Resources Generalist
- **ALEXA CORDERO** — Student Assistant
- **AMANDA SHEPARD** — Student Assistant

JANINE PRIOR
Finance Director

- **JUSTIN COX** — Business Operations Specialist
- **BRENDA HOVIS** — Finance and Operations Specialist

CYNTHIA FENIMORE
Director, Commercial Services and Property Management

- **SCOTT LLOYD** — Extended Learning Building Facility Manager
- **COMMERCIAL PARTNERS**

OPERATIONS AND STUDENT HOUSING

- **JANELLE TEMNICK** — Manager, Auxiliary Programs
  - **NICOLE HAINING** — Student Assistant

REAL ESTATE



CSUSM Corporation Gives Back



CSUSM Corporation has contributed $182,235 in Fiscal Year 2019-2020 to enhance the student educational experience and further the mission at CSUSM.

- **13**, **$800 scholarships** for a **total of $10,400** were awarded to students in the form of a University Store gift card. These scholarships were to be used for books, supplies, and CSUSM merchandise.
- **$163,027** was given to support students, staff, and the CSUSM mission.
- **$8,808 in donations** was given by CSUSM Corporation partners to support student activities and events.



FOLLETT

- Follett Supported multiple Orientation events last year and sold special $20 O-Swag boxes.
- Follett has made Donations to support different events and/or departments on campus including Coffee with a Cop, Athletics games/events, Alumni Association events, Liberal Studies Graduation Reception Raffle, Dreamer Welcome Day, Weeks of Welcome, Zero Waste Event, Cougar Madness, VA Day Celebration, and others.

During the campus closure in March, Follett stepped in to support CSUSM students and faculty through the Spring semester:

- Offered free shipping on rental returns and extended the rental return deadline.
- Follett partnered with Redshelf to offer free access to eBooks. Students were able to access up to 7 eBooks for a designated period.
- Offered Free shipping for on-line orders.

DINING SERVICES/SODEXO:

Throughout the year Sodexo partnered with campus departments including UPD, Pride Center, USU, ASI, and others for various events to support student success and student engagement including:

- Coffee with a Cop – **4 events**.
- Cougar Eats – **6 events** lot of activity due to partnering with Student Centers in the USU: Cougar Pantry, Pride Center, ASI, USU Live.
- 2nd Annual PB&J Drive – took place in November 2019, making just under **1,000** sandwiches for food insecure community members.
- Pop-up Food events – **4 events** including Banana Splits, Greek Gyro Bar, French-fry Bar and Late-Night breakfast.

Business Services and Finance



Business Services & Finance oversees and manages the business and financial operations of the CSUSM Corporation with a focus on service, communication, compliance and collaboration.

SERVICES

The primary functions of Business Services and Finance include:

- Fiscal Management and Forecasting
- Budget Development
- Financial Reporting
- Investment management
- Year-End Financial Audit and 990 Tax Return preparation with Accounting and external auditor
- Develop and maintain Policies and Procedures
- Procurement and Contracting
- Fixed Asset management
- Marketing and Website development
- Campus Program Administration
- Customer Service and Training
- Mange Corporate documents



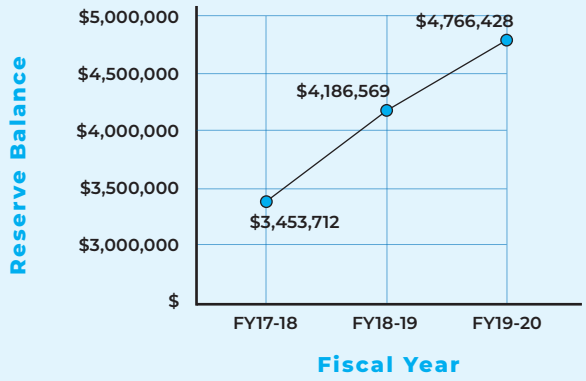
Business Services and Finance



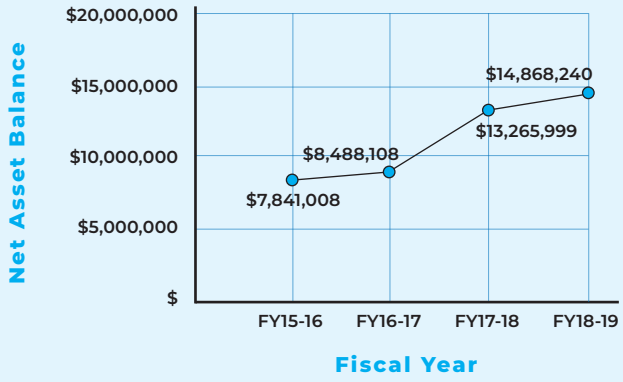
TRENDS AND STATISTICS

Prior to COVID-19, the Corporation has experienced sustained financial growth, with a steady increase in net asset value, the establishment of healthy reserve balances and consistently strong net income results.

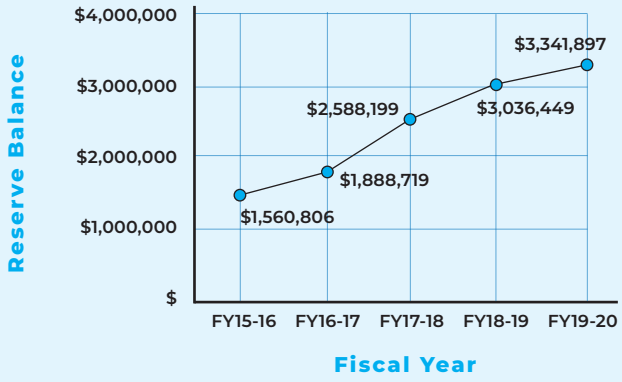
CORPORATION (HOUSING) RESERVES



CSUSM CORPORATION FINANCIAL TREND



CORPORATION (ADMIN) RESERVES



CORP (ADMIN) FINANCIAL SUMMARY

Administration High-Level Summary	FY19-20 Projected	FY18-19 Actual	FY17-18 Actual	FY16-17 Actual
Total Revenues	$ 3,242,979	$ 2,949,277	$ 2,910,208	$ 2,743,492
Total Expenses	$ 2,699,607	$ 2,645,626	$ 2,312,773	$ 1,902,320
Net Income/(Net Loss) Before Post Retirement Expense	$ 543,372	$ 303,651	$ 597,435	$ 841,172
Post Retirement Expense	$ 4,795	$ 20,393	$ 81,341	$ 161,242
Net Income/(Net Loss) After Post Retirement Expense	$ 538,577	$ 283,258	$ 516,094	$ 679,930

Business Services and Finance

RECENT ACCOMPLISHMENTS

FINANCIAL SUPPORT

In April 2020, CSUSM Corporation applied and subsequently received loan funding under the Paycheck Protection Program (PPP), of the Federal CARES Act passed by Congress to provide economic aid to those impacted by the COVID-19 pandemic. This funding represents an important resource for the Corporation and specifically employee retention as we navigate the financial impact of the pandemic.

