

PROGRAM COMMITTEE MEETING
Thursday, February 16, 2023 at 9:00-10:30 a.m.
Join Zoom Meeting
<https://cpp.zoom.us/j/86501929332>
Meeting ID: 865 0192 9332

AGENDA

Committee Chair: John McGuthry for Daniel Montplaisir

Committee members: Mayra Brown, Erica Frausto-Aguado, Cynthia Nelson, Dr. Homeyra Sadaghiani, Dr. Maryanne Tolano-Leveque, Dr. David Speak, Dr. Craig LaMunyon

Staff: Claudia Burciaga-Ramos, Valerie Castro, Jared Ceja, Joanne Mathew, Thomas Sekayan, Randy Wallace Jr.

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- I. CONSENT ACTION ITEMS**
Items in this section are considered to be routine and acted on by the committee in one motion. Each item of the Consent agenda approved by the committee shall be deemed to have been considered in full and adopted as recommended. Any committee member may request that a consent item be removed from the consent agenda to be considered as a separate action item. If no additional information is requested, the approval vote will be taken without discussion.
1. Reading of Minutes John McGuthry, Acting Chair 2-4
- Friday, December 02, 2022 Meeting minutes
- II. GENERAL UPDATES**
2. CEO's Report Jared Ceja, CEO 5-6
- III. ACTION ITEMS**
3. Capital Budget 2023-2024 Jared Ceja 7-9
Joanne Mathew, CFO
- IV. INFORMATION & DISCUSSION ITEMS**
4. Strategic Initiative Updates Jared Ceja 10-11
- Housing Market Demand Study Randy Wallace, Director – RE&F
- Instant Access & Equitable Access Thomas Sekayan, COO
5. Dining Market Assessment/RFP Update Thomas Sekayan
- V. OPEN FORUM**
- VI. ADJOURNMENT** John McGuthry

CAL POLY POMONA FOUNDATION, INC.
Program Committee Meeting Minutes
Friday, December 2, 2022 at 1:30 pm
Zoom

Notice is hereby given that a regular meeting of the Program Committee was held by video conference/teleconference on Friday December 2, 2022 at 1:30 p.m. to discuss matters on the posted agenda. The meeting notice in its entirety was posted on the internet at <https://foundation.cpp.edu/content/d/Meeting%20Packets/Program%20Meeting%20050322.pdf>

Committee Chair: Daniel Montplaisir

Members: Mayra Brown, Erica Frausto-Aguado, Emily Han, Dr. Craig LaMunyon, Cynthia Nelson, Dr. Homeyra Sadaghiani, Dr. David Speak

Absent: John McGuthry, Dr. Maryanne Tolano-Leveque

Staff: Clint Aase, Shari Benson, Claudia Burciaga-Ramos, Jared Ceja, Suzanne Donnelly, Yvette Lane, Joanne Mathew, Aaron Neilson, Thomas Sekayan, Randy Wallace, Erika Noriega

Chair Daniel Montplaisir called the meeting to order at 1:31 p.m.

CONSENT ACTION ITEMS

1. Approval of minutes for May 3, 2022

There was a motion made by Erica Frausto-Aguado and seconded by Dr. Homeyra Sadaghiani to approve the minutes; the minutes were approved unanimously.

GENERAL UPDATES

2. Introduction of Thomas Sekayan, AED/COO

Jared Ceja welcomed Thomas Sekayan the new Associate Executive Director and COO for the Foundation, as primary liaison to the Program Committee and briefly reviewed the Enterprise Organization Chart. Thomas introduced himself and mentioned he is looking forward to partnering with the Committee and enhancing our relationships throughout campus.

