

**CAL POLY POMONA FOUNDATION, INC.
CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA**

**PROGRAM COMMITTEE MEETING
Thursday, February 4, 2021
1:00 pm – 2:00 pm
Zoom**

AGENDA

- I. **ACKNOWLEDGEMENT OF MEMBERS OF THE PUBLIC** who may or may not be commenting on a specific item or making a general comment
- II. **CONSENSUS ACTION ITEMS** **PAGE**
Consensus 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. Minutes May 6, 2020 Meeting Dr. Sylvia Alva 2 - 3
- III. **GENERAL UPDATES**
2. Foundation Updates Jared Ceja
- IV. **ACTION ITEMS**
3. Rebranding Jared Ceja 4 - 7
Alex Hernandez
- V. **INFORMATION & DISCUSSION ITEMS**
4. Dining Concepts Aaron Neilson 8 - 16
5. Update of Faculty Staff Housing Randy Wallace 17 - 19
6. Update on Instant Access Clint Aase 20 - 22
- VI. **ADJOURNMENT** Dr. Sylvia Alva

The open proceedings of this meeting are being recorded.

CAL POLY POMONA FOUNDATION, INC.
Program Committee Meeting Minutes
May 6, 2020

Present: Mr. John McGutry (via Zoom), Ms. Joy Tafarella (via Zoom), Ms. Deborah Goman (via Zoom), Ms. Erica Frausto (via Zoom) and Mr. Sadiq Shah (via Zoom).

Absent: Mr. Pasindu Sullivan, Ms. Eileen Sullivan, Mr. David Speak and Mr. Lowell Overton

Staff: Mr. Jared Ceja, Mr. David Prenovost (via Zoom), Ms. Jenny Dennis, Ms. Claudia Burciaga-Ramos, Mr. Aaron Nielson, Ms. Sandra Vaughan-Acton, Mr. David Laxamana (via Zoom), Ms. Suzanne Donnelly (via Zoom), Mr. Randy Wallace and Mr. Clint Aase.

John McGutry called the meeting to order at 10:00 a.m.

Consensus Action Items

1. Minutes - April 29, 2019

Moved and seconded by Sadiq Shah and Deborah Goman to approve the April 29, 2019 minutes; the minutes were approved unanimously.

Action Items

2. Capital Budget Forecasts 2019-2020 & Proposed Budgets 2020-2021

The Cal Poly Pomona Foundation 2020-2021 Capital Improvement Program will be part of the budget request for the May Board and Finance Committee meetings. The proposed capital improvement budget for 2020-2021 is \$338,038. There are also capital funds carried forward from prior years of \$1,429,590. The Total Proposed Capital Budget with prior year carryover is \$1,767,628.

The proposed capital budget assumes funding of \$275,395 from the following reserve:

- \$275,395 from the Residential Board Meal Program Surplus Reserve

A motion was made by Erica Frausto and seconded by Sadiq Shah to approve the recommendation that the proposed 2020-2021 Capital Improvements and use of reserve funds be included in the Proposed Budget and Business Plan for fiscal year 2020-2021 and be submitted to the Board for review and approval at its next regularly scheduled meeting. The motion approved unanimously.

Information Items

3. Faculty Staff Housing Update

The Foundation received notification from a homeowner in the Kellogg Tract of homes adjacent to campus which is one of the 19 single family homes in the faculty/staff housing program. He expressed his intent to sell and asked the Foundation if they will exercise its option to repurchase the home. In the past, the Foundation would have exercised its option to purchase the home and then resell the home to a faculty/staff while retaining control of the land via the ground lease. Unfortunately, due to Covid 19 and its effect on the nation as well as the Foundation, we are having to take unprecedented steps as we preserve cash. In light of these circumstances, the Foundation administration is recommending that this home be removed from the program and allow the homeowner to sell the home in the open market, with the stipulation that the Foundation receive \$123,961 for the land proceeds should the home sell at the market price of \$450,000. This in contrast to repurchasing the home for the maximum resale price of \$326,984 and using scarce resources available at this time, not to mention the rehab costs that the resale of this property would entail.

4. NACUFS Dining Satisfaction Survey Results Fall 2019

Aaron Neilson gave a brief summary analysis of First-Year Freshman (FYF) meal plans and related dining services data from all CSU campuses during the 2019-2020 academic year:

- CPP placed 67th percentile in the annual cost per First-Year Freshman across the CSU system
- 65th percentile in the per-swipe cost
- 86th percentile in the declining balance
- 81st percentile in the venue/headcount ratio.

