August
2021

BOARD OF DIRECTORS REPORT



CSUSM
CORPORATION

www.csusm.edu/corp

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INTRODUCTION

WHO WE ARE

CSUSM Corporation Inc. is a 501(c) non-profit Corporation Auxiliary that exists for the benefit of California State University San Marcos to provide programs and services that strengthen and enhance the mission and goals of CSUSM. CSUSM Corporation operations include administration of sponsored programs, human resources and payroll services, commercial services, campus dining, catering, university store, childcare center, student housing, summer conferencing, 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 and 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
Chief of Staff to President Neufeldt,
Office of the President, President's Designee

MS. MARY STEPHENS
Interim 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. CARL KEMNITZ
Provost & Vice President for Academic Affairs, CSUSM
Designated Member

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

DR. DENISE GARCIA
Professor, CSTEM Biology, CSUSM • Faculty Member

DR. KRISTIN STEWART
Associate Professor, CoBA Marketing, CSUSM
Faculty Member

DR. ANN BERSI
Community Member

MR. CHRISTOPHER D. THIBODEAU, CPA
Community Member

KENNETH TRAN
ASI President, CEO • Student Member

MR. MICHAEL GARRETT
ASI President, CEO • Student Member

CSUSM CORPORATION COMMITTEES
Joint Audit Committee • Finance and Operations Committee • Sponsored Projects Committee
Executive Committee • Housing and Dining Advisory Committee

INTRODUCTION

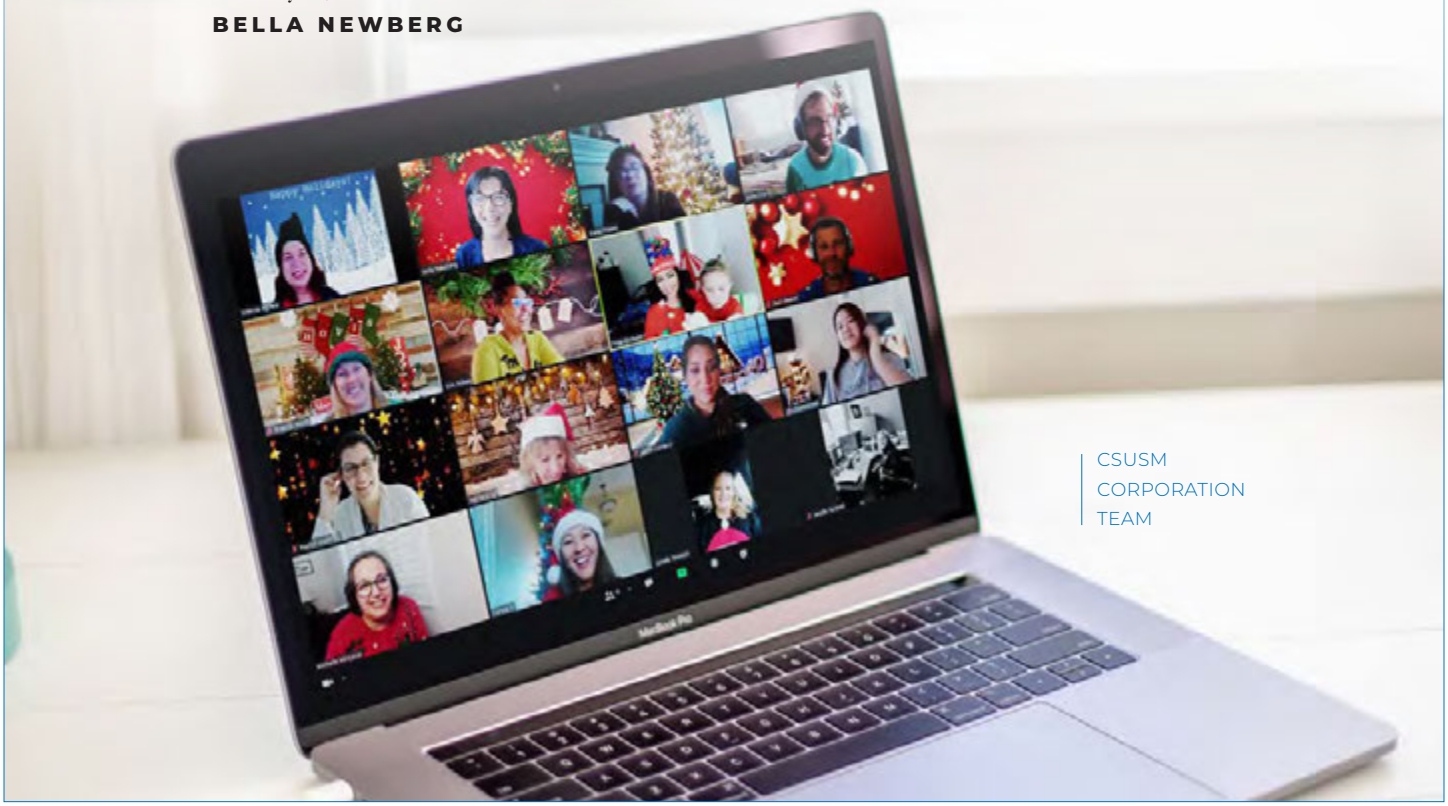
LETTER FROM BELLA NEWBERG, EXECUTIVE DIRECTOR OF CSUSM CORPORATION

The 2020-2021 Academic Year, was a year like no other as the university and CSUSM Corporation navigated through consistently changing information and regulations while continuing to serve our students and campus community. Despite closure or dramatically reduced commercial services operations and limited occupancy in student housing the CSUSM Corporation team was determined to stay connected, continue on-line operations, and remain focused on CSUSM's mission of preparing future leaders, building community and solving critical issues. Successfully securing approval of the Paycheck Protection Program Forgivable Loan (PPP), and access to CARES funding for other operations as well as having reserves ensured our financial viability.

COVID-19 has had a profound impact on the world, our university, and CSUSM Corporation both personally and professionally. This year has been a year of adapting to uncertainty while remaining steadfast and focused on our goals of supporting our campus community. I am very proud of the Corporation team's creativity, dedication, responsiveness, and commitment to collaboration and connection that they have continued over the past year as we went from closing campus to planning for reopening. I would like to thank our Board of Directors and staff for their continued commitment and flexibility during these challenging times and for making this year one of strength and endurance.

I am pleased to share this report on our progress, accomplishments, and goals for the future and return to campus.