3. CEO's Report

Jared Ceja provided an overview of the success of the Hot Dog Caper; almost 12,000 hot dogs served, cross-campus collaboration with 365 volunteers, and additional t-shirts had to be ordered; Tonya Tard, Executive Chef received the EDGE 2nd Helping Hand Cohort award, the Marketing team received 1 Platinum and 4 Gold awards from MARCOM, Joanne Mathew received the David H. Lord Award for Exemplary Community Service at NACAS, and Jared Ceja was awarded the Robert F. Newton Award for Distinguished Service at NACAS; Kellogg West has been experiencing challenges in building maintenance and upkeep which has affected overall revenue, resulting in a negative variance of \$137K; the Foundation Pepsi Scholarship just closed, it awards 20 scholarships of \$1,000 each to use towards course materials, supplies, dining, housing, graduation regalia, etc., over 60 applications were received; Jared provided an update to the Cal Poly Pomona Enterprises branding and the direction to go with a sister log, not strictly part of the CPP family tree, but complementary to the Campus instead of conflicting, the University is currently in the RFP process as they decided to change their consultant for branding, in 2023/24 they plan to complete the branding and we are delaying our process to allow them to finish; Jared gave more detail to the recent headlines on the Poly Post with regards to the embezzlement that occurred few years, reminding committee members of past Board and stakeholder discussion, going over the facts and resolution steps, and highlighting that all response guidelines were followed.

ACTION ITEMS

4. Policy 123 – Real Estate Acquisition & Development Update

Randy Wallace gave an update on Policy 123 and described changes requested policy that would allow the Executive Director/CEO and Real Estate Department to make more competitive offers on real estate acquisitions such as properties for the Affordable Faculty/Staff Housing Program. Current policy limits the approval limit to \$500,000. However, since that number was adopted in 2018, home values have increased significantly. A home valued at \$500,000 in January 2018 is now valued at over \$601,000. Homes in the targeted “Kellogg Track” have sold recently in the mid-\$500,000s. Expanding the limit to \$600,000 will allow management to make competitive and timely offers on property in support of growing the Affordable Faculty/Staff Housing Program. Such transactions will take place under the approval of the University President, Vice President of Administrative Affairs/CFO, or designed in support of the University’s mission.

Members of the committee questioned whether \$600,000 is sufficient to allow for a realistic chance of program growth. After additional data was shared, committee members voiced a preference for \$650,000.

Moved and seconded by Cynthia Nelson and Dr. David Speak that the members of the Program Committee have reviewed and approved the updates to Policy 123 – Real Estate Acquisition & Development with an amendment to increase the amount to \$650,000 and that on annual

basis staff identify appropriate annual adjustments to bring forward to the Program Committee and recommend that these updates be presented to the Board of Directors for approval at their next regularly scheduled meeting. No opposition, the motion was approved.

5. Mid-Year Capital Budget Requests for 22/23

The recent combination of rainy weather and renewed business at Kellogg West has exposed needs that must be addressed. These requests were not known when the full 2021-2022 list of capital requests were completed in February of 2022. All three requests have a health and safety component.

- 1) \$350,000 - The recent rains exposed major infrastructure issues with the Hillside and Conference Center roofs with more than 8 active leaks that traveled inside walls all the way to the basement floor in some cases. Leaks can cause damage throughout the facility and limit revenue opportunities.
- 2) \$150,000 – The carpet was last replaced more than 20 years ago, and has begun separating at every seam, posing a trip hazard to guest attending events within the conference center.
- 3) \$500,000 – The current fire/life safety system is more than 20 years past its life expectancy. The system is analogue, not as reliable when connecting to the digital system used by campus safety. The current system cannot guarantee an emergency notification will be received based on the outdated technology.

Moved and seconded by Dr. Homeyra Sadaghiani and Cynthia Nelson that the members of the Program Committee have reviewed and approved the presented 2022-2023 mid-year capital budget increase of \$1,000,000 associated with needed health and safety work at Kellogg West and recommends to forward this resolution to the full Board for consideration at their next scheduled meetings. No opposition, the motion was approved.

INFORMATION & DISCUSSION ITEMS

6. Dining Operating Update

- Reopening of International Grounds

Erika Huerta, recent CPP graduate and location Supervisor, described her journey to the reopening of International Grounds coffee shop after being closed for 2 years. It opened October 19th, operation hours are 9 am – 3:30 pm, serves Starbucks, pastries, employs 7 students, daily average revenue between \$450 - \$700, short term goals are to learn about our customers, increase sales, maximize profits, extend operation hours, add new products, provide vegan and different culture goods. Erika credited employees for the success of the coffee shop.