5. Hours of Operation Dining & Bookstore

Staff reviewed the regular and extended operating hours for Dining and the Bookstore for the summer 2020 Session.

6. University Village Residential Experience Survey Results

David Laxamana presented the survey results of the University Village Residential Experience. The survey included national benchmarking questions as well as institution specific questions; 655 responses were received, an increase from 654 the previous year. Information is used to better gain information about the resident's viewpoint regarding satisfaction with the services offered at

the University Village, additionally with the information collected from the survey the University Village can better meet the continually changing needs of the students.

7. Bronco Bookstore Instant Access Report

Clint Aase and Susan Donnelly gave an overview of the Instant Access Program; the bookstore expanded the Instant Access (IA) Program for providing students affordable access to digital course materials from a pilot to a permanent program available for all qualifying courses to participate in if faculty choose to.

Main points:

- Program expanded from 7 courses in one department to 82 courses across all colleges
- Total IA revenue for the year over \$650,000.
- Savings to students compared to new print books over \$700,000.

Open Forum

None discussed.

Meeting adjourned at 11:07 a.m.

Respectfully submitted,

John McGutry
Program Committee, Chair

CAL POLY POMONA AUXILIARY BRANDING



**Cal Poly Pomona
Foundation**

Should we change the company name?

Cal Poly Pomona Foundation, Inc.:

- History of service to CPP and the CSU
- Closely resembles the Cal Poly Pomona Philanthropic Foundation and thus causes confusion
- Not a great representation of what we do as an enterprise, financial, and grant post-award organization

CSU AUXILIARY NAMES

Cal State University	Foundation Name
Cal State University, Bakersfield	CSU Bakersfield Foundation
Cal State University, Channel Islands	CI University Auxiliary Service, Inc.
Cal State University, Chico	Chico State Enterprises
Cal State University, Dominguez Hills	CSU Dominguez Hills Foundation
Cal State University, East Bay	CSU East Bay Foundation
Cal State University, Fresno	CSU Fresno Association, Inc.
Cal State Fullerton	Cal State Fullerton Auxiliary Services Corporation
Humboldt State University	Humboldt State University Foundation
Cal State University, Long Beach	Forty-Niner Shops, Inc.
Cal State University, Los Angeles	Cal State LA University Auxiliary Services
Cal State University, Maritime Academy	California Maritime Academy Foundation
Cal State University, Monterey Bay	University Corporation at Monterey Bay

Cal State University	Foundation Name
Cal State University, Northridge	The University Corporation
Cal State University, Sacramento	University Enterprises, Inc.
Cal State University, San Bernardino	University Enterprises Corporation at CSUSB
San Diego State University	Aztec Shops, Ltd.
San Francisco State University	The University Corporation, San Francisco State
San Jose State University	Spartan Shops, Inc.
Cal Poly San Luis Obispo	Cal Poly Corporation
Cal State University, San Marcos	CSUSM Corporation
Sonoma State University	Sonoma State Enterprises
Cal State University, Stanislaus	CSU Stanislaus Auxiliary & Business Services

Memorandum



Date: February 4, 2021

To: Program Committee
Cal Poly Pomona Foundation, Inc.

From: Jared Ceja, Executive Director/CEO
Alex Hernandez, Associate Director of Marketing

Subject: Rebranding

The Cal Poly Pomona Foundation has a history of exceptional service to Cal Poly Pomona students, faculty, staff, alumni, and the neighboring community. The Foundation also benefits from a reputation of innovation and achievement at the system level and throughout the nation auxiliary services industry.

In light of the Cal Poly Pomona Philanthropic Foundation's creation in 2019, Management began to question if the Cal Poly Pomona Foundation name and brand should be changed or maintained. Confusion occurs regularly as individuals on and off campus mix up the two organizations. Some have taken to calling our company the "Business Foundation" to add clarity.

The CSU has many example of alternatives to "Foundation" that could be viable.

- Chico State Enterprises, University Enterprises (Sacramento), University Enterprises Corporation at CSUSB, and Sonoma State Enterprises
- University Corporation at Monterey Bay, The University Corporation (Northridge), Cal Poly Corporation, and CSUSM Corporation
- 49er Shops, Aztec Shops, and Spartan Shops
- CI University Auxiliary Services and Cal State LA Auxiliary Services
- Cal State Fullerton Auxiliary Services Corporation and CSU Stanislaus Auxiliary & Business Serves

Possibilities for a new name include, but are not limited to:

- Cal Poly Pomona Enterprises, Bronco Enterprises, Cal Poly Pomona Corporation, Bronco Shops, Cal Poly Pomona Auxiliary Services Corporation, Cal Poly Pomona Business Foundation, and more

Upon selection of a new name, Management shall explore logo and branding options to bring to the Committee and full Board. Cost and legal ramifications will also be analyzed and the results presented.