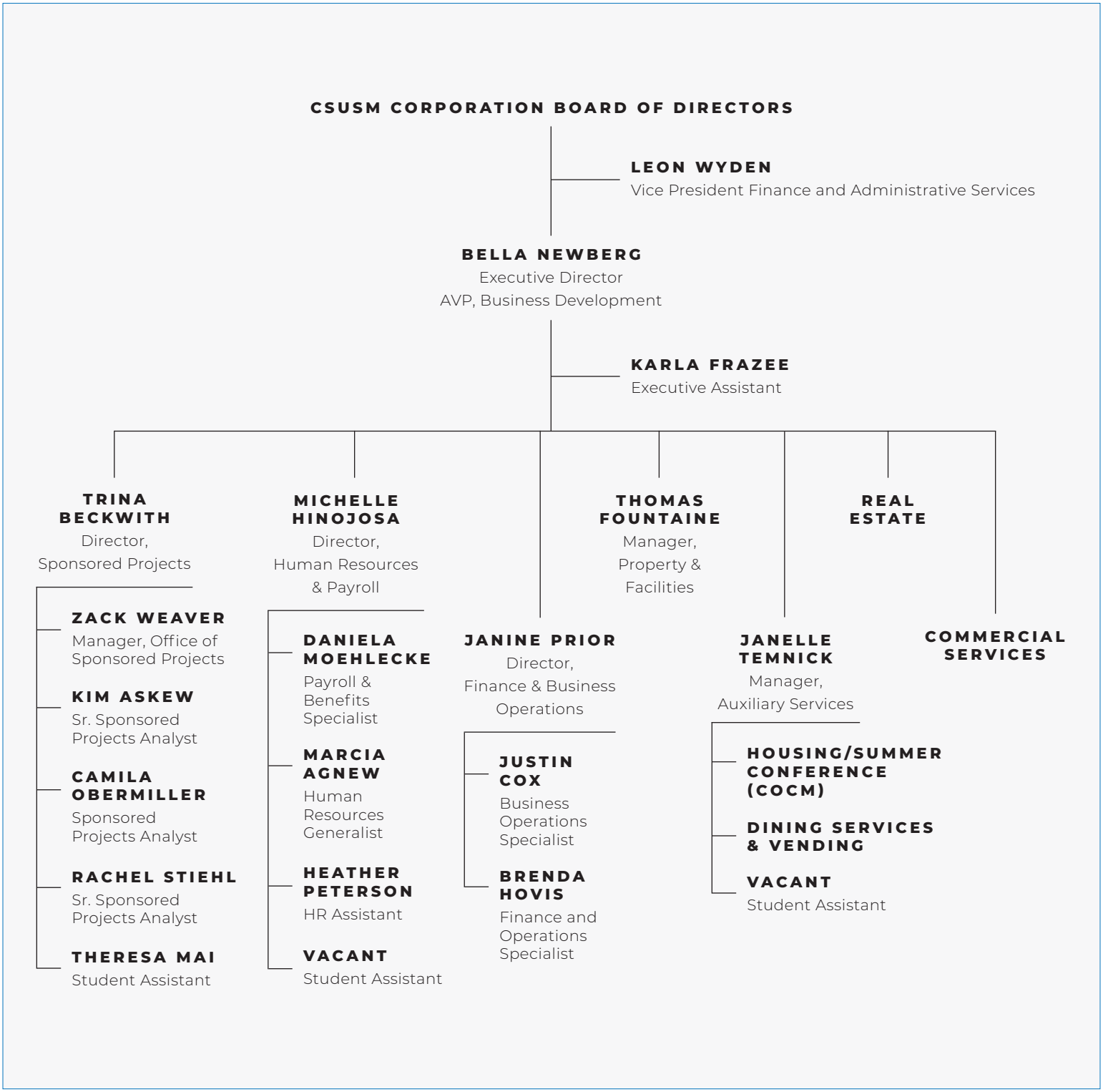
Thank you,
BELLA NEWBERG



CSUSM CORPORATION TEAM

ORGANIZATIONAL CHART

CSUSM CORPORATION TEAM



CSUSM CORPORATION GIVES BACK



CSUSM Corporation has contributed $31,265 in Fiscal Year 2020-2021 to enhance the student educational experience and further the mission at CSUSM.

- Provided CSUSM face coverings to give out to students, faculty and staff. **$8,620** contribution.
- Created welcome bags for all CSUSM housing residents in Fall 2020. **$1,000** contribution.

FOLLETT

- Follett Supported multiple Orientation events and sold special $20 O-Swag boxes.
- Follett made **$685** in donations to support different events and/or departments including Commencement, Alumni Association events, the office of Institutional Planning and Analysis, and others.

DINING SERVICES/SODEXO:

In partnership with Red Tail Catering and the Cougar Care Network, CSUSM Corporation purchased meals throughout the spring 2021 semester to donate to CSUSM's housing and food insecure students.

- Total Meals Donated – **234**
- Total contribution by CSUSM Corporation - **$1,837**
- Meals were delivered twice a week to the University Village Apartments