- Market Assessment/RFP

Jared Ceja reviewed the Dining Market Assessment: Envisions Strategies, a consultant retained for a Dining Market Assessment will help us by testing the Market on financial return, evaluate both residential and retail dining, a committee formed students, faculty, staff, UHS, Foundation team members and Thomas as the chair will be formed, it will compare current operations, bids, and other CSU deals, results are expected by Spring next year;

- NACUFS Survey

Aaron Neilson mentioned that for more than 20 years, Dining Services has participated in an annual customer service survey through our membership in the National Association of University Food Services (NAFUS). After a two year pause due to the pandemic, we again partnered with NACUFS to survey our students, faculty, and staff. In 2018, NACUFS surveyed over 116,00 students, faculty, and staff across approximately 550 institutions of higher education from across the U.S. and Canada. In 2017, our campus received over 1,770 responses. Of these respondents, 85% were students and 15% were faculty/staff. This survey measures both satisfaction and importance in various categories allowing us to focus our efforts in areas that are important to our customers, and are most likely to drive overall satisfaction. Our 2022 survey closed Thanksgiving week with nearly 3,000 respondents, a record number! We will receive our report in February, 2023 and will present the results to the campus community. We will use these data to further inform our strategic plan and provide the full report along with an executive summary of the survey results this spring. Aaron showed a Peer Comparison Sample from 2017 on value, variety, taste and food overall and a 2017 trend analysis sample.

7. Strategic Priorities Update

- Innovation Village Development

Jared Ceja mentioned the Foundation is partnering with UHS and Mt. SAC on the Housing Demand Assessment, with the focus on students, Grad students, student family housing and community college students, faculty, staff, retail and commercial, thru an RFP process; surveys will likely be sent over the coming months and data is expected during the spring.

- Equitable Access

Clint Aase and Suzanne Donnelly reviewed the Bronco Bookstore Instant Access Program introduced in 2017, Equitable Access is a course materials model where the Bookstore provides access to all required materials for all classes to all enrolled students at one low cost, showed a graph with the growth impact on course materials for 2018-19 thru 2021-22. A fixed price for all the books can be offered for the entire term, a survey completed by a company in spring of 2022 determined that a high percentage of books that were available as digital content with Instant Access in spring of 2022 would have cost about \$250 per student to have all of their books ready to go on the first day of school. This program has been in UC Davis for three years and San Diego State started the program in the fall. The data shows that universities that have this program have helped students increase their grades, affecting the entire range of student outcome.

8. Fringe Benefit Rate Change for Grants Budgets

Joanne Mathew gave a brief summary of the six-year analysis of what the fringe benefit (everything related to retirement) cost has been on grants, and using a five-year analysis without FY 2021 the average is 50 percent, Principal Investigators have been notified to use 50% salary moving forward.

OPEN FORUM

N/A

ADJOURNMENT

Moved and seconded by Dr. David Speak and Cynthia Nelson to adjourn the meeting; no opposition, the meeting was adjourned at 3:06 p.m.

Respectfully submitted,

Daniel Montplaisir
Program Committee, Chair



**Cal Poly Pomona
Foundation**

ED/CEO's Report

February 16, 2023

Program Committee

Highlights

- ▶ Introduction of Valarie Castro, Exec. Asst.
- ▶ Concept takeovers at Centerpointe
- ▶ Lunar New Year at Centerpointe
- ▶ Feedback shared with KW

Memorandum



Date: February 16, 2023

To: Program Committee

From: Jared Ceja, Executive Director/CEO
Joanne Mathew, Director of Financial Services/CFO

Attached: Capital Budget for 2023-2024 – detail by division

Subject: **Draft Capital Budget 2023-2024**

Pursuant to the Enterprise Foundation's Policy #118, Management is presenting to the Committee the Budget of capital expenditures for fiscal year 2023-2024.

Capital expenditures requested cover the divisions of the Bookstore, University Village, Dining Services, Kellogg West, Real Estate, Administration, Information Technology, Agriculture and Center for Professional and Global Education at a total amount of \$5.15M. Projects are designated as Scheduled Renewals/Security, Programmatic, Deferred Maintenance, ADA, Health & Safety, or Contractual/Legal. However, some projects may have components in other designated categories that are not reflected on the report.

RECOMMENDED ACTION:

Management is requesting that the Program Committee approve the capital expenditure budget for 2023-2024 as presented for approval by the Board of Directors.