AUDIT

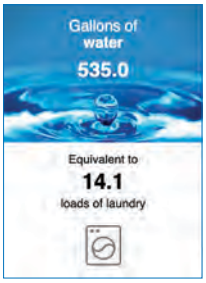
CSUSM Corporation had zero findings for the FY 2018-19 Financial Audit conducted by Aldrich CPAs + Advisors LLP.

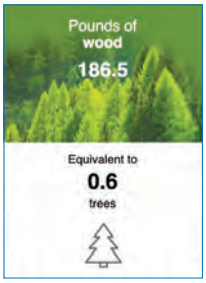
Additionally, CSUSM Corporation partnered with CSUSM's internal auditor to audit Hospitality, ProCard, Direct Pay, and Gift Card policies and procedures. This audit concluded in June and resulted in revised policies, streamlined procedures, and consistent on-line forms.

STREAMLINING PROCESSES

Since July 2019. CSUSM Corporation has updated three policies, four procedures, and created one new policy that enhanced customer service and compliance.

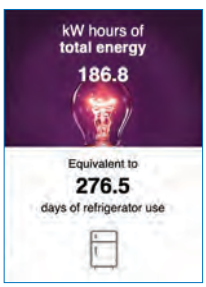
CSUSM Corporation has transitioned fifteen forms from DocuSign to Adobe Sign and processed **1,468** electronic forms this fiscal year. This is a **55% increase** over last year. In total, these forms have routed to over 6,000 signers and CSUSM Corporation has saved over 5,000 sheets of paper moving us closer to the campus' sustainability goals.













This year, CSUSM Corporation took electronic communication, information sharing, and workflow to the next level when we expanded our use of Microsoft programs such as Planner, Teams, Forms, Flow and SharePoint. Since March 2020, when campus closed due to COVID-19 and all staff began working remotely, these programs have proven to be essential to our working environment as we continually look for creative ways to improve processes, stay organized, and communicate regularly with one another.

ENHANCED CUSTOMER SERVICE

CSUSM Corporation has enhanced customer service for our customers and students by offering trainings to faculty and staff on CSUSM Corporation business processes. The team facilitated trainings on procurement, purchase order processing, travel, and ProCard.

GOALS FOR 2020-2021

- Evaluate opportunities to update policies, procedures, guidelines and forms, in the interest of increasing consistency for our users.
- Leverage IITS resources to explore online capabilities for staff and faculty while telecommuting.
- Enhance service and communication through online training and resources to support evolving Corporation customer needs.
- Complete Biennial Capital Property Inventory.
- Partner with Campus in the development of improved budgeting, reporting and forecasting tools.
- Develop a sustainable budget and continue to support fiscal stewardship.



Commercial Services

Commercial Services is responsible for the management of over 20 commercial partner contracts. Our goal is to connect partners with the campus community, deliver quality products and services, ensure compliance with contract requirements, and identify new opportunities.

Due to COVID, Commercial Services ceased in March 2020 with the exception of the University Store who continued serving our campus community through on-line ordering. Commercial Services revenue was on track to increase year over year by **22%**. The year over year result was flat revenues from FY 18-19 to FY 19-20.

COMMERCIAL PARTNERS

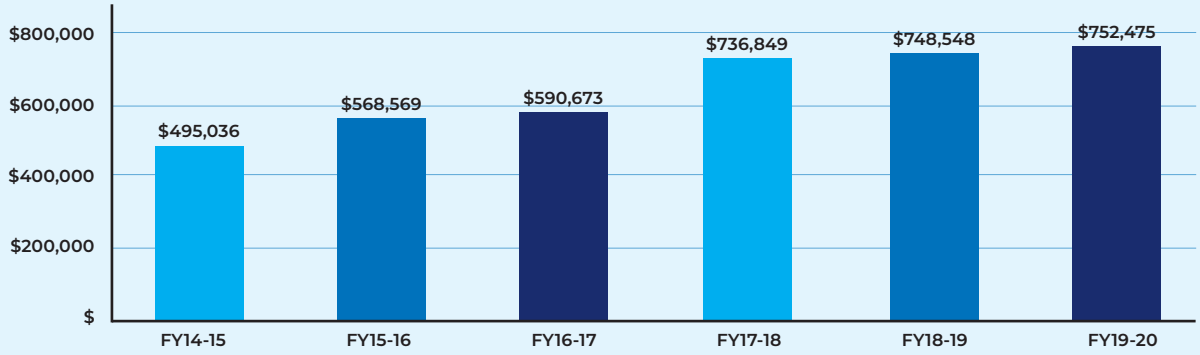
- Bella Beverage
- Campus Coffee
- Event Beverage Solutions
- FedEx
- First Class Vending
- Follett
- KinderCare
- Learfield Licensing
- Panda Express
- Pepsi, Co.
- Sodexo
- Starbucks
- Wells Fargo