BUSINESS SERVICES AND FINANCE

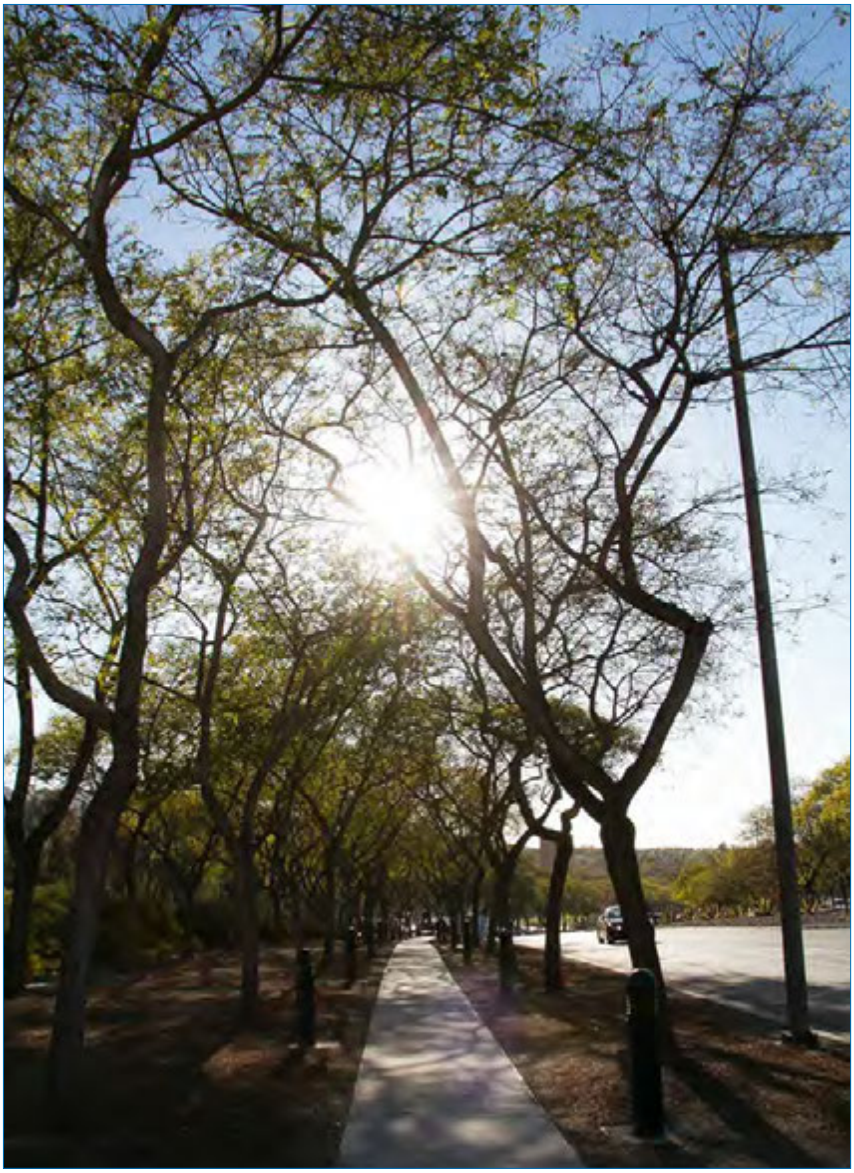


Business Services & Finance oversees and manages the business and financial operations of the CSUSM Corporation with a focus on service, communication, fiscal stewardship and collaboration.

SERVICES

The primary functions of Business Services and Finance include:

- Fiscal Management and Forecasting
- Budget Development
- Financial Reporting
- Investment management
- Year-End Financial and Compliance Audit/ Tax Return preparation, with Accounting and external accounting firm
- Develop and maintain Policies and Procedures
- Procurement and Contracting
- Fixed Asset management, in partnership with Accounting and Stateside operations
- Marketing and Website development
- Campus Program Administration
- Customer Service and Training
- Manage Corporate documents



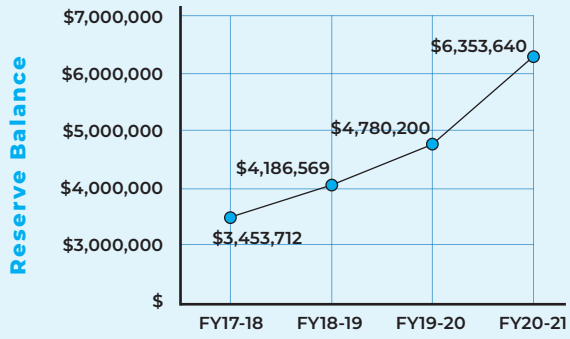
BUSINESS SERVICES AND FINANCE



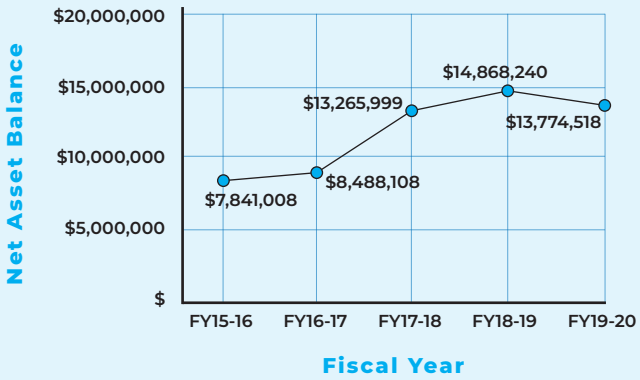
TRENDS AND STATISTICS

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.