BE IT RESOLVED, that the members of the Program Committee have reviewed and approved the presented 2023-2024 capital expenditure budget.

BE IT FURTHER RESOLVED, that the Program Committee forwards this resolution to the Board of Directors for consideration at their next scheduled meeting.

PASSED AND ADOPTED THIS 16th DAY OF FEBRUARY 2023

By: _____
John McGuthry
Program Committee

CAL POLY POMONA FOUNDATION
2023-2024 CAPITAL EXPENDITURES BUDGET
DRAFT

Project	Division	Reserves	Requested Capital Budget Carryover to Proposed Budget Year	2023-2024 Requested Proposed Budget	Purpose	Category
130010	Bookstore		36,000		Replacement registers	Scheduled Renewals/Security
130010	Bookstore		-	10,000	Replacement workstations	Scheduled Renewals/Security
130010	Bookstore		-	30,000	Furniture and fixtures	Scheduled Renewals/Security
130010	Bookstore		45,000	30,000	Upstairs remodel + credit union build out	Programmatic
Bookstore Total		-	81,000	70,000		
180850	University Village		12,100		Replace Blinds due to damage/wear and tear: 4 bldgs.	Deferred Maintenance
180850	University Village		-	25,000	Carpet & Tile replacement	ADA Related
180850	University Village		120,889	125,000	HVAC replacement	Deferred Maintenance
180850	University Village		-	68,000	Iron work railing and pool fencing repairs, walkway repair, exterior painting	Health & Safety
180850	University Village		-	83,333	Parking light pole replacement 65 poles some below grade	Scheduled Renewals/Security
180850	University Village		-	40,000	Replace ball valves on Buildings	Scheduled Renewals/Security
180850	University Village		-	260,000	Pool Furniture + apartment furniture for multiple units + 100 twin mattresses annually	Deferred Maintenance
180850	University Village		-	75,000	Phase III elevator floor replacement - 4 Elevators	Deferred Maintenance
180850	University Village		70,000	759,067	Roof replacement - all buildings	Deferred Maintenance
180850	University Village		39,250	85,000	Community Center Village building 300 - Replace four 3.5 ton package units in house	Health & Safety
180850	University Village		8,674	50,000	Toilet replacement 100 toilets annual basis	Scheduled Renewals/Security
180850	University Village		14,976	18,000	Duct Cleaning Phase I: 3 bldgs.	Health & Safety
180850	University Village		15,088	18,000	Repair Stairwells due to broken or damaged stair treads	ADA Related
180850	University Village		14,900	85,000	Painting: 24 apts. Interior only due to damage/wear and tear	Scheduled Renewals/Security
University Village Total		-	295,877	1,691,400		
170104	Innovation Brew Works		73,400		Update HVAC system to keep the IBW space cool during the summer, exhaust fan to be installed and expand system	Health & Safety
170104	Innovation Brew Works		30,000		Add refrigeration space to meet increased demand. Eliminate offsite refrigeration	Programmatic
170105	Poly Fresh		40,000		Replace 4 open aired coolers and 1 Freezer, implement frictionless checkout (Zippin)	Deferred Maintenance
170101	Taco Bell		25,000		Branded QSR Concept conversion	Programmatic
170130	Centerpointe	85,000	30,000	55,000	Dining platform brand identity development	Programmatic