Management is recommending the Committee discuss the rational for a name change and narrow the pool of viable candidates. Should the committee feel a

name change is appropriate, Management will invest resources in bringing additional information forward at a future meeting.

WHEREAS, Foundation Management has presented the rationale and options associated with changing the name of our organization from Cal Poly Pomona Foundation to a name more appropriate for the current campus environment and the services we provide, and

WHEREAS, the Program Committee has reviewed and discussed various options for said name change, and

NOW, THEREFORE, the Program Committee recommends that management continue the pursuit of a name and brand change, including an analysis of costs and legal ramifications, for further consideration at a future meeting of the Program Committee and/or full Foundation Board.

Passed and adopted this 4th day of February 2021.

Sylvia Alva

By: _____
Dr. Sylvia Alva, Chair
Program Committee

Retail Dining @ CPP



Retail Dining Overview (Pre-Covid)

25 Retail Food Outlets

- 9 Franchises Owned/Operated by CPP Foundation
- 2 Lease Operations
- 8 Self-Branded Locations
- 6 Markets (Campus Markets/Grocery Stores)

Approx. \$13 Million Revenue (~55% of Overall Dining Revenue)




Process and Strategy

1. Analyze retail portfolio financial performance
2. Evaluate franchise agreements
3. Identify opportunities in portfolio mix (surveys, Dining Master Plan, etc.)

1. Franchise Portfolio Analysis

PORTFOLIO PERFORMANCE ANALYSIS TOOL v4.01



END:

		RP	RV	NM	
Loc	Concept Name	Rev % Portfolio	Annual Revenue	Annual Net Margin	Item Class
97	Carl's Jr.	9.19%	\$ 580,483	\$ 97,194	TORTISE
15	Starbucks	18.82%	\$ 1,188,828	\$ 20,070	HARE
52	The Den	14.83%	\$ 936,438	\$ 7,964	HARE
35	Qdoba	16.10%	\$ 1,016,811	\$ 219,667	STAR
42	Jamba Juice	4.25%	\$ 268,379	\$ (34,134)	DOG
35	Subway	15.10%	\$ 953,523	\$ 155,000	STAR
35	Round Table Pizza	9.27%	\$ 585,820	\$ 151,737	TORTISE
97	Taco Bell	4.62%	\$ 291,878	\$ 22,381	DOG
164	Einsteins	7.82%	\$ 494,089	\$ 6,286	DOG

STAR	High Revenue, High Margin %
DOG	Low Revenue, Low Margin %
HARE	High Revenue, Low Margin %
TORTISE	Low Revenue, High Margin %


Revenue Mean \$ 701,805
 Net Margin % Mean 10.2%

We took a closer look at six franchises in our portfolio



2. Evaluate Franchise Agreements - Current Status

PORTFOLIO PERFORMANCE ANALYSIS TOOL v4.01

 CAMPUS NAME: ANALYSIS PERIOD: START: END:

		EX	FE	RF	RP	
Loc	Concept Name	Contract Expiry	Total Fee%	Renewal Fee \$	Rev % Portfolio	Item Class
97	Carl's Jr.	6/30/21	6.0%	\$ 5,000	9.19%	TORTISE
15	Starbucks	CXL 10/2020	8.0%	\$ 30,000	18.82%	HARE
52	The Den	9/1/20	6.5%	\$ 10,000	14.83%	HARE
42	Jamba Juice	7/25/24	8.0%	\$ 5,000	4.25%	DOG
97	Taco Bell	9/16/20	8.0%	\$ 10,500	4.62%	DOG
164	Einsteins	2/10/17	7.5%	\$ 12,500	7.82%	DOG

Carl's Jr. - Requesting a 1-year, no-fee extension

Starbucks - Executed force majeure cancellation clause, changing to more profitable Starbucks WPS Program

The Den - Agreement not renewed, evaluating Chicken Concept consistent with filling portfolio gaps

Jamba Juice - Discussing permanent closure

Taco Bell - Agreement not renewed, exploring a partnership with Collins College of Hospitality Management

Einstein's - Agreement not renewed, exploring lease arrangement with Every Table



3. Identify Opportunities in Portfolio Mix (NACUFS Surveys, 2016 Dining Master Plan, etc.)

Context: The potential for growth in retail dining is modest, and capacity increases must be carefully targeted to avoid oversaturation and consequent negative financial impact to the program.