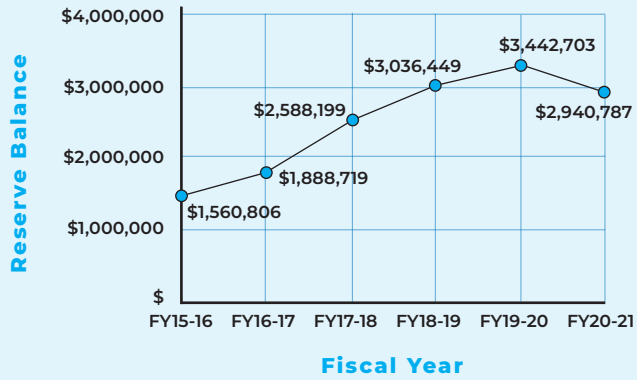
CORPORATION (HOUSING) RESERVES



CSUSM CORPORATION FINANCIAL TREND



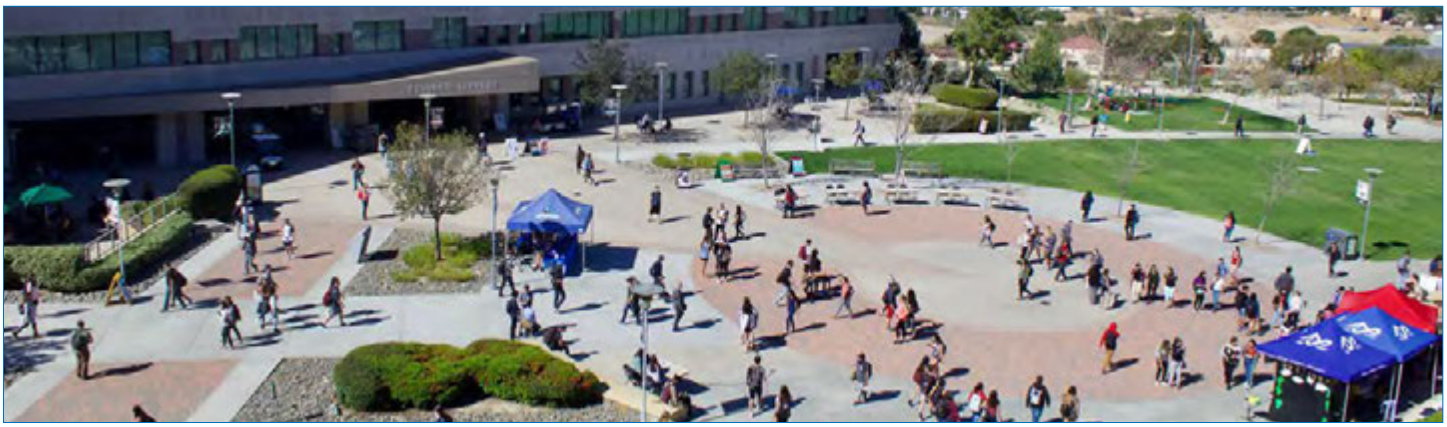
CORPORATION (ADMIN) RESERVES



CORP (ADMIN) FINANCIAL SUMMARY

Administration High-Level Summary	FY20-21 Actual	FY19-20 Actual	FY18-19 Actual	FY17-18 Actual
Total Revenues	$ 2,228,277	$ 3,242,979	$ 2,949,277	$ 2,910,208
Total Expenses	$ 2,571,867	$ 2,699,607	$ 2,645,626	$ 2,312,773
Net Income/(Net Loss) Before Post Retirement Expense	- $ 343,590	$ 543,372	$ 303,651	$ 597,435
Post Retirement Expense	- $ 1,674	$ 4,795	$ 20,393	$ 81,341
Net Income/(Net Loss) After Post Retirement Expense	- $ 341,916	$ 538,577	$ 283,258	$ 516,094

BUSINESS SERVICES AND FINANCE



RECENT ACCOMPLISHMENTS

FINANCIAL SUPPORT

In 2020, CSUSM Corporation applied for and received loan funding under the Paycheck Protection Program (PPP), a Small Business Administration (SBA) program which was part of the Federal CARES Act. This funding represented an important resource for the Corporation, specifically in supporting employee retention over the past year, as we navigated the financial impact of the COVID-19 pandemic. The program allowed for forgiveness of the loan if funds were used for specific allowable purposes and requirements around employee retention were met. The Corporation applied for and received forgiveness for the qualified portion of the loan in August 2021.

AUDIT

CSUSM Corporation had zero findings for its FY 2019-20 Financial and Compliance Audit conducted by Aldrich CPAs + Advisors LLP.

STREAMLINING FORMS & WORKFLOWS

Since July 2020, CSUSM Corporation has continued to review desktop procedures and workflows. This has increased efficiencies and strengthened internal controls in a number of areas. Most notably, updates and clarification to the Gift Card Procedure have led to a significant increase in tracking and visibility of the process.

CSUSM Corporation over the last year successfully operated with 100% electronic forms. As part of this, the team processed 540 electronic forms this fiscal year. Through this transition CSUSM Corporation has eliminated a substantial amount of paper and moved us closer to the campus' sustainability goals.

PROCESS & PROCEDURE IMPROVEMENT

CSUSM Corporation took part in a number of programs this year focused on analyzing existing processes and implementing improvements. In partnership with campus service departments Hospitality, Travel, and Direct Pay policies and procedures were improved by merging policies and procedures in order to reduce redundancies and create a more streamlined and consistent experience for users.

An internal review of the Gift Card process resulted in significant improvements to tracking, internal controls, and the customer experience.

The Corporation is now collaborating with Stateside operations to apply some of these improvements to their Gift Card process as well.

GOALS FOR 2021-2022

- Create an official Policy/Procedure Review Procedure and implement it to complete a full review of all existing Policies and Procedures.
- Implement regular trainings for campus customers covering major Business Operations & Finance topics to increase awareness of proper business processes.
- Complete Biennial Capital Property Inventory. (postponed due to COVID)
- Complete the transition of Business Operations & Finance electronic files into new centralized Teams location for increased flexibility of sharing and access.
- Develop a sustainable budget and continue to support fiscal stewardship.

COMMERCIAL SERVICES

Commercial Services is responsible for the management of all 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 and classes and operations mainly on-line, Commercial Services ceased in March 2020 with the exception of the University Store who continued serving our campus community through on-line ordering. Thus, Commercial Services Revenue decreased significantly.

COMMERCIAL PARTNERS

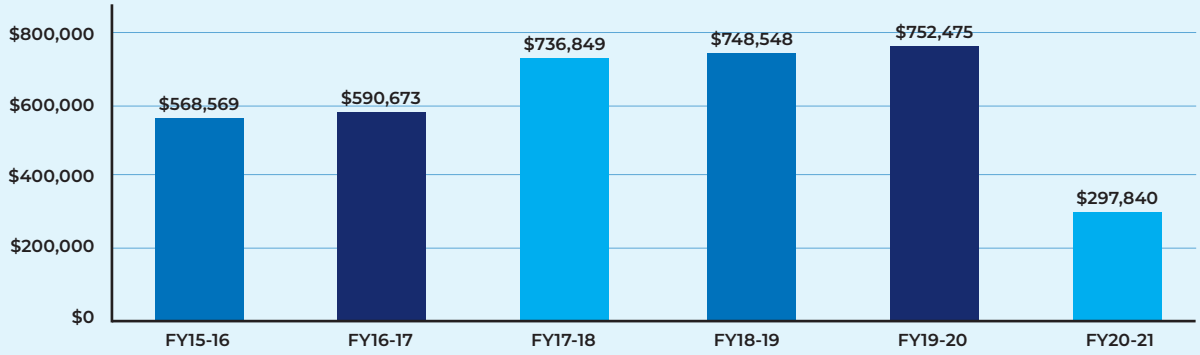
- Bella Beverage
- Campus Coffee
- Event Beverage Solutions
- FedEx
- First Class Vending
- Follett
- Learfield Licensing
- Panda Express
- Pepsi, Co.
- Sodexo
- Starbucks
- Wells Fargo

CATERERS

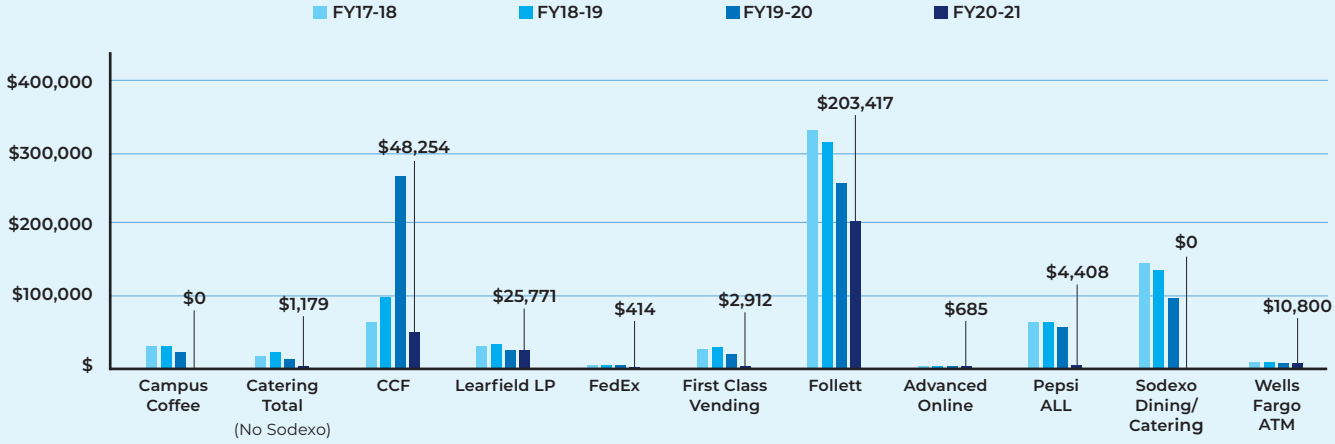
- 3 Local Brothers
- Brothers Signature Catering
- Hunter Steakhouse
- Kona Ice
- Mr. Taco
- Panera Bread
- Red Tail Catering
- San Marcos Deli