170130	Centerpointe	25,000	-	25,000	Nutri-Slice Menu Board display system	Programmatic
170130	Centerpointe	35,000	-	35,000	new Recipe, inventory, menu management system	Programmatic
170130	Centerpointe	45,000	-	45,000	Food Lockers and ordering kiosks	Programmatic
170107	Mini Poly Trolley (SSB)		-	85,000	Electric mobile café serving beverages, sandwiches and burritos.	Programmatic
170130	Vending-Micro Fridge		-	35,000	RFID fresh food vending for food desserts	Programmatic
Dining Services Total		190,000	198,400	280,000		
280510	Kellogg West Conf Center & Hotel		100,000		Exterior/Landscape remodel - deteriorating at the entry and perimeter of Kellogg West	Health & Safety
280510	Kellogg West Conf Center & Hotel		575,000		Roof repair	Deferred Maintenance
280510	Kellogg West Conf Center & Hotel		150,000		Carpet replacement	Deferred Maintenance
280510	Kellogg West Conf Center & Hotel		500,000		Fire/life safety system replacement	Health & Safety
280510	Kellogg West Conf Center & Hotel		-	90,000	Upgrade to old Audio Visual systems within the conference center	Programmatic
280510	Kellogg West Conf Center & Hotel		-	90,000	Replace existing low temp dish machine - High temp machine will not cause corrosion and will clean dishes	Deferred Maintenance
280510	Kellogg West Conf Center & Hotel		-	25,000	Purchase and upgrade smallwares, serviceware and catering equipment	Programmatic
280510	Kellogg West Conf Center & Hotel		-	750,000	Contingency to support campus work on buildings	Deferred Maintenance
Kellogg West Total		-	1,325,000	955,000		
190040	Executive Administration		50,000		Select door, window, and flooring upgrades to rectify leaks and safety issues (2021-22)	Deferred Maintenance
190040	Executive Administration		20,000		Bldg. 55 Wall & Paint Refresh. Walls damaged and marked, last painted in 2014.	Deferred Maintenance
190040	Executive Administration		15,000	5,500	Additional costs for roof sealing of building 55	Deferred Maintenance
190040	Executive Administration		-	26,125	Repair/replace portions of damaged patio/entrance coverings	Deferred Maintenance
TBD	General		-	525,000	Emergency & unanticipated needs	Programmatic
190044	Marketing		-	10,000	Workstation renewals	Scheduled Renewals/Security
190110	Human Resources		-	45,000	Kronos Timeclocks+interfaces+equipment	Scheduled Renewals/Security
Administration Total		-	85,000	611,625		
190010	Information Technology		30,000		Grants Module Implementation: Purchase and implement the OneSolution grants module.	Programmatic
190010	Information Technology		30,000		Budget application and implementation	Programmatic
190030	Information Technology		20,000		Migration to POD IAAS - Hardware migration expenses related to moving equipment from b55 to new POD co-location facility	Programmatic
190030	Information Technology		10,000	15,000	UKG Workforce Ready - Updates	Scheduled Renewals/Security
190030	Information Technology		15,000	10,000	Migration to POD Datacenter: Hardware migration expenses related to moving equipment from b55 to new POD co-location facility	Scheduled Renewals/Security
190030	Information Technology		16,000	14,000	VM Host Installation: Add a 4th host to our VM infrastructure	Scheduled Renewals/Security