CATERERS

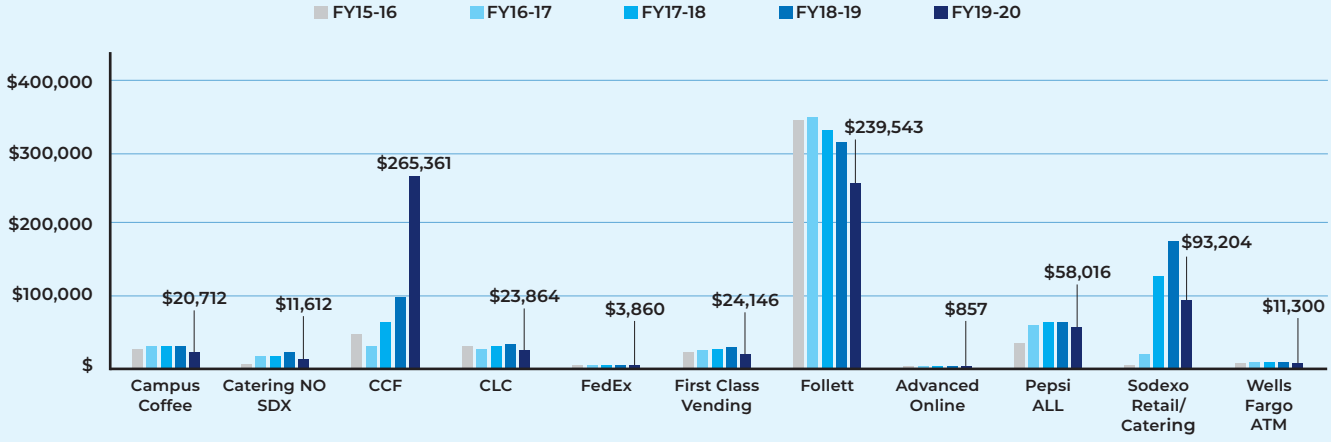
- 3 Local Brothers
- Brothers Signature Catering
- Hunter Steakhouse
- Kona Ice
- Mr. Taco
- Panera Bread
- Red Tail Catering
- San Marcos Deli

TRENDS AND STATISTICS

COMMERCIAL SERVICES ANNUAL REVENUE



COMMERCIAL SERVICES REVENUE YEAR-OVER-YEAR



Commercial Services



RECENT ACCOMPLISHMENTS

DINING SERVICES/SODEXO

- Sodexo increased Social Media presence with regular postings about events, recipes, and menu items.
  In Fall 2019:
  - Post "likes" **increased by 75%**
  - Average views on Instagram stories **increased by 30%**
  - Reached **1,000 followers** on Instagram
- In Fall 2019, the campus community had the opportunity to participate in a Customer Satisfaction Survey and overall participation **increased 230%** (with 513 student participants)) over last year. The results showed:
  - Food and service satisfaction **improved by 5%** (from 85% to 90%).
  - **90%** of participants indicated they would recommend the campus dining locations to a friend or fellow student.
- Increased Vegan, Vegetarian, gluten free options.
- Sodexo partnered with the CSUSM Sustainability Committee on the Campus' compost program, the cooking oil recycle program, and changed procurement processes to purchase more pre-cut vegetables etc., to decrease food waste.

FOLLETT

- Follett added a bookstore kiosk and Vending Machine in the new Extended Learning Building to provide services to students.
- Follett installed a Better World Books Donation Bin in the store. Students can donate their books to support literacy; Follett packs (with reused packaging material) and ships to Better World Books. Follett Donated over **4500 pounds** (102 boxes) of Books between July 2019-July 2020.
- Follett offered Free shipping on all online orders and spring book rental returns for the conclusion of the Spring Semester.

GOALS FOR 2020-2021

- Collaborate with Academic Affairs and Follett to leverage Follett's course management system to provide more affordable and accessible materials.
- Develop repopulation plans for implementing health and safety protocols per the guidelines from the State, County, and CDC in response to the COVID-19 pandemic.
- Develop strategies to maximize and promote student services on campus with limited campus population.
- Evaluate opportunities to open and expand campus dining services.



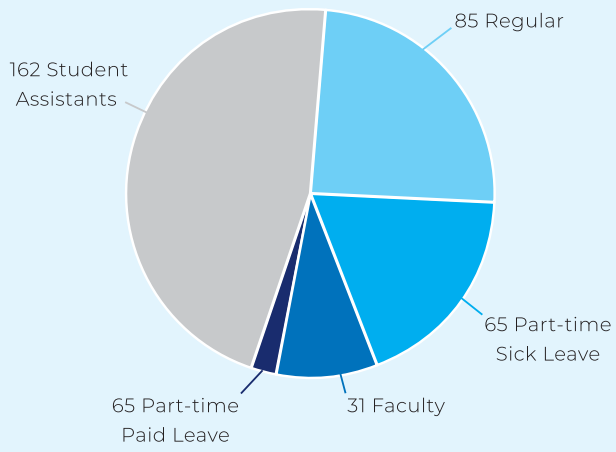
Human Resources and Payroll Services

The CSUSM Corporation Human Resources and Payroll Services provides quality customer service in the areas of compensation, benefits administration, training, and employee relations. Human Resources ensures the adherence to all employment laws, legislative issues and regulations. We provide guidance to CSUSM Corporation Project Managers, Principal Investigators, employees and the campus community. We are committed to ensuring the safety of all our employees and to executing our assigned duties with the highest degree of ethical standards.

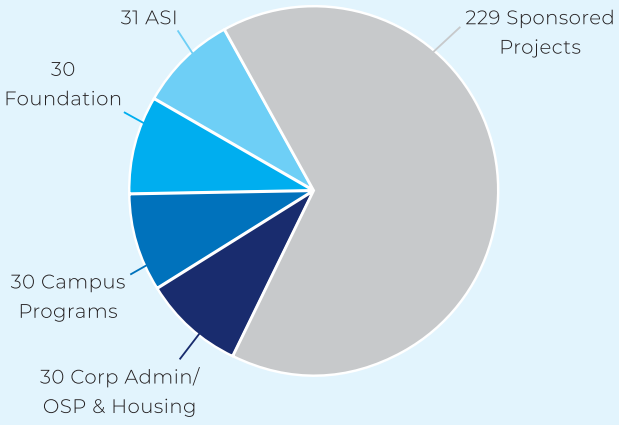
EMPLOYEES

CSUSM CORPORATION HAS 350 ACTIVE EMPLOYEES AS OF JUNE 2020.

EMPLOYEE CATAGORY



EMPLOYEES BY BUSINESS AREA



RECENT ACCOMPLISHMENTS

EMPLOYEE RESOURCES





- Completed Employee Handbook updates
- Moved toward a Self-Service Model for employees.
- New hires book their new hire orientation through Microsoft Bookings
- Employees are encouraged to log into the Human Resources Information System themselves to make all personal changes.

HIRING AND RECRUITING

- Revamped New Hire Orientation to include Power Point and electronic submission of fillable forms
- Recruiting – As a way of highlighting our employment opportunities, LinkedIn Postings were created for HR and the Hiring Manager to include on their LinkedIn Page with a link to the CSUSM Corporation website.