TRENDS AND STATISTICS

COMMERCIAL SERVICES TOTAL ANNUAL REVENUE



COMMERCIAL SERVICES REVENUE YEAR-OVER-YEAR



COMMERCIAL SERVICES



ACCOMPLISHMENTS

CATERING SERVICES/RED TAIL

CSUSM Corporation partnered with Red Tail Catering to provide voluntary meal plans for housing residents.

- Meals Plans provided a variety of options for students including breakfast, lunch, dinner, and snacks.
- Meals were delivered twice a week to UVA to maintain their freshness.
- Meals ranged in price from $6.42 per meal to $10.71 per meal.

DINING SERVICES/SODEXO

- Sodexo continued under a Management Contract Model.
- Sodexo Onboarded a new General Manager and Regional Manager in Spring 2021 to begin planning and preparations for Fall 2021 reopening.

FOLLETT

- Follett successfully continued to serve students – providing textbooks and course materials via on-line ordering and curbside pickup.
- Follett onboarded new Store Manager Jiin Fan.
- Follett in partnership with CSUSM's office of Safety, Health & Sustainability installed proper signage, plexi-glass, floor stickers and stanchions to ensure social distancing and safety.
- Follett Store manager presented to Academic Affairs and Student Affairs Business Managers and Analysts on textbook ordering, new products, and custom/bulk orders.
- Follett implemented a new online Custom and Bulk Order form. This form allows for campus departments to request quotes for bulk orders or custom orders of CSUSM items.
- Follett Partnered with CSUSM's Parking office to designate two spaces next to the bookstore to offer free curb-side pickup for all online orders.

GOALS FOR 2021-2022

- Collaborate with Academic Affairs and Follett to leverage Follett's course management system to provide more affordable and accessible materials.
- Return to pre-COVID operations for all commercial services.
- Evaluate and plan opportunities to open the new dining Café and expand campus dining services.
- Evaluate pouring rights agreement.
- Explore opportunities to expand commercial services.

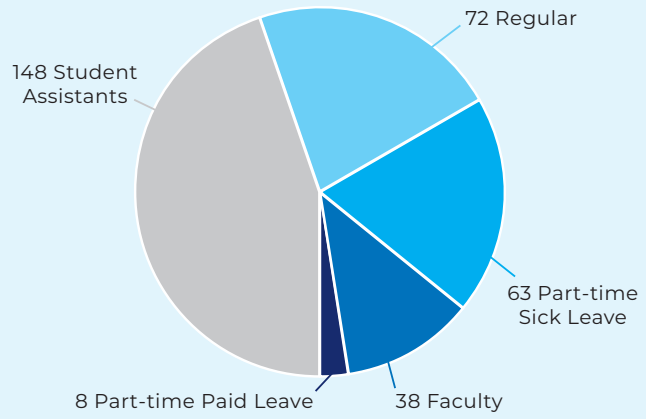
HUMAN RESOURCES AND PAYROLL SERVICES

The CSUSM Corporation Human Resources and Payroll Services provides quality customer service in the areas of compensation, benefits administration, training, employee relations and payroll services. Human Resources ensures the adherence to all employment laws, statutes, legislative regulations and policies. We provide guidance to CSUSM Corporation Project Managers, Principal Investigators, Managers, 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.

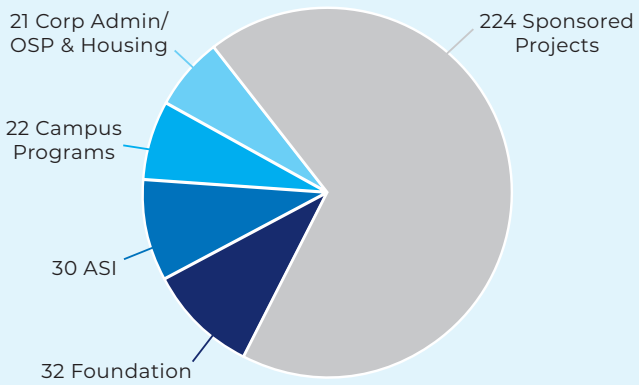
EMPLOYEES

CSUSM CORPORATION HAS 329 ACTIVE EMPLOYEES AS OF JUNE 2021.

EMPLOYEE CATEGORY



EMPLOYEES BY BUSINESS AREA



ACCOMPLISHMENTS

EMPLOYEE RESOURCES

- Provided critical COVID-19 information, procedures and updates via HR/Payroll Website.
- Continuous monitoring and check-ins to CSUSM Corporation managers to support them and their employees while working remotely from home.
- Assisted with Paycheck Protection Program (PPP) Loan process, reporting and forgiveness application.

HIRING AND RECRUITING

- Onboarded 259 new hires and re-hires.
- Processed additional employment payroll to 113 CSU Faculty and Exempt employees.
- Further automation of Part-time and Student new hires to include recorded presentation, auto email with new hire appointment booking link, upload of completed new hire forms, brief meeting with HR representative.
- Recruiting – Continued to utilize social media platforms such as LinkedIn to highlight our employment opportunities.

ONLINE SERVICES

- Online Time & Attendance through the ADP payroll system for all Corporation employees.
- Benefits enrollments and self-service changes fully implemented for all new hires and current employees.