Project	Division	Reserves	Requested Capital Budget Carryover to Proposed Budget Year	2023-2024 Requested Proposed Budget	Purpose	Category
190030	Information Technology		15,000	20,000	Laptop Rollout: IT to continue offering laptops as workstations replacements	Scheduled Renewals/Security
190030	Information Technology		-	25,000	PCI Consultant: PCI DSS3.2.1 to 4.0, help with the uplift.	Contractual/Legal
280510	Information Technology		-	30,000	Honeywell Server Upgrade - end of life at the end of 2023	Scheduled Renewals/Security
190030	Information Technology		-	15,000	Marketing Storage Server - upgrade network attached storage server to an enterprise level server.	Scheduled Renewals/Security
190030	Information Technology		-	30,000	Enterprise Workstation & Equipment Refresh	Scheduled Renewals/Security
Information Technology Total		-	136,000	159,000		
220080	Center for Training Technology and Incubation		13,000	2,000	Carpet replacement for tenant suites at CTTI	Scheduled Renewals/Security
130010	Bldg. 66 Bookstore Side		-	42,320	Roof re-coat needed to seal any openings	Deferred Maintenance
200660	Bldg. 66 Classroom Side		-	42,320	Roof re-coat needed to seal any openings	Deferred Maintenance
190970	Building 97		-	45,556	Roof re-coat needed to seal any openings	Deferred Maintenance
170500	Building 97 - Dining		-	45,556	Roof re-coat needed to seal any openings	Deferred Maintenance
190970	Building 97		-	200,000	Firewall Extention/ Code Update affecting Classroom 120	Health & Safety
170080	Facilities		-	25,000	Additional used utility Vehicle needed for facilities technicians	Programmatic
Real Estate Activities Total		-	13,000	402,753		
016200	Agronomy Farm		36,000		3-Row Direct Seeder - replace hand seeding and weeding labor	Programmatic
016200	Agronomy Farm		16,500		Replace 70 year old Corn Sprayer.	Deferred Maintenance
016200	Agronomy Farm		20,000		4 Seat 4x4 Utility Vehicle w/Dump Trailer. Replace Stolen Vehicle at Spadra.	Deferred Maintenance
016200	Agronomy Farm		65,000		Off-Road 4x4 Forklift - increase field related work, avoid rental costs	Programmatic
320300	Ornamental Horticulture		170,000		Replacing 20 year old shade curtains - essential to growing quality plants for both retail sales and class/student projects	Deferred Maintenance
320300	Ornamental Horticulture		140,000		Greenhouse Pad Vent Support Repair - deteriorating due to age and outside conditions	Deferred Maintenance
320300	Ornamental Horticulture		8,000		Update faulty exterior Greenhouse lighting, increases student/staff safety	Scheduled Renewals/Security
320300	Ornamental Horticulture		4,000		Greenhouse and Nursery Cameras - reduce theft	Scheduled Renewals/Security
462530	Westwind Ranch		27,000		Water Mainline Pipe - for connection to alternate water source	Programmatic
462610	Agriscapes Outreach		44,000		Cargo Van - increase farm produce delivery	Programmatic
020010 & 420010	AVS Cattle & Sheep Units		-	206,250	New barn to replace current old barn	Deferred Maintenance
260220	Farm Store		-	5,000	Purchase of a surveillance system that includes cameras for the Farm Store. Reduce theft.	Scheduled Renewals/Security
016200	Agronomy Farm		-	40,000	Westwind Irrigation Upgrade - repair and replace aging underground irrigation filtration systems	Deferred Maintenance
016200	Agronomy Farm		-	155,000	Replace antique produce washing lines - increase washing volume and effectiveness, and worker safety	Deferred Maintenance
016200	Agronomy Farm		-	80,000	Citrus and Avocado Sizing Line - Multi-purpose weight sorter that can handle various fruit varieties	Programmatic
016200	Agronomy Farm		-	55,000	Vegetable Wash Line - increase washing volume and effectiveness, and increase worker safety	Deferred Maintenance
016200	Agronomy Farm		-	25,000	Multipurpose Spray Washer - clean and sanitize harvest crates between harvests	Deferred Maintenance
016200	Agronomy Farm		-	19,000	Zero Turn Mower - efficiently mow weeds in small areas, orchards, turf, and experimental plots	Programmatic
016200	Agronomy Farm		-	5,000	14' Utility trailer - haul utility vehicle and zero turn mower to various locations across campus	Programmatic
016200	Agronomy Farm		-	87,000	Replace existing forklift that is far past its useful life and undersized for safe operation	Deferred Maintenance
016200	Agronomy Farm		-	30,000	Baler for plastic recycling	Programmatic
016200	Agronomy Farm		-	10,000	Hydraweeder - reduce hand weeding in certain crops and speed up the weeding process.	Programmatic
016200	Agronomy Farm		-	6,000	Pallet scale - To weigh all incoming and outgoing produce	Programmatic
193040	Pine Tree Ranch		-	22,000	Variable Speed Drive water pump to eliminate run-off due to excess volume	Deferred Maintenance
462610	Agriscapes Outreach		-	32,000	Tuff Shed or Similar to provide additional space for event & farming equipment	Programmatic
Agriculture Total		-	530,500	777,250		
283500	CPGE		-	150,000	International Village Consultant 50% FDN	Scheduled Renewals/Security
CPGE Total		-	-	150,000		
Grand Total		190,000	2,664,777	5,097,029		