ONLINE SERVICES

- Began Utilizing Adobe Sign for electronic signature approvals
- Facilitated COVID-19 FFCRA Paid Leave webinar in April 2020

GOALS FOR 2020-2021

- Enhance employee and manager resources including the Employee and Manager Handbooks.
- Expand customer service through quarterly HRPR webinars.
- Leverage IITS and technology resources to implement new employee services, electronic filings, document tracking and develop automated and streamlined processes.
- Evaluate opportunities to utilize online resources to increase community outreach.
- Develop an employee Peer Recognition Program and automated New Hire Orientation for student assistants.
- Review and evaluate opportunities to improve employee forms and processes.

Office of Sponsored Projects



The CSUSM Corporation Office of Sponsored Projects (OSP) supports the university by entering into agreements with project sponsors and provides post-award fiscal, compliance, and administrative oversight. OSP has a fiduciary responsibility to monitor sponsored projects in such a way that ensures compliance with applicable rules and regulations, avoids fines, prevents fraud, and maintains the integrity of financial records. The team prepares financial reports for sponsors, reviews project expenditures, represents the corporation during external and internal grant audits, assists with the negotiation of indirect cost rates with the federal government, and provides information to sponsors and CSUSM/Corporation personnel regarding sponsored project financial activity.

VALUE OF RESEARCH AND SPONSORED PROJECTS

- Recognizes CSUSM's contributions in research, scholarship, and creative activity
- Positive societal impact through economic development by applying theory, discoveries, and new knowledge to practice
- Systemwide faculty collaborations
- Leadership and contribution to public decision-making and to global knowledge-base
- Encourages creative activity that strengthens a culture of excellence
- Engages project leaders in personal and professional growth

SERVICES

OSP provides the support needed for students, faculty and staff to create, research and learn. The team provides the CSUSM research community with professional expertise and quality customer service in the pursuit and management of external funding. The purpose of a central post-award office is to minimize the administrative burden on researchers and emphasize enterprise-wide efficiencies in research support operations while maintaining internal controls and regulatory compliance. OSP performs a wide range of professional services from contract negotiation and award management to expenditure reviews. The team works closely with Principal Investigators/ Project Directors to prepare, review, and submit both financial and non-financial post-award changes (e.g., project extensions, re-budgeting, key personnel changes, award transfers, etc.). OSP is also responsible for cash management, compliance with the OMB Uniform Guidance, audits, policy development, and training.



Office of Sponsored Projects

TRENDS AND STATISTICS

SPONSORED PROJECT EXPENDITURES

	2015	2016	2017	2018	2019
Total Expenses	9,479,223	11,605,310	12,995,968	14,589,706	17,275,301
Growth $	1,992,539	2,126,087	1,390,658	1,593,738	2,685,595
Growth %	27%	22%	12%	12%	18%

2019 FUNDING SOURCES

Federal	84%
Non-gov	5%
State	11%
Grand Total	100.0%

2019 PROJECTS BY FEDERAL AGENCY

Dept. of Ed	21%	NSF	25%
DHHS	7%	ONR	4%
NASA	4%	Other	17%
NIH	17%	USDA	5%

*Note change in type of sponsored project financial reporting from last year.
Beginning with this report, OSP will report sponsored project expenditures versus awarded amounts.

RECENT ACCOMPLISHMENTS

- OSP manages approximately **90** sponsored project awards totaling more than **$17 million** in expenditure activity. This represents a **18%** increase from last year. While OSP is not responsible for bringing in the research, we are committed to improving our service in order to support the continued growth of external funding.
- The OSP team partnered with the university Financial Systems Operations (FSO) team and held an in-person training on financial reporting for sponsored projects. Both teams worked to develop a Financial Reporting for Sponsored Projects handbook and a Quick Reference Guide for the training. They even created a training video for self-paced learning and for those who weren't able to attend! This important training provides PIs with a foundational understanding of financial Data Warehouse. This is critical for managing sponsored projects. Participants were given hands-on instruction in a computer lab and received a simplified training guide to take with them.
- Winner of the 2019 FAS Holiday Giving Challenge – The OSP team hosted a holiday card-making party in December. Employees from several departments made personalized holiday cards for seniors and delivered them to a nursing facility in San Marcos. This was the most cherished memory of the year for the team.
- Onboarded new staff, invested in professional development, and worked to strengthen internal operations by developing and updating several policies, procedures, and forms.
- Hosted monthly Open Forums

GOALS FOR 2020-2021

- Implement a research administration system.
- Enhance the OSP resources and documents including the Projects Administration Handbook.
- Augment the OSP website with additional sponsored project administration resources.
- Collaborate with Dean of Graduate Studies and Research to assess pre and post award policies, procedures and regulations.
- Negotiate the Facilities and Administrative Fringe Benefit Rates.



Student Housing

CSUSM Student Housing communities are dedicated to serving first-year, continuing, transfer and international students.

University Village Apartments (UVA) owned by CSUSM Corporation is one of two student housing communities with 126 units and 681 beds. UVA offers double, and single occupancy bed space options, along with single occupancy studios.

The QUAD, Affiliated housing, owned by North City Developer is the second of two student housing options, located in the North City Development across the street from campus, with 173 units and 866 beds. The QUAD offers double, single, and deluxe single options.

OPERATIONS

CSUSM Corporation manages the Affiliation Agreement with the QUAD.

CSUSM Residential Education provides services to both UVA and the QUAD. CSUSM Corporation employs the Associate Director of Residential Education as well as the Resident Directors and Resident Advisors.

UVA is funded through a system-wide Revenue Bond - balance due $16,949,610.