GOALS FOR 2021-2022

- Communication and training roll-out of new Employment Authorization Form (EAF)
- Establish and roll-out a Telecommuting Policy for CSUSM Corporation employees.
- Enhance employee and manager resources including a Manager Handbook and updated Employee Handbook .
- Develop and publish New Hire In-Person document review schedule.
- 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 administrative 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 on monitoring project expenses and budgets, preparing and submitting financial reports 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 (FY20 as of 7/22/21)

	2015	2016	2017	2018	2019	2020
Total Expenses	9,479,223	11,605,310	12,995,968	14,589,706	17,275,301	14,108,521
Growth $	1,992,539	2,126,087	1,390,658	1,593,738	2,685,595	(3,166,780)
Growth %	27%	22%	12%	12%	18%	-22%

2020 FUNDING SOURCES

Federal	81%
Non-gov	6%
State	12%
Grand Total	100%

2020 PROJECTS BY FEDERAL AGENCY

Dept. of Ed	20%	NSF	24%
DHHS	10%	ONR	3%
NASA	3%	Other	13%
NIH	23%	USDA	4%

*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 managed approximately 90 sponsored project awards totaling more than **$14 million** in expenditure activity in the 2020-2021 Academic 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.
- In October 2020, after evaluating several potential research administration systems, CSUSM Corporation contracted with Cayuse Research Suite for their research administration software. From pre-award to post-award, Cayuse's research administration ecosystem simplifies project life-cycle management from proposal to award to close-out and is used by customers to grow their research funding, ranking, and reputation.
    - **Cayuse Outside Interests** (conflict of interest (COI)) will enable electronic disclosure submissions, ensure compliance, minimize liability, and administrators will gain comprehensive, transparent overview into disclosure status. Grants and Contracts Development performed a soft roll-out in June 2021, providing one-on-one training to research personnel.
    - **Sponsored Projects** (SP) is expected to roll-out to the research community in August 2021 and will serve as the system of record for sponsored research, create a centralized repository for all project records and presents a unified, digital workspace for all users. From a single screen, administrators can easily manage the lifecycle of a project and view the status of every proposal and award. Role-based dashboards help users easily find and act upon the right tasks for priority projects, increasing efficiency and driving greater productivity.
    - **Fund Manager** is a financial management solution that will supplement the financials in CFS and improve budget spend-down oversight, maintain budgets and balances for multi-year sponsored projects, and forecast expenses. Implementation for Fund Manager is expected to begin in August 2021.

OFFICE OF SPONSORED PROJECTS

RECENT ACCOMPLISHMENTS (CONTINUED)

- In March 2021, we submitted a proposal to the federal government for our facilities and administrative (overhead) rate for federally sponsored projects. We also, for the first time ever, submitted a fringe benefit rate proposal – a single rate that will be applied to salaries by employee category recovering the cost of all benefits. The fringe benefit rates will be used in developing proposal budgets and increase efficiency and reduce risk of non-compliance.
- Developed and updated several sponsored project policies and procedures required by CSU systemwide policies.
- Published the Sponsored Project Administration Handbook designed to acquaint Principal Investigators and their staff on the administration of externally funded (governmental and private organizations) sponsored projects and with California State University, CSUSM, and CSUSM Corporation policies and procedures.
- Worked with LOM Consulting on CSU compensation compliance and reporting and assessed pre and post award policies and procedures.

GOALS FOR 2021-2022

- Complete implementation, roll-out, and training of Cayuse Research Suite (Fund Manager, Sponsored Projects, COI).
- Develop additional corporation policies and procedures related to sponsored project administration.
- Develop, update, and organize internal OSP standard operating procedures.
- Augment OSP webpage with additional sponsored project administration information and tools.
- Complete and implement new Facilities & Administrative and Fringe Benefit Rates with federal government.
- Collaborate with campus to revise compensation compliance and reporting; ensure appropriate access of data to all parties who are responsible for validating time and effort, document procedures, develop central repository for pertinent data, and define roles and responsibilities.



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 triple, double, and single occupancy bed space options, along with single occupancy studios.

The QUAD, Affiliated housing, owned by North City Developer is located in the North City Development across the street from campus, with 173 units and 866 beds. The QUAD offers quad, triple, 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 **$15,893,385**.