- In-N-Out and Chick-fil-A are the most frequently mentioned brands in our surveys
 - Explore updated Burger Concept in tandem with Campus Center Marketplace future update
 - Explore Chicken Concepts

Burger and Chicken Concept Ideas



Collins College Of Hospitality Management Partnership



Provide CCCHM with a retail foodservice laboratory space to create, implement and analyze the performance of student-created foodservice concepts with Foundation Hospitality support.

Concept:

Semester 1 - Students research and develop foodservice concept

Semester 2 - Students launch and operate restaurant with Foundation support, another cohort develops a concept for next semester

Key Elements:

- Foundation would provide operational support with POS, training, marketing and on-site supervision
- Foundation would retain revenue for future enhancements to the space and provide ongoing support



Discussion

Memorandum



Date: February 4, 2021

To: Program Committee
Cal Poly Pomona Foundation, Inc.

From: Randy Wallace Jr.
Associate Director, Real Estate

Subject: Faculty/ Staff Housing Update

Background

The faculty/staff affordable housing program was designed to offer CPP faculty/staff affordable options in the high-priced Los Angeles County region. Since its launch in 2004, we have acquired 34 townhomes in a community known as Fair Oaks Walk and 19 Single Family homes in the community adjacent to campus known as the Kellogg Tract.

While 2020 started off strong for the program, the pandemic brought new uncertainty. Between March and July, we shifted our focus and limited the number of homes purchase back directly from homeowners. The new direction involved doing more direct seller to buyer transactions to help preserve cashflow for Foundation operations. Prior to COVID-19, we would typically purchase homes back from sellers and then resale the homes directly to buyers after completing any needed rehab. The Foundation facilitated 3 transactions where the units were sold directly from seller to buyer. The 3rd and 4th quarters of 2020 saw a shortage of housing due to limited supply of listed homes on the market. Subsequently, the Foundation once again began purchasing back homes and reselling them to interested faculty/staff. The Foundation sold 5 units direct to faculty/staff using this method. All of this was done at a substantial savings to CPP faculty/staff (see chart below).

	Median Sold Price		
	20-Nov	19-Nov	YOY Price Change
Pomona SFR	\$490,000	\$435,000	12.64%
CPP SFR	\$395,000	\$360,000	9.72%
Pomona Townhomes	\$460,000	\$415,000	10.84%
CPP Townhomes	\$370,000	\$355,000	4.23%

*Pomona home sales provided by Inland Valley Association of Realtors

The Real Estate department also began working with the University Village to offer some of their available units to faculty/staff. This partnership has proven to be a valuable resource even in this time of remote instruction. There are currently 4 faculty and 2 staff living at the Village with a couple more faculty/staff scheduled to move in by March. The prices are attractive, utilities are included, and no credit check or security deposit is required (not typical in most areas). The University Village and Foundation Dining Services also provides meal service should a faculty or staff resident be placed in quarantine or isolation. This includes free delivery for up to three meals a day. Even without these added benefits, prices are well below market rates (see chart below).

	Local Apartment Rents			
	December 2020	Bed, bath	Square feet	Proximity to campus
University Village	\$1,614	2 bed, 2 bath	850	0 miles
Olive Ridge Resort	\$1,695	2 bed, 1 bath	874	3 miles
The Eaves	\$2,052	2 bed 1 bath	1,008	3 miles
777 Place Pomona	\$2,198	2 bed, 2 bath	912	6.5 miles

information provided by apartments.com



Live At The Village

CAMPUS HOUSING AT UNIVERSITY VILLAGE

NOW AVAILABLE TO FACULTY/STAFF



2 BED/2 BATH APARTMENT

\$1,614/MONTH

ALSO AVAILABLE

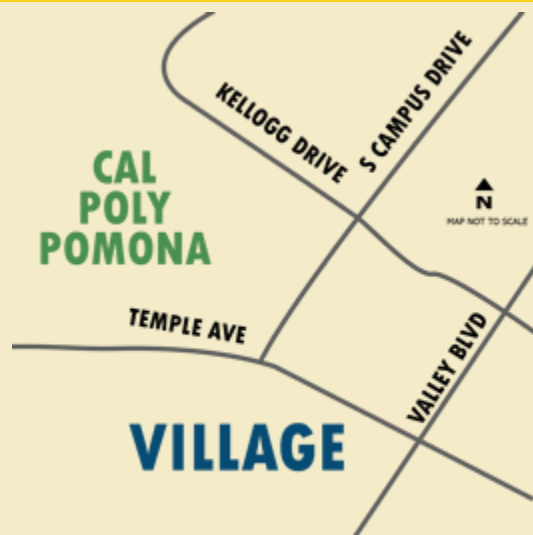
We also have individual single rooms available for faculty and staff members in need of only one bedroom in a four-bedroom apartment with the possibility of having a non-student roommate (faculty/staff).