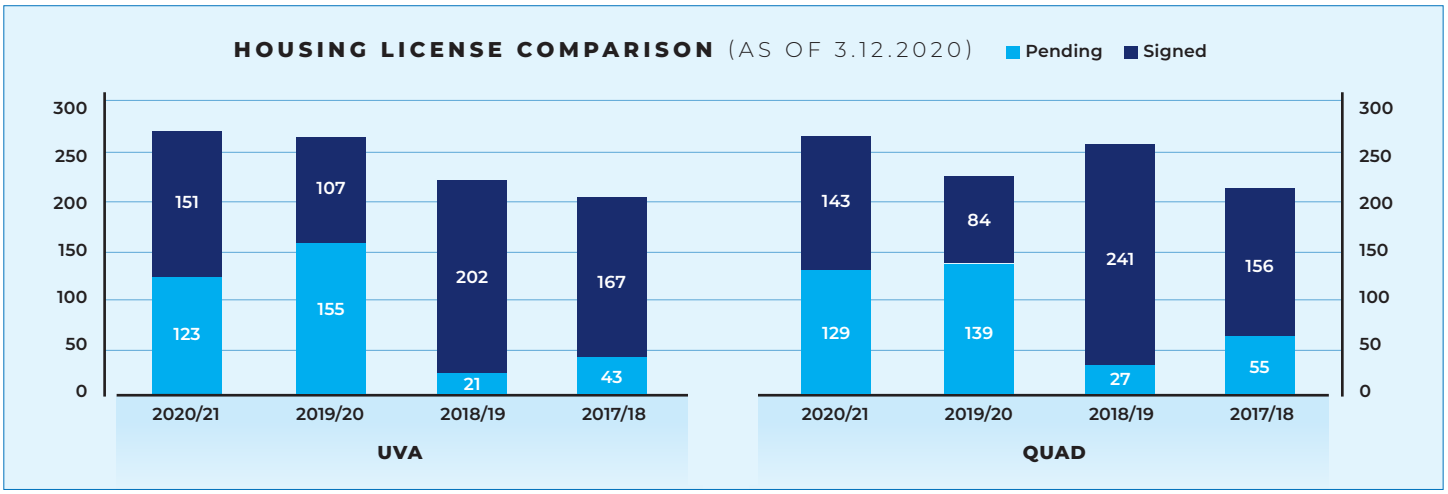
LICENSING

- Student Housing has two master leases: one with YMCA for 8 single spaces, and one with Global Education for 20 double bed spaces
- UVA added 15 beds for Fall 2019 by converting deluxe double rooms into triple rooms.
- As of March 1, 2020, prior to campus closure, both communities were at 17.6% licensed for Fall 2020 of which 462 (30%) were renewals.
- In May 2020, when the CSU Chancellor announced that most classes would be virtual for Fall 2020, the licensing team began offering students the opportunity to cancel their license with no penalties. Occupancy projections were adjusted to approximately 18% or 280 residents for safety and social distancing requirements.
- Academic year costs for bed spaces range from $8,128 to $14,520
- Licensing staff worked with MyCollegeRoomie staff to make improvements to the system for Fall 2020 based on student feedback from Summer 2019.



Student Housing

TRENDS AND STATISTICS



CORPORATION (HOUSING) FINANCIAL SUMMARY

	FY19-20 Projected	FY18-19 Actual	FY17-18 Actual
Total Revenues	$ 4,946,139	$ 5,913,579	$ 5,800,051
Total Expenses	$ 3,754,811	$ 3,975,485	$ 3,888,295
Net Operating Income before Depreciation & Prior Year Adjustment	$ 1,191,328	$ 1,938,094	$ 1,911,756
Prior Year Adjustment	–	–	$ 2,510,212
Net Income/(Net Loss) After Prior Year Adjustment	$ 357,448	$ 283,258	$ 516,094

PROPERTY AND AMENITIES

The outdoor amenities at the communities include BBQ grills, basketball and bocce ball courts, a putting green, cornhole, a basketball hoop, patio areas, and swimming pools.

The indoor amenities include fitness rooms, free laundry facilities, a foosball table, air hockey table, pool table, and piano. Both communities also have classroom and study spaces for the residents to support their academic success.

These spaces were closed in March 2020 to limit social gatherings, promote social distancing, and protect the health and safety of the residents.





Student Housing

RECENT ACCOMPLISHMENTS

COVID-19 RESPONSE

In March 2020, CSUSM made the decision to transition to virtual classes and operations to telecommuting. As a result of this, COCM, in partnership with CSUSM Corporation, and Residential Education took the following actions.

- Implemented Health and Safety protocols for residents and housing staff. These included isolation and quarantine protocols for residents, should they become ill.
- Encouraged students to return to their permanent residence if they were able to, resulting in 1,383 students moving out in a three week period. 51 residents remained in housing and were consolidated into Building B at UVA.
- Welcomed the Cougar Pantry to the UVA for distribution of free food to students.
- With financial support from the Staples Foundation grant, housing was able to house two housing-insecure students in Spring 2020.
- Began developing housing occupancy and budgetary scenarios for Fall 2020 based on the Chancellor's announcement in May 2020 to remain mostly virtual for fall 2020.
- In consultation with CSUSM's interim director of Student Health and Counseling Services, Dr. James Chun, reduced occupancy scenarios were developed to meet the social distancing recommendations from the state, county, and CDC.

STREAMLINING PROCESSES

Enhanced PropertyBoss (internal property management software) functionality adding the Intent to Renew process to the existing Resident Portal enhancing communication and timely completion of license agreements.

CAPITAL PROJECTS COMPLETED

- Renovated all elevators
- Resurfaced pool
- Installed ADA push bar in Building A
- Completed LED lighting retrofit project. 100% of the project cost was covered by an SDG&E rebate program.
- Converted 18 deluxe doubles into triples

Due to COVID-19 and budgetary considerations, non-critical Projects were put on hold.



GOALS FOR 2020-2021

- Implement COVID-19 state, county and CDC health and safety protocols to ensure the well-being of students and staff.
- Partner with Residential Education to revise student housing resources and documents.
- Leverage technology and online networking resources to increase customer service and outreach to students and parents.
- Maintain integrity and cleanliness of the property through capital projects and updated health and safety standards.



Summer Conferences

Summer Conferences is educationally based to support the mission of CSUSM to provide a safe environment that encourages development in the academic, athletic, leadership, and developmental fields

With a new staffing model and new relationships with campus and community partners, Summer Conferences continues to build a stronger and more prominent program, working diligently to provide the best experience California State University San Marcos has to offer.

SUMMER 2019 OVERVIEW

2019 Summer Conferences generated $671,145 in gross revenue and a net profit of $159,419.

- Generated over $300,000 in business for Sodexo, CSUSM Parking, University Student Union, and Events and Conference services collectively.
- Hosted two large groups - Jack and Jill of America and The San Diego League.
- Sodexo operated a temporary dining hall in the USU to serve summer groups.