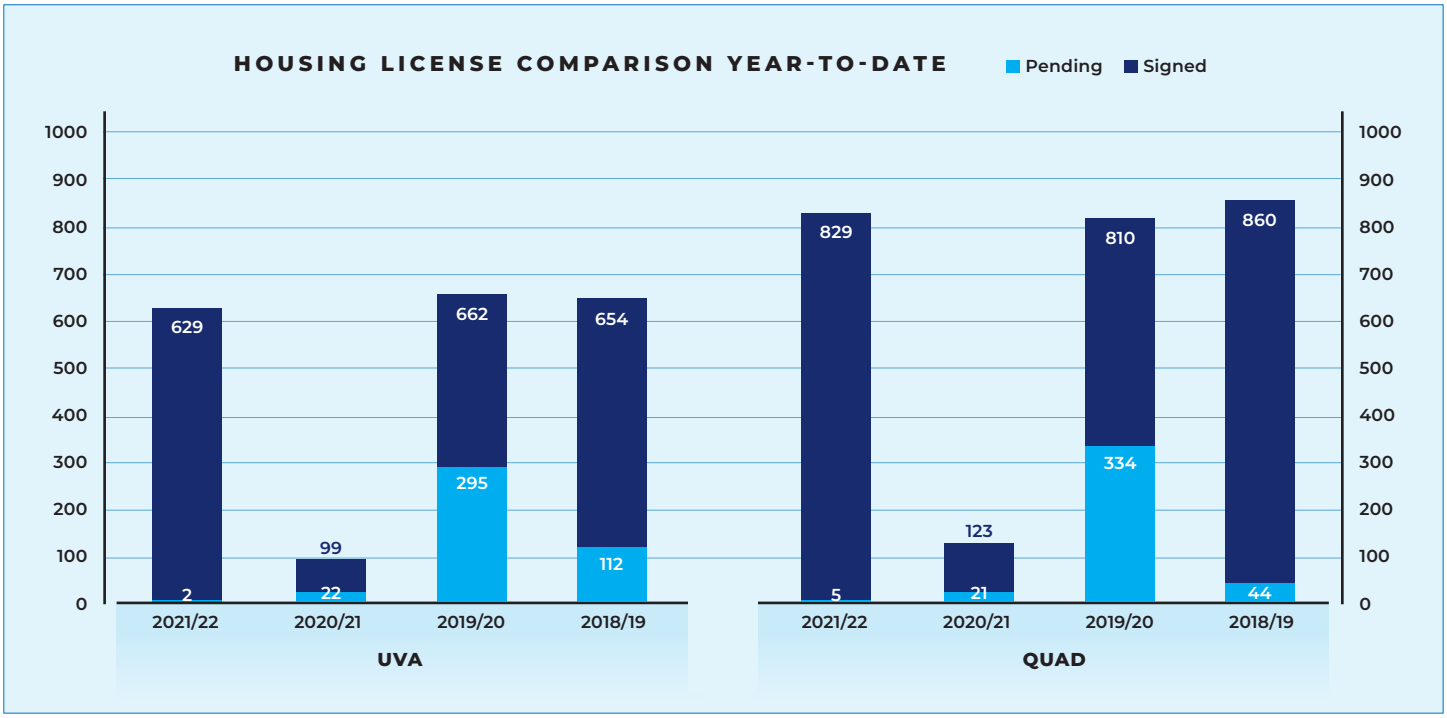


LICENSING

- Student Housing has one master license with YMCA for 8 single spaces.
- 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. Licensing staff refunded over 800 prospects that were unable to live in housing due to the pandemic limitations.
- Occupancy projections were adjusted to approximately 18% or 280 residents for safety and social distancing requirements. At limited occupancy, the team managed to reach occupancy goals for fall and spring semester.
- Academic year costs for bed spaces ranged from $13,000 to $14,000, due to limited occupancy and limited options.
- Licensing for Fall 2021- 2022 opened at the end of April. The licensing team managed an onslaught of over 1,000 applicants within the first 3 days of the application going live as future residents were eager to return to campus. Occupancy goals were met on July 2nd.

STUDENT HOUSING

TRENDS AND STATISTICS



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 through Fall 2020 to limit social gatherings, promote social distancing, and protect the health and safety of the residents. As we learned more about the impact of COVID-19, with the support of the office of Safety, Heath and Sustainability, we were able to provide outdoor fitness activities for residents during the spring semester and also open the swimming pool. The fitness equipment included strategically placing spin bikes in highly ventilated common areas, and placing socially distanced calisthenics work out equipment in the courtyards.



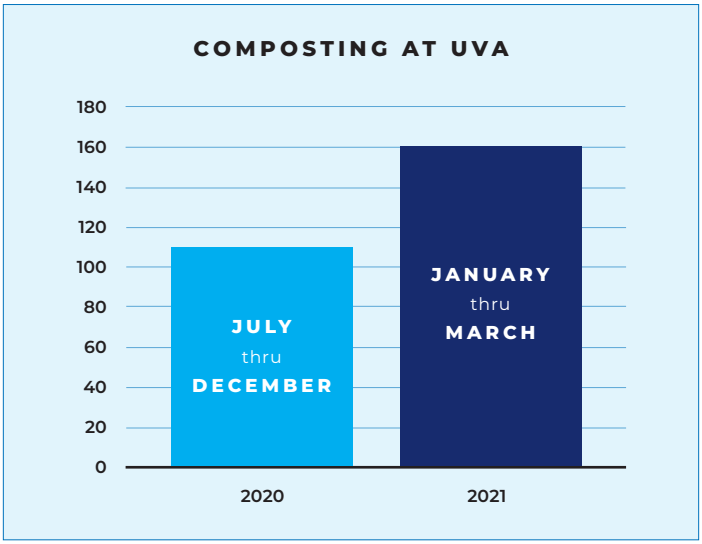
STUDENT HOUSING

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.
- In partnership with Student Financial Services, we were able to move the Housing payment (rent) process onto the student's CSUSM account, making the payment process easier and more streamlined for parents and students to pay tuition, fees and housing costs all in one place.
- Successfully completed a Housing Compost pilot in which residents composted their waste as a sustainability effort within the UVA.



- With continued financial support from the Dean of Students office, we were able to identify permanent designated spaces to support housing insecure students that may need assistance throughout the entire academic year.
- Successfully opened common area fitness options for residents during the spring 2021 semester while staying in compliance with COVID-19 guidelines.
- Reached COVID-19 limited occupancy goals for Fall 2020-21.
- Successfully completed deferred maintenance projects throughout the community in preparation for students return to campus. Transformed room types from quads and triples into doubles or singles for social distancing.
- Transformed apartments into Isolation and Quarantine spaces and filled them with necessary food and household items for students needing these spaces
- Partnered with campus in Spring 2021 to place a COVID-19 testing location in the UVA classroom for residents to have easy access for their required weekly tests.

CAPITAL PROJECTS & DEFERRED MAINTENANCE

- Resurfaced pool
- Completed LED lighting retrofit project. 100% of the project cost was covered by an SDG&E rebate program.
- Fumigated buildings B, C, and D.
- Updated pool fencing.
- Re-Striped fire lanes and lines in parking lot.
- Updated Emergency Blue Light Phones in Housing Area

GOALS FOR 2021-2022

- 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 provide seamless transition back to campus for residents.
- Increase marketing efforts through on site programming to maintain renewal interest for next academic year.
- Continue to maintain integrity and cleanliness of the property through capital projects and updated health and safety standards.
- Initiate engagement with North City to discuss opportunities to partner or affiliate on a new student housing project (South Parcel).
- Retain Brailsford and Dunlavey to update the Housing Demand study and evaluate affiliated housing and dining opportunities

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.

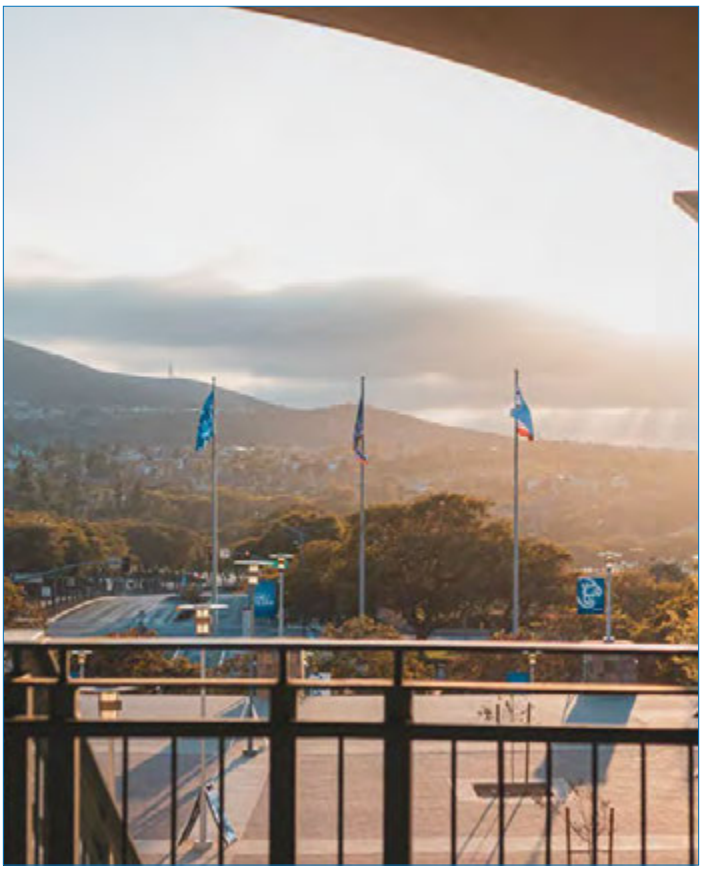
With a new staffing model and new relationships with campus and community partners, Summer Conferences continues to build a stronger and more prominent program, working diligently to provide the best experience California State University San Marcos has to offer.