\$997/MONTH

ALL UTILITIES INCLUDED

- No Credit Check
- No Security Deposit
- Free Laundry On-site
- Monthly Light Cleaning

FOR ADDITIONAL INFORMATION



Micah Espiritu

Housing & Conference Coordinator

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CPPVillage.com

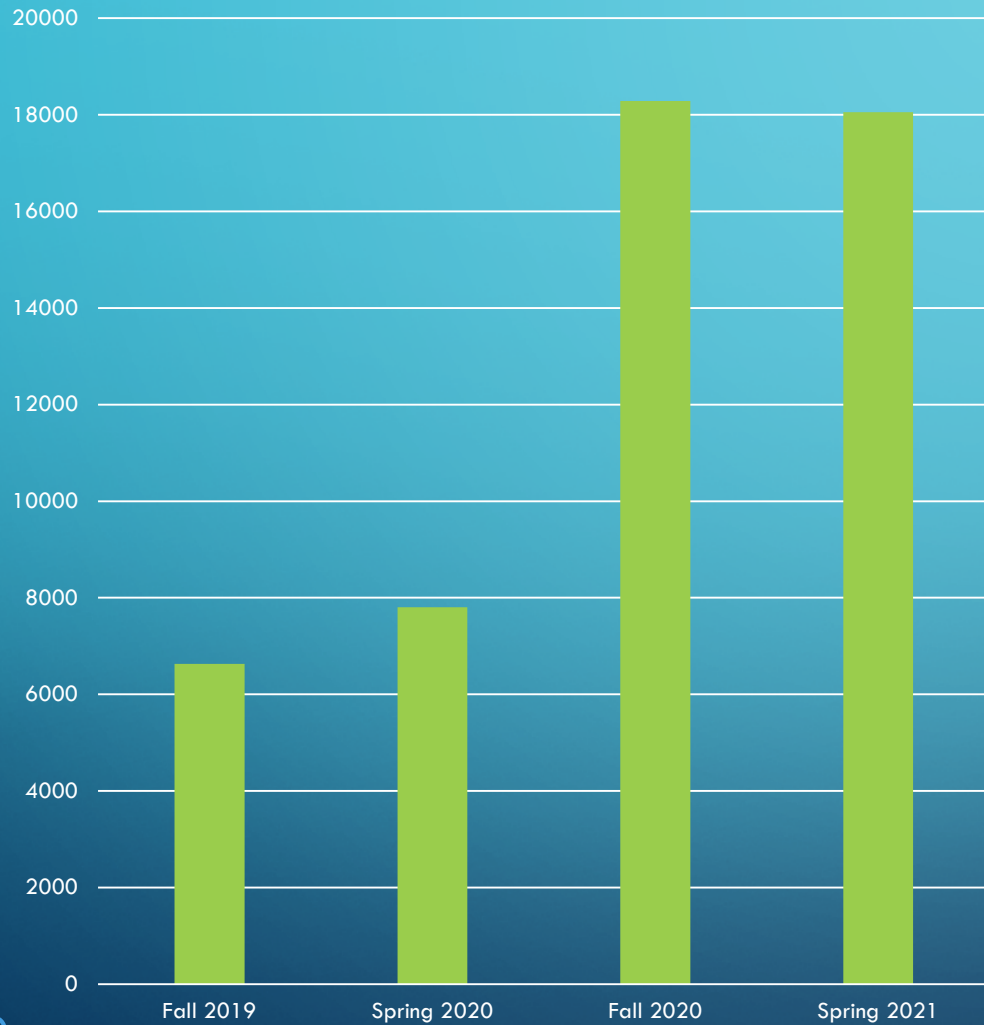
COVID-19 SAFETY INFORMATION

The University Village is monitoring and following the latest recommendations from the California Department of Public Health, the World Health Organization and the Center for Disease Control regarding the novel coronavirus (COVID-19), and we have created enhanced guidelines for our residents and staff. Our residents and staff's safety is our number one priority, and we are working closely with our registered Environmental Health & Safety Representative from the California State Polytechnic University, Pomona, to take the steps necessary to protect our residents and staff's wellbeing.

