

## AGENDA

### COMMITTEE ON ORGANIZATION AND RULES

**Meeting:** 11:15 a.m., Wednesday, November 16, 2022  
Glenn S. Dumke Auditorium

Jean Picker Firstenberg, Chair  
Julia I. Lopez, Vice Chair  
Diana Aguilar-Cruz  
Diego Arambula  
Jack Clarke, Jr.  
Leslie Gilbert-Lurie  
Lillian Kimbell  
Christopher Steinhauser

**Consent** 1. Approval of Minutes of the Meeting of September 13, 2022, *Action*  
**Discussion** 2. Progress Report on the Board of Trustees' Review, *Information*

**MINUTES OF THE MEETING OF THE  
COMMITTEE ON ORGANIZATION AND RULES**

**Trustees of the California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium  
401 Golden Shore  
Long Beach, California**

**September 13, 2022**

**Members Present**

Jean Picker Firstenberg, Chair  
Julia I. Lopez, Vice Chair  
Diana Aguilar-Cruz  
Diego Arambula  
Jack Clarke, Jr.  
Adam Day  
Leslie Gilbert-Lurie  
Lillian Kimbell  
Christopher Steinhauser

Jolene Koester, Interim Chancellor  
Wenda Fong, Chair of the Board

Trustee Firstenberg called the meeting to order.

**Consent Agenda**

The minutes of the July 13, 2022, meeting were approved as submitted.

**Discussion Agenda**

**Progress Report on the Board of Trustees' Review**

The information item was presented by Roberta Achtenberg, senior advisor for board governance and relations and Jane Wellman, special consultant to the board. The consultants presented a progress report regarding the ongoing review of the Board of Trustees. The review addressed the issues of building board capacity including trustee dynamics, orientation and continuing education. They also detailed the rationale for a strengthened Trustee Secretariat's office and recommended changes for a strategic reorganization of the current office organizational and reporting structure,

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including increased staffing. Trustee McGrory noted the importance of appropriate levels of staffing to the board and also requested that the consultants include in their assessment a review of trustee engagement in advocacy efforts moving forward. Trustee Faigin asked for clarification regarding enhancing effective, strategic board governance. Jane Wellman noted there are multiple approaches and models that the board will discuss in more detail at the November 30 board retreat. Trustee Lopez added the importance for ongoing board review of their near- and long-term strategic priorities.

Trustee Linares raised the question regarding additional support for student trustees and requested further review and assessment of enhanced financial support models for trustees who are students. Interim Chancellor Koester noted that Chancellor's Office staff had been engaged in review and conversations with CSSA and other agencies to address concerns raised by the student trustees regarding enhanced financial support. She also noted that student trustees receive a tuition waiver for the duration of the term of service on the board. Trustee Sabalius inquired about possible scholarships being considered as part of a future model for enhanced financial support for student trustees. Trustees Rodriguez, Simon, Gilbert-Lurie, and Aguilar-Cruz also expressed their support for a comprehensive review and recommendations.

Trustee Firstenberg adjourned the meeting.

## **COMMITTEE ON ORGANIZATION AND RULES**

### **Progress Report on the Board of Trustees' Review**

#### **Presentation By**

Roberta Achtenberg  
Senior Advisor, Board Governance and Relations

Jane Wellman  
Special Consultant to the Board

#### **Summary**

The Board of Trustees has commissioned a review of board roles and practices within the university system. It is being conducted by Roberta Achtenberg, Senior Advisor to the CSU for Board Governance and Relations, and Jane Wellman, a special consultant to the board. The review was announced at the May 2022 board meeting and is expected to conclude by May 2023. At the September meeting, the consultants updated the board on their progress, discussed a rebuilt trustee orientation program, outlined plans for a strengthened Trustee Secretariat office, and previewed the framework for a board retreat planned for November 30, 2022. This item will outline their progress since their last report and describe efforts that are underway to find an appropriate alternative model to provide financial support for students serving as members of the Board of Trustees. The need for an enhanced financial support model, and the action steps that are being taken to determine the most appropriate model, are set forth below.

#### **The Need for an Enhanced Financial Support Model for Student Trustees**

Given the CSU's overarching focus on supporting student success and removing barriers to access and participation, the interim chancellor and the board have asked for an immediate re-assessment of the options available for providing enhanced financial support for students who serve on the Board of Trustees.

Student trustees are voting fiduciaries of the CSU with the same duties and responsibilities as other trustees and the shared obligation to serve the public interest of the state of California. While undertaking this trustee role, they are also balancing an additional role—that of a CSU student in good standing. Fulfilling both roles simultaneously can make it impractical to undertake additional employment to help meet expenses. The board wants student trustees to have the time and resources necessary to execute their dual responsibilities at the highest level. To maintain outstanding student trustee participation the board must ensure that financial hardship is not a barrier to student trustee service.

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Currently, student trustees have their tuition fees waived for the duration of their two-year term on the board, pursuant to California's Education Code. For a full-time student, this amounts to \$5,742 for the academic year. In addition, student trustees are provided—as are other appointed trustees—a \$100 per diem to compensate them for their efforts on days they provide service to the CSU.

It is clear that the tuition waiver and per diem are insufficient, in many cases, to ensure that student trustees do not endure financial hardship during their board service. Understanding this, the interim chancellor and board chair have tasked Chancellor's Office staff to form a working group to develop new models for enhanced financial support for student trustees. Their research will include interagency consultation, comparing models in place at other institutions and carefully weighing the benefits and challenges of enhanced financial support models relevant to the CSU. Additionally, they will analyze whether and how enhanced financial support may affect existing financial aid packages and programs, and potential tax consequences for the student and their family.

This working group will present its findings within 60 days, and recommendations will be brought to the board at the January 2023 meeting as an information item for proposed adoption at its March 2023 meeting.