SUMMER 2019 OVERVIEW

In April 2020, it was announced that summer events on campus would be cancelled due to health and safety precautions as a result of the COVID-19 pandemic.

- Communication was sent out to Summer Conference groups regarding the cancellation.
- Recruitment was held for Summer Conference Staff for Summer 2020; while no groups were hosted these positions were transitioned into Summer RAs for summer students that were living on campus.
- A project day was devoted during the summer to beginning the process of inventory for current storage spaces for supplies.
- Informal conversations were had with summer conference groups during the academic year to gauge whether programs would be offered for 2021 (Summer 2021 was also canceled for all external groups).
- The Associate Director for Operations and Conferences presented at the national virtual ACUHO-I Business Operations Conference on Summer Conference Planning, with over 70 in attendance.
- The CSU Summer Conference Summit was held virtually in February 2021. Representatives from all of the CSUs who manage summer conferences were present and topics included strategies for planning for 2021, expanding marketing and advertising opportunities, and protection of minors on campus.





GOALS FOR 2021-2022

- Implement designed Customer Experience Model to enhance client relationships and gather assessment data.
- Increase focus on Summer Intern Housing utilizing Unique Venues Internship Hub marketing and communication to generate new business
- Expand the Summer Conference Program by building a diverse client group consisting of new and returning business.
- Establish an online and paper marketing program to increase awareness and presence within the San Marcos community and beyond.
- Evaluate opportunities to use new spaces in the Extended Learning Building.

EXTENDED LEARNING BUILDING

The Extended Learning 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.

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 the Innovation Hub.

One year after welcoming staff and students into the EL building in August 2019; in August 2020, when the fall 2020 semester started and the global COVID-19 pandemic was in full swing, the building remained primarily closed due to limited on-campus classes, virtual student services, and employees telecommuting.

RECENT ACCOMPLISHMENTS

- Onboarded Thomas Fountaine, new Building and Facilities Manager
- Implemented a plan to utilize lab spaced to license to outside companies who want to collaborate with CSUSM faculty and students. Entered into an agreement with Volition to license bench and office space
- Installed plexiglass and removed furniture from areas within the building to promote social distancing.
- Developed a plan for re-opening the building to support employees and students
- Supported the campus by having a COVID-19 testing site on the 1st floor of the building
- Posted signage throughout the building to promote health and safety during the pandemic
- Updated the ELB Tenant Guide





GOALS FOR 2021-2022

- Develop a plan for reoccurring window cleaning for the building.
- Partner with occupants to reduce some sound and echo issues throughout the building.
- Complete work on securing exterior utility exposures.
- Create and Implement Operational Facilities SOPs for the building.

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 6 weeks through Kindergarten. 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 Child and Adolescent Development 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 until June 1, 2021 when they reopened their doors to welcome back families.

RECENT ACCOMPLISHMENTS

- CCF completed the final work on a $270,000 renovation project.
  - Completed a refresh of the center by painting and replacing flooring with a beautiful LVT tile.
  - Changed lighting to LED energy efficient lights
  - The change to the Center has been dramatic, uplifting to families and children, staff, Students and Faculty.
- Janelle Temnick, Manager of Auxiliary Services served on the Campus wide Childcare Services Visioning Task Force. The charge of the task force is to develop a vision for the Child Care Center and associated services to address the needs of our students, faculty, staff and community as our campus enters its next phase of growth. The group began meeting in January 2021 and invited the KinderCare team to come and present on the Center for Children and Families.
- Partnered with campus Safety, Health & Sustainability to develop reopening guidelines and protocols in preparation for a June 1st reopening
- Welcomed back CCF teachers and staff to the center and facilitated health and safety training related to increased health and safety protocols.

GOALS FOR 2021-2022

- 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.
- Evaluate opportunities with the Faculty Liaison for students to conduct virtual observations.
- Partner with Faculty Liaison to create opportunities for more campus departments to conduct research and observations in the center
- Partner with campus to survey students, faculty and staff on their childcare needs



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 2021, CSUSM Corporation staff attended the annual CSU Auxiliary Organization Association conference virtually. Having the conference virtually allowed more CSUSM Corporation staff an opportunity to participate in the sessions and networking opportunities without incurring travel expenses. CSUSM Corporation AOA committee representation includes.

- Bella Newberg
  Executive Committee Member


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:

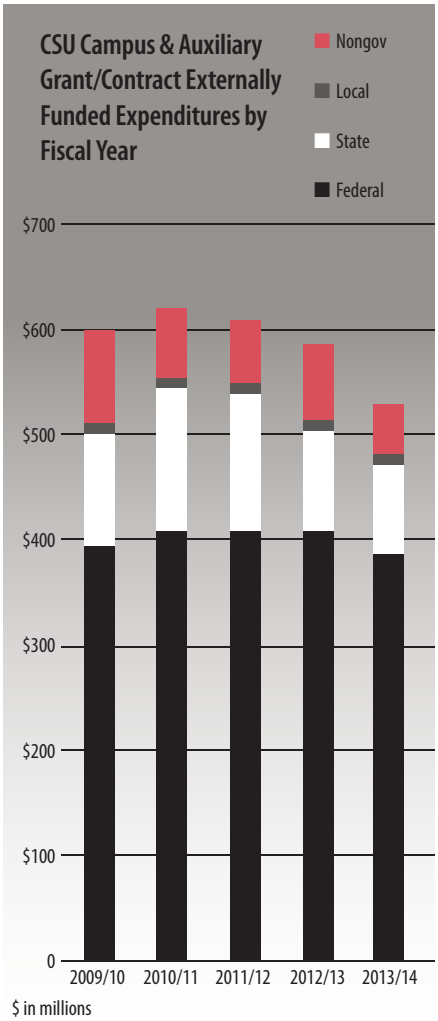
- Associated student body programs, student unions, and recreation centers
- Commercial services such as bookstores and dining services
- Programs that support externally funded grants and contracts, sponsored research, and special projects
- Philanthropic foundations that manage endowments, bequests, 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**.