Prior Years & Proposed Capital Budget
Capital Funding from Reserves
Capital Funding from Operations

\$ 7,761,806
190,000
\$ 7,571,806

Market Demand Study Update

Spring/Summer 2022 – Project Concept

Enterprise Foundation Management and the Board of Directors brainstormed possibilities for the continued development of Innovation Village. This includes presentations and roundtables at the Summer Board Retreat. Housing was identified as the primary focal point with the possibility of associated dining, retail, commercial, conference, and educational spaces. A demand analysis was identified as the initial need.

Fall 2022 – Demand Analysis

An RFP was issued in partnership with University Housing Services (UHS) for an independent consulting firm to perform an intensive market demand study. Areas of focus include (a) various forms of student housing, (b) faculty-staff housing for both CPP and Mt. SAC, (c) retail, office and lab space, (d) conference space.

The process included:

- A working group formed with members from UHS, CPP Administrative Affairs, University Village, Enterprise Foundation, and Mt. SAC Administration to evaluate potential partners;
- A list of a dozen experienced economic consultant firms, including those approved by the Chancellors Office, were invited to participate in the RFP process;
- Several firms responded and proposals were reviewed by the working group;
- Three finalists were interviewed and Jones Lang LaSalle (JLL) was selected;

Scope of Work:

- JLL's submitted a Scope of Work that was reviewed and approved group including the above-described market demand items, local competitive supply and pipeline of housing; economic analysis including definition of affordability for each housing population; cost analyses of development/construction; financing and delivery options; and recommendations for product types, sizes, mix, and amenities.

January 2023 – Data Requests

JLL prepared detailed data lists for review. The goal is to distribute targeting surveys to campus stakeholders. The data requested is critical to the accuracy and value of the market demand study. Core survey needs include extensive demographics information on enrollment projections, first-year versus transfer students, and faculty/staff employment plans for both campuses.

January 24, 2023 – Kick-Off Meeting

A day-long initial meeting introducing the consultant team of JLL to the working group members. UHS, University Village, Enterprise Foundation leadership, and Mt. SAC management provided insight on both campuses and overall objectives to the JLL team. JLL also met with stakeholders from campus including Institutional Research, Planning and Analytics, and Faculty Affairs. Tours of existing facilities and infrastructure followed. The day concluded with a wrap-up of assignments and timelines.

- Focus Groups are planned to occur in February/March for both campuses
- Surveys will be issued following the Focus Groups
- Demographic analysis to be done in March

Early May, 2023 - Target Date for Study Completion and Board Presentation

Bronco Bookstore Instant Access Program Update

Spring 22	Fall 22
600 COURSES, 1262 SECTIONS	700 COURSES, 1452 SECTIONS
38.2% OF SECTIONS USING COURSE MATERIALS PARTICIPATE IN IA	52% OF SECTIONS USING COURSE MATERIALS PARTICIPATE IN IA
79.4% OF STUDENTS REMAIN OPTED IN	81.7% OF STUDENTS REMAIN OPTED IN
Since program inception in 2019, Instant Access has saved students ----->	\$4, 740.000

What's Next? Equitable Access!

Equitable Access (EA) is a course materials model that offers the following:

- Provides access to all required materials for all classes to all enrolled students at one low cost
- EA is a digital first concept but also includes OER, print, and library content
- Saves students money with an estimated \$250 per semester per student cost billed to student accounts
- Allows us to take advantage of lower EA pricing from content providers
- Students can opt out of the program, but not out of individual classes
- Faculty maintain academic freedom in choosing course materials
- All students have timely access and an equal playing field
- Students with no assigned course materials are automatically opted out
- Average student cost for course materials will drop by \$60 per term (much more versus new books).
- Future materials cost reductions passed on to students via lower semester charge or scholarships.

California University's transitioning to EA

- UC Davis - in place for 2 years
- San Diego State - started Fall 22
- CSU Northridge - Fall 23 goal
- Sonoma State - Fall 23 goal
- Cal Poly Pomona - Fall 23 goal

EA Progress thus far:

- Presented to ASI Senate with a support resolution being crafted now
- Presentations scheduled with the Library and Academic Senate
- Meeting with publishers/content providers to further drive costs down
- Developing a scholarship fund to support students that may not have sufficient financial aid or other resources to cover the \$250 cost

This transition will require synergy with campus administration, Faculty, Library, ASI, Student Account Services, Orientation, and Enterprise Foundation management. If successful, the student benefits are many including more prepared students, lower costs, and less stress.

Who loses?

Amazon and other third-party content providers

Do the economics work from an enterprise point of view?

Yes. There is even a possibility that the \$250 price point will go down as we continue to find more cost-effective course material solutions and negotiate better terms from publishers.