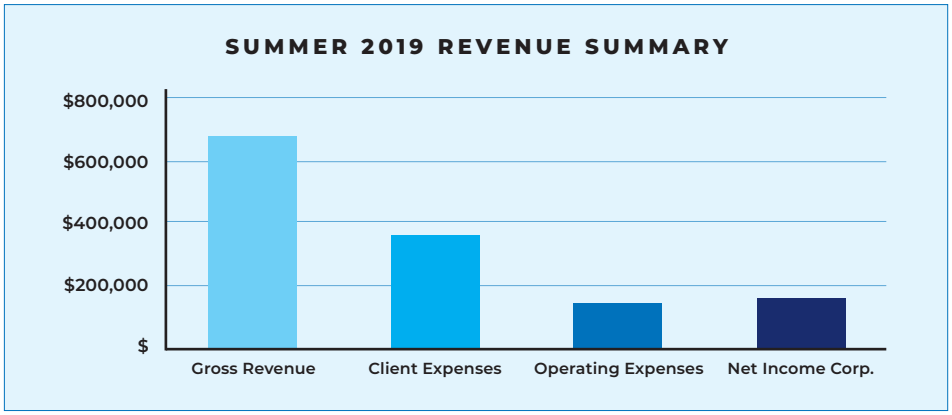



Photo Courtesy
San Diego League


Photo Courtesy
Jamie Scott Lyle



Summer Conferences

NEW FOR SUMMER 2019

TEMPORARY DINING HALL

Summer Conferences collaborated with Sodexo to open a temporary dining hall to improve flexibility and guaranteed seating for summer groups and to minimize overhead and food waste for Sodexo during the generally slower summer months.

HOUSING STAFF

Over the summer months, students were hired for various positions including Desk Assistants, Resident Advisors, and Summer Conferences staff. This year, the Summer Conferences staff and Resident Advisor position were combined into one. By combining roles, we saved in payroll costs, ensured steady income for the student staff, and provided better response times for our clients.

MULTI-YEAR AGREEMENTS

Summer Conferences secured 2 multi-year agreements with Research Experience for Undergrads and The San Diego League. The ability to secure these groups in a multi-year agreement helps guarantee revenue for the next two years. Summer Conferences will potentially gain $300,000 in gross revenue from these two agreements combined.



GOALS FOR 2020-2021

- Expand the Summer Conference Program by developing a comprehensive marketing plan to secure new clients.
- Expand online marketing program and materials.
- Evaluate opportunities to use new spaces in the Extended Learning Building.
- Incorporate COVID-19 state, county and CDC health and safety protocols to ensure the well-being of clients and staff.



Extended Learning Building



The EL Building and Parking Structure 2 project is a public-private partnership between CSUSM Corporation and North City University One (NCUO). The project added two-acres to the CSUSM campus, a 709 space parking garage and a pedestrian bridge that physically connects the EL Building to the campus.

CSUSM Corporation owns an 89% condominium interest in the project and NCUO owns 11%. The Project opened in August 2019.

The building is home to Extended Learning, CSUSM programs, and the CSUSM Corporation; includes six labs, 14 conference/study spaces, community clinic education and research space, academic support centers, offices for CSUSM's Public Health, Social Work and Speech-Language Pathology programs, Institutional Planning and Analysis, Pathways to Academic Success and Opportunities (PASO), and CSUSM Corporation Innovation Hub.

RECENT ACCOMPLISHMENTS

- Opened ELB/PS2 on schedule for Fall 2019 classes
- Operationalized the Extended Learning Building and Parking Structure
- Developed a building webpage to enhance communications
- Implemented monthly occupant meetings with building tenants and operations meetings with IITS, FDM, PACS and NCUO
- Developed an Occupant Guide for all building tenants and an Owners Guide
- Installed a Student centric University Store kiosk and vending to provide materials to students at the EL Building
- Installed food and beverage vending including the first ever on campus a Coffee vending unit with specialty drinks

GOALS FOR 2020-2021

- Assess energy use in the building and evaluate opportunities to optimize energy savings.
- Develop a capital plan to extend the useful life of the building and parking structure.



Innovation Hub

During the 2019/2020 academic year, The CSUSM Innovation Hub Advisory Committee has worked with the university, governments, corporations, and community organizations to help students, faculty, staff, and community innovators and entrepreneurs start the process of bringing ideas into existence. Our inaugural year's purpose was to help students, faculty, staff, and community members start imaging new opportunities and get resources they need to launch their ideas.



FACULTY ENGAGEMENT

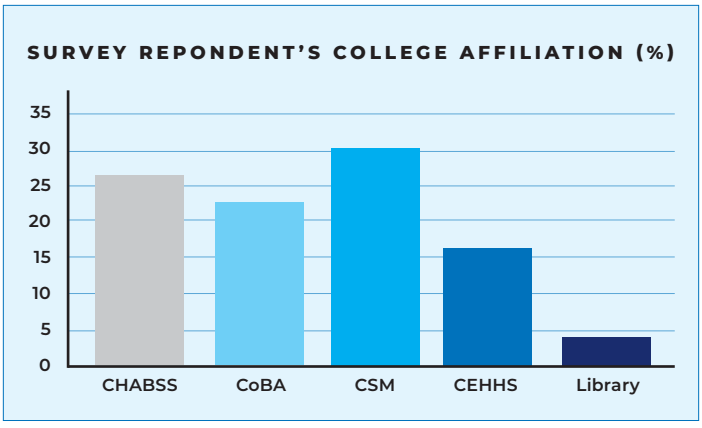
At the request of the president, the Innovation Hub Advisory Board launched a faculty subcommittee to analyze the campus's attitude towards innovation and entrepreneurship. The committee consisted of faculty from all campus colleges and the library. The results of the committee's survey showed overwhelming support for innovation and entrepreneurship programs on campus.

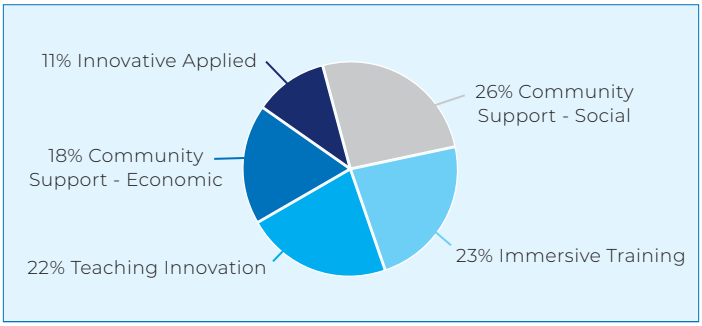
CAMPUS PARTNERS

Through the process of investigating innovative activities at CSUSM, it became clear that a number of offices and initiatives currently underway would play an important role in the hub.

- Senior Experience in COBA
- Makerspace(s) in the Library
- Community Engagement and the Office of Economic Development
- Extended Learning
- Center for Research and Engagement in STEM Education (CRESE)
- Office of Graduate Studies and Research
- CSU Shiley Institute for Palliative Care at CSUSM









Innovation Hub

RECENT ACCOMPLISHMENTS

- Educational Events – During the spring semester, the Innovation Hub supported two educational programs.
  - The Innovation Hub hosted its first educational program in February 2020 with an event featuring Alex Waters, Director of the accelerator programs at the Jacobs Center in San Diego. Attendance for the event included 40 students, 29 faculty/staff, and 12 community members.
  - The second educational program was in collaboration with Fokcus, a local entrepreneurial mentoring organization. This program hosted seven online tech talks that included topics on emerging technologies, leading tech organizations, and managing online teams. The event was held once a week.
- Technology Development – With the launch of the Innovation Hub in spring 2020, the Innovation Hub began to develop a website, twitter account, and slack group.
- Fundraising Development – During the spring semester, the Innovation Hub worked in collaboration with the University Advancement Advisory Committee to produce a case statement about the Innovation Hub to solicit donations from community partners.
- Presented the Innovation Hub to the CSUSM Foundation Board, the University Council, and the College of Science and Math Advisory Board





GOALS FOR 2020-2021

- New Program Development - Innovate 78, an entrepreneur conference, and a social innovation workshop.
- Continue on-line programs during limited access to campus.
- Launch a Fall innovation Challenge.
- Develop an on-campus Biotech Incubator to establish external partnerships interested in having an on-campus presence.
- Collaborate with University Advancement to initiate fundraising efforts.
- Collaborate with the College of Business Administration, to develop a framework for the Volunteer (Entrepreneur-in-Residence) Program.
- On-Board Innovation Hub Director.

Center for Children and Families



The Center for Children and Families (CCF) opened in Fall 2007 as the on-campus childcare center and accommodates 171 children from ages zero through five. It provides convenient, quality childcare to the students, faculty, and staff of CSUSM, as well as families in the larger community. CCF also acts as a resource to various academic programs on campus, including Psychology, Nursing, Education, and the recently launched CHAD Program, providing CSUSM students with one-way observation areas and cameras for distance observation and teaching. Due to COVID-19 and the campus closure in March 2020, the childcare center also closed and remained so through the end of the fiscal year.

RECENT ACCOMPLISHMENTS

- CCF completed work on a $175,000 renovation project.
  - Completed a refresh of the center by painting and replacing carpet with a beautiful LVT tile. Held an "Open House" celebrating the improvements with Families, Center staff, and the CSUSM Community.
  - The change to the Center has been dramatic, uplifting to families and children, staff, Students and Faculty.
- Renegotiated the contract with our 3rd party operator resulting in a significant financial gain to the Corporation.
- Tuition was held at 0% increase for Student, Faculty, and Staff families across all age groups for the 2nd year in a row.
- Supported the expansion of the CSUSM Child and Adolescent Development degree program.

GOALS FOR 2020-2021

- Collaborate with campus constituents to develop a vision for the Childcare Center that addresses the needs of our CSUSM community.
- Assess nationwide grant and award opportunities to support CSUSM student families.
- Complete phase 2 of the paint and floor renovation project.

HIGHLIGHT:

CSUSM Corporation would like to thank Dr. Maureen J. Fitzpatrick, Ph.D. for her numerous contributions to CSUSM and in particular, the center. Dr. Fitzpatrick and her husband were instrumental in building the center through Grant funding and donors and continued to remain deeply involved in the academic integration once the center opened in 2007. After 20 years of service as one of CSUSM's faculty members, Dr. Fitzpatrick retired this year.

Upon leaving, Dr. Fitzpatrick stated: "I wanted to say what a pleasure it has been to work with all of you and the entire CCF staff. I have strong connections to the CCF because I was on the ground floor when it was being planned and built and my husband and I made the kid's kitchen a reality. I will miss you all as well as my students and the children at the Center." We will miss you too and thank you for your dedication and heart Dr. Fitzpatrick!



CSU Auxiliary Organization Association Membership



CSU AUXILIARY ORGANIZATION ASSOCIATION

WHAT IS AOA?

The members that make up the Auxiliary Organizations Association (AOA) are the auxiliaries of the 23 campuses in the California State University (CSU) system. Typically these organizations include foundations that manage contracts and grants or gifts to the university, enterprise corporations that run bookstores and food services, associated student organizations and student unions, and sometimes athletic or housing corporations. The CSU system finds that certain functions important to its mission are more effectively accomplished by the use of an auxiliary organization rather than by the campus under the usual state procedures.

These organizations are, for the most part, 501(c)(3) public benefit corporations that provide services to their campuses in various ways, and they have their own governing boards, financial structures, and personnel operations. The auxiliaries are, by nature, hybrids. They are private entities nestled within the framework of a public structure and, as such, they are subject both to California corporate law and to the Education Code and the policies of the CSU and the campus. The auxiliaries enhance the capabilities of their campuses in the areas of property purchase or management, procurement, investment, and business administration, by providing alternatives to public procedures and undertaking entrepreneurial business risk.

AOA MISSION STATEMENT

We are a consortium of diverse, entrepreneurial, service-orientated California State University auxiliary organizations, whose purpose is to assist in exemplary services, programs, and facilities that further the educational mission of each campus.

CSUSM CORPORATION PARTICIPATION IN AOA

In January 2020, CSUSM Corporation staff attended the annual CSU Auxiliary Organization Association conference in Coronado, CA. CSUSM Corporation had twelve management and staff attend the conference. Additionally, CSUSM Corporation was well represented on the AOA committees this year.

- Bella Newberg completed the first AOA Leadership Academy
- Cynthia Fenimore was appointed as Chair for the Commercial Services Committee for 2020 after serving as Vice Chair in 2018 and 2019.
- Trina Beckwith was appointed Secretary of the Research Administration Committee
- Daniela Moehlecke joined the Benefits Committee



AOA Research Administration Committee

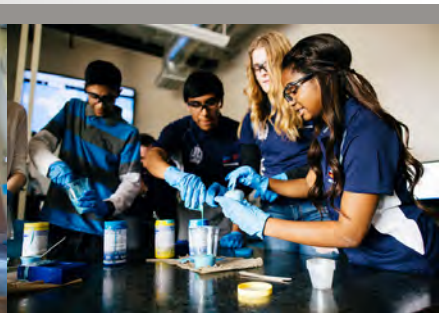
CSU Auxiliary Fact Sheet

CSU The California State University

AOA Auxiliary Organizations Association







AOA Mission Statement

The Auxiliary Organizations Association (AOA) is a consortium of diverse, entrepreneurial, service-oriented CSU auxiliary organizations whose purpose is to assist in exemplary services, programs, and facilities that further the educational mission of each campus.

A Brief History of Auxiliary Organizations

Auxiliary organizations in the California State University (CSU) have been in existence for many decades as a necessary supplement to state-supported instructional and administrative activities.

The first auxiliary organization, the Fresno State College Association, was established in 1922. Since that time, the growth of auxiliary organizations in CSU campuses has steadily increased, and today there are approximately 90 auxiliaries in the 23-campus CSU system, the largest single university system in the world.



What is an Auxiliary Organization?

Auxiliary organizations are non-profit, separately organized legal entities, created to support student success and the educational mission of the CSU by providing instructional and services support not normally furnished by the state budget. The CSU established auxiliaries to complement the core academic programs at each campus to provide a full range of educational experiences.

Auxiliary organizations perform essential functions associated with postsecondary educational institutions, which under California law are difficult, cumbersome, or legally restricted and not supported by state funding. Auxiliary organizations enhance budgetary flexibility, manage risk and exposure, shield against liability, and increase investment opportunities.

What are the Typical Functions of Auxiliaries?

Typical functions of auxiliaries include the following:

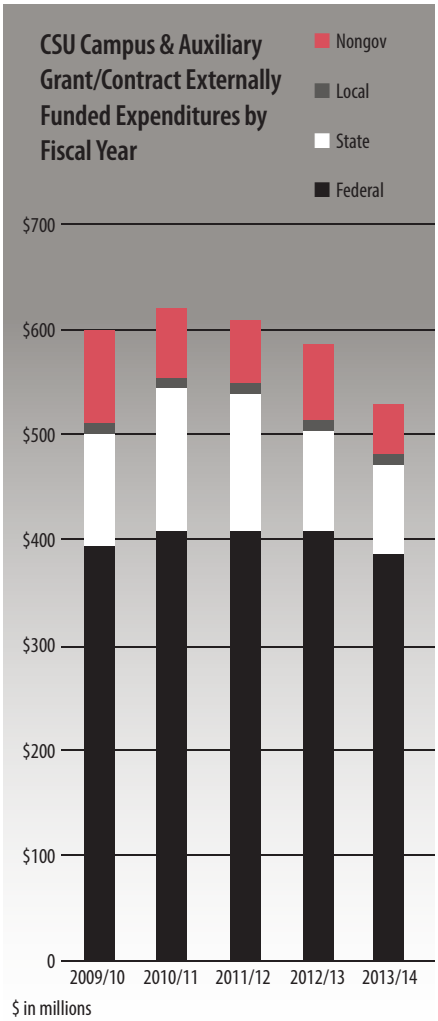
- Associated student body programs, student unions, and recreation centers
- Commercial services such as bookstores and dining services
- Programs that support externally funded grants and contracts, sponsored research, and special projects
- Philanthropic foundations that manage endowments, bequests, trusts, gifts, and fundraising
- Real estate transactions and public-private partnerships
- Childcare centers
- Aid to instruction such as programs that support academics, e.g., student enterprises, entrepreneurial ventures, commercial agriculture, and radio and TV stations

What is the Relationship between an Auxiliary and the University?

Auxiliaries are self supporting. They have an Operating Agreement with the CSU outlining their functions and responsibilities to the University, including a Memorandum of Understanding that establishes their scope and operations, and addresses other contractual issues. Their annual budgets and program offerings are approved by each university's president to ensure compliance with the Board of Trustees and campus policies.

Auxiliaries' activities and affairs are conducted under the direction of governing boards, and they work cooperatively with the Chancellor's Office to integrate their operations with the campus community. They are subject to California corporate law, the Education Code, and CSU policies.





How Do Auxiliaries Operate and What Are the Advantages?

Over the last decade, state financial support for the CSU has declined dramatically. As a result, auxiliaries are even more important as they fulfill their missions through funding. With the ability to act as business entities, auxiliaries can provide greater flexibility and partnership opportunities. For example, auxiliary partnerships with business and industry are critical in providing internships and other real-world learning experiences for students as well as research and service opportunities for faculty.

Auxiliaries operate with "private sector" efficiency, flexibility, and adaptability, making them attractive and valuable to their universities. As 501(c)(3) nonprofit public benefit corporations, they have their own governing boards, financial structures, and personnel. They can manage endowment funds outside of state investment restrictions, e.g., invest in equities to maximize returns, purchase and sell property, and provide seed money or loans for the development of university projects. Also, they can enter into public and private partnerships that support the university, which shifts project risk and enables financing flexibility.

Examples of Auxiliaries and their Impact

The following examples illustrate the vital role auxiliaries play in the CSU in supporting student success:

- The University Corporation at CSU Northridge launched one of the first investment funds to be managed by students in 1993 with a deposit of $500,000. This fund has achieved national recognition and has grown to more than $3 million while providing real-world experience to more than 1,200 honors finance students.
- Through the Cal Poly Pomona Foundation, the W. K. Kellogg Foundation gave the university a record $42 million cash gift in 2010—the largest donation received in the history of the CSU. This donation contributed to Campaign for Cal Poly Pomona, which was launched during a recession, but raised $160 million, surpassing its original goal. Gifts and donations such as these expand hands-on learning opportunities, prepare students for the workforce, and increase research and scholarship opportunities.
- In 2014, the Research Foundation at San Diego State University received more than 700 awards valued at $108 million for researchers who have discovered ways to make the world more sustainable, healthier, safer, and better educated, while providing invaluable opportunities for students.

Learn More

For more information, visit the AOA website at **www.csuaoa.org**.