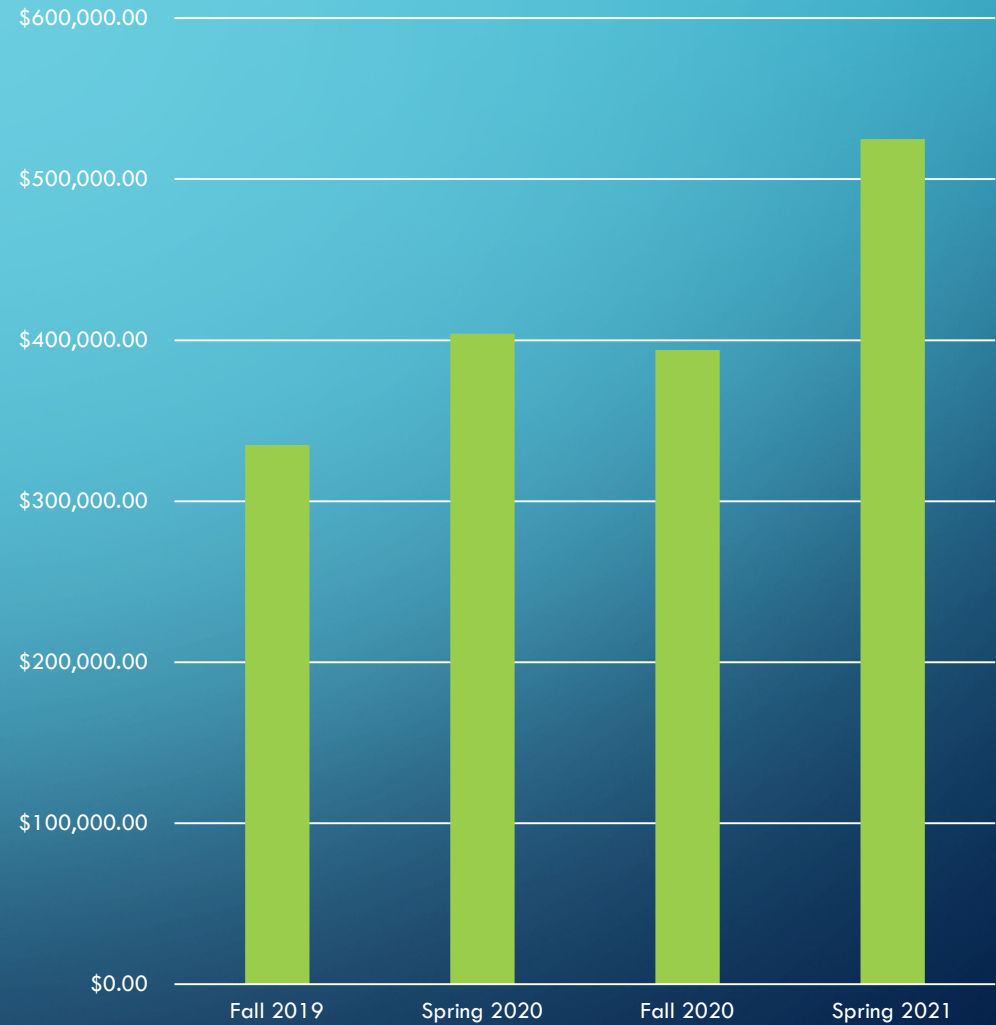


*University Village Housing is operated as part of the Cal Poly Pomona Foundation. Serving Cal Poly Pomona for over 50 years, The Cal Poly Pomona Foundation, Inc. is a non profit organization which perpetually invests in areas that advance Cal Poly Pomona. All revenues in excess of operating expenses are returned to the university to help pay for scholarships, campus and student programs and services.

