BOARD OF DIRECTORS MEETING
Date: Thursday, March 19th, 2026
Time: 3:00pm – 5:00pm
Location: Multipurpose Room, Student Residence Hall
PW: 956424 **Dial-In**: +1 669 444 9171 **Meeting ID**: 835 8495 5453

MEETING MINUTES

Voting Members Present:	Pat West (Acting Chair), Brad Beverage, Deborah Wallace, Del Huff, Fran Fulton, Jeanine Cornell, Jeremy Brown, Linda Tatum, Myla Rahman, Rama Malladi, Thomas Norman Ph.D., Mary Ann Villareal Ph.D., William Franklin Ph.D., Ryan Heredia
Staff Present:	Markis Lazarre, Amanda Dodd

I. Call to Order

- Vice Chair Pat West, serving as Acting Chair, called the in-person meeting to order at approximately 3:05 PM and initiated introductions in recognition of Interim President Dr. Mary Ann Villarreal's attendance.

II. Roll Call

- Member Rahman conducted the roll call. Member responses were taken in sequence and confirmed presence as called. A quorum was confirmed.

III. Approval of Consent Agenda

A. Approval of Agenda

i. March 19, 2026

B. Approval of Previous Meeting Minutes

i. December 18, 2025

- Vice Chair West requested approval of the consent agenda, including the meeting agenda and prior meeting minutes.
- Member Beverage moved approval and Member Brown seconded. Without objection, the motion carried unanimously.

IV. Public Comments

- Vice Chair West opened the floor for public comments and asked any attendees to state their names for the record. No public comments were offered.

V. Presidential Update
Dr. Mary Ann Villareal | *Interim President, CSUDH*

- Vice Chair West welcomed Interim President Villarreal, who provided an update on institutional priorities and campus developments.

- President Villarreal reported that she is approximately 10–12 weeks into her role and has focused extensively on assessing the university's financial condition. She noted that the campus has been operating under fiscal strain, including enrollment-related revenue pressures and broader structural challenges impacting higher education.

- A central initiative underway is the implementation of a **zero-based budgeting process**, requiring all divisions to reassess expenditures from the ground up. She emphasized that the goal is to align spending with institutional priorities while preserving as many positions as possible through improved efficiency and reduced duplication of effort.

- President Villarreal also highlighted the importance of institutional alignment, academic transformation, and student success initiatives, including a forthcoming tuition support pledge aimed at reducing financial barriers for incoming students.

- She reported that early indicators show a modest increase in student intent to enroll, despite overall application declines, and described outreach efforts including direct engagement with admitted students.

- On capital and infrastructure updates, President Villarreal noted progress on several major projects, including: Student housing expansion (targeting Fall 2026 occupancy), Student Health, Wellness, and Recreation Center, Campus power infrastructure upgrades, Dining commons redevelopment, Electric vehicle charging infrastructure, and Orthotics and prosthetics facility.

- She also addressed preparations for the LA 2028 Olympic Games, noting that while opportunities exist, planning remains complex and evolving. The campus is actively working with regional partners to position itself for operational and legacy benefits, though many details remain uncertain.

- President Villarreal concluded by emphasizing the need for coordinated, institution-wide effort and disciplined decision-making to navigate current challenges and position the university for long-term stability.

VI. Board Chair Update
Pat West | *Vice Chair (Acting)*

- Vice Chair West provided an update on key developments since the previous Board meeting.

- He highlighted the recent staff appreciation event, noting strong participation from both staff and Board members and acknowledging the importance of recognizing employees amid ongoing organizational changes.

- He also provided an update on the Advisory Audit Observation Status, noting progress in addressing findings and ongoing work to resolve outstanding items.

- Vice Chair West reiterated the importance of maintaining focus on TAP's financial condition, reminding the Board of significant decisions made over the past year and the need to remain disciplined in execution moving forward.

VII. Committee Updates

A. Executive Committee
Pat West | *Vice Chair*

- Vice Chair West reported that the Executive Committee met on March 10, 2026.

- He noted that this meeting included expanded participation from Committee Chairs to improve coordination across Board functions.

- Discussion topics included: Compensation policy considerations following organizational changes, Advisory audit observation status, and Organizational structure and staffing transitions.

- He emphasized the importance of continued alignment and transparency as TAP moves through its restructuring phase.

B. Nominating Committee *(No Meetings Convened Since Last Board of Directors Meeting)*
Nicole Harper Rawlins | *Chair*

C. Business & Innovation Committee *(No Meetings Convened Since Last Board of Directors Meeting)*
Sheri Repp-Loadsman | *Chair*

D. Finance & Investment Committee
Jeremy Brown | *Chair*

- Member Brown summarized the March 2, 2026 committee meeting.

- He reported that the Committee continues to monitor TAP's financial position closely, including projected reliance on reserve funds to address current-year budget gaps. The Committee has advised TAP's investment advisor that approximately $500,000 may need to be liquidated in the near term, with the possibility of additional withdrawals later in the year.

- Member Brown acknowledged that these actions are not ideal but are necessary given current conditions.

- He also reported: Improved accounts receivable collections compared to prior periods, Continued operational challenges due to staffing reductions, and Ongoing efforts to provide timely and accurate financial reporting.

- Staff confirmed that financial statements are now current through January 31, 2026.

E. Audit Committee *(No Meetings Convened Since Last Board of Directors Meeting)*
Ryan Heredia | *Chair*

VIII. Comprehensive Viability Overview

A. Financial Overview

- Vice President Wallace presented a detailed financial update, including budget-to-actual performance and organizational restructuring progress.

- She reported that: Revenue collections are below annual targets, at approximately 57% year-to-date, Expenses are tracking at approximately 53% of budget, and Salary and benefits costs have decreased significantly over the past two fiscal years due to restructuring efforts.

- She emphasized that while cost reductions have improved financial performance, they have also created operational strain, particularly in areas tied to audit findings and financial controls.

- Vice President Wallace outlined ongoing shared services transitions, including: Migration of accounting and procurement functions to state-side operations, Review and renegotiation of contracts to improve revenue generation, and Increased focus on cost recovery for services provided to campus partners.

- She also highlighted opportunities to improve revenue through contract renegotiation, including long-standing agreements that have not been updated in decades.

B. Dining Performance – Aramark

- Vice President Wallace reported ongoing challenges with the dining contract, noting that: Original financial projections assumed higher housing occupancy than currently realized, Reduced bed capacity has negatively impacted expected dining revenue, and Aramark has requested contract extensions to recover projected losses.

- TAP leadership is actively negotiating to identify a balanced solution without extending the contract prematurely.

- Additional discussion focused on: Implementation of a campus meal plan, Student feedback and ASI involvement, and Opportunities to better align dining offerings with student preferences.

C. Organizational Chart Update

- Vice President Wallace reported that TAP staffing has been reduced by approximately 50% compared to the prior year.

- She emphasized that while this has improved cost structure, it has also increased workload pressure on remaining staff and contributed to operational challenges.

IX. Consent Action Items

A. Reserve Policy
Recommended by Finance & Investment Committee

Approval of refinements to the Reserve Policy, including clarification of reserve targets, classifications, and usage parameters.

B. Compensation Policy