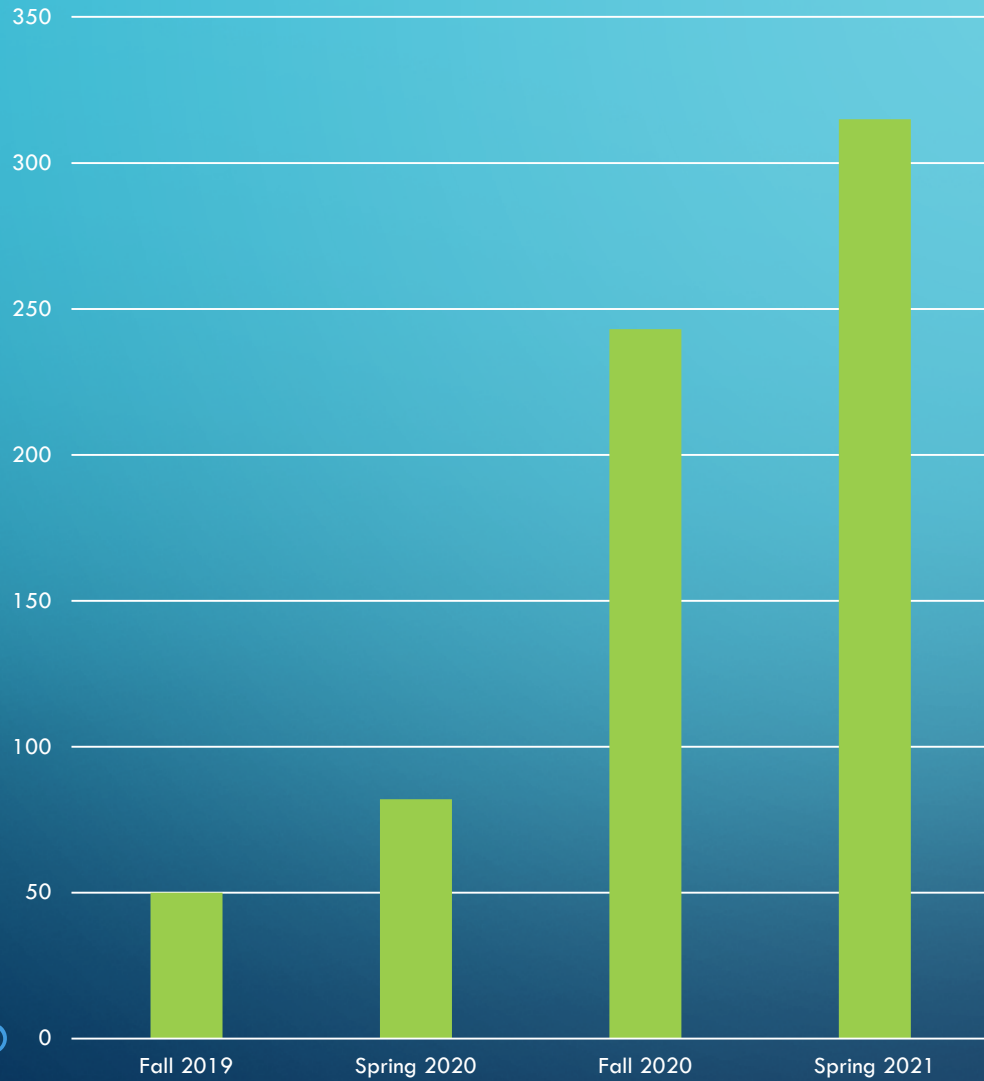
IA UNIQUE ENROLLMENTS



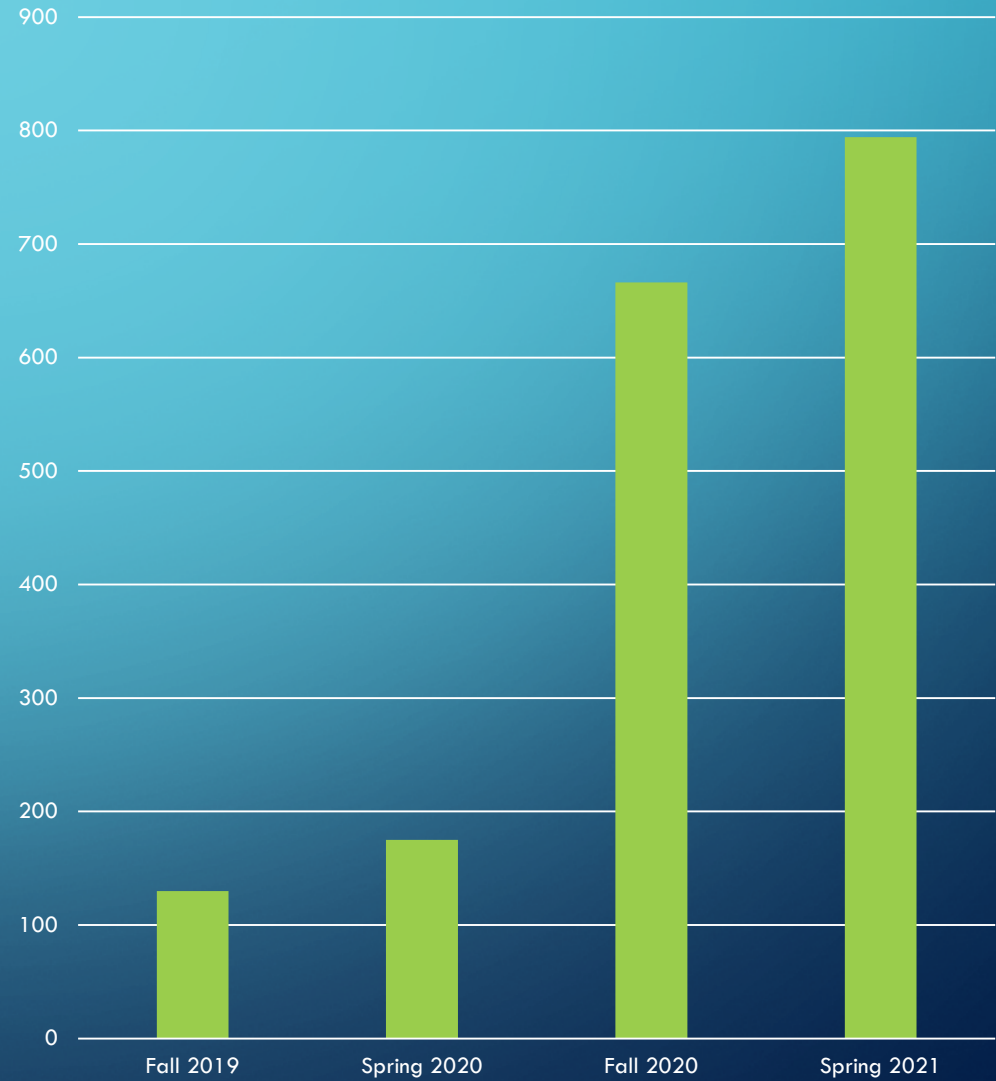
IA DOLLARS SAVED



IA COURSES



IA SECTIONS



Impact of an online learning environment on student performance and perceptions in a fluid mechanics course

Abstract

Fluid mechanics is a major bottleneck in many mechanical engineering programs. "ME 311: Fluid Mechanics I," a course taken by third-year mechanical engineering and civil engineering students at California State Polytechnic University, Pomona (Cal Poly Pomona), is characterized by high enrollment and high repeat rates. During 2007-2014, approximately one-third of ME 311 students received repeatable grades (D, F, or Withdrawal), with another third receiving C's. In an effort to improve student performance in ME 311, the authors implemented a series of new pedagogical strategies during 2015-2016. The new strategies were introduced in stages and featured the use of McGraw-Hill Connect, an online assignment and assessment platform, as well as dedicating more class time for engaging activities. Faculty from the Department of Mechanical Engineering Department and Department of Psychology & Sociology at Cal Poly Pomona collaborated to measure student academic performance through the use of concept inventories, exam scores, and overall course grades, while student perceptions of the course were examined using surveys and focus groups. The concept inventories and surveys were administered at the beginning and end of the course to determine the extent to which students' knowledge of the subject matter and opinions changed during a quarter. Connect was introduced in Fall 2015 and Winter 2016; each quarter, one experimental section (with Connect) and one control section (without Connect) were taught, with other aspects of the course remaining the same. For Fall 2015, scores on the concept inventory indicated that the experimental section appeared to learn more throughout the course, and the repeat rate was much lower (23.5% for the experimental section versus 38.9% for the control section). For Winter 2016, the experiment was repeated with a different instructor. The difference between the experimental and control sections' performance on the concept inventory was not statistically significant, but the repeat rate was lower for the experimental section (26.7%) compared to the control section (38.7%). For Spring 2016, both sections were required to use Connect and the instructor experimented with a more engaging pedagogy. In the experimental section, class time was dedicated to discussing concepts and worked examples – as recommended by student focus groups in a prior quarter – with no derivations of equations. Instead, derivations were discussed in videos created by the authors that could be watched outside of class. In the control section, class time was used in a similar manner as previous quarters and included derivations. The experimental section performed better on exams and the repeat rate was much lower (20.0% for experimental versus 44.1% for control). For all three quarters, the attitudinal surveys indicate that students in the experimental sections felt more positively toward the course compared to the control sections, although the difference between the two sections varied by quarter. The results from this study suggest that the use of Connect and dedication of more class time to worked examples have the potential to positively impact student performance in fluid mechanics courses.

1. Introduction

During the past decade, increased access to high-speed internet has created numerous opportunities for instructors to experiment with novel pedagogies. There is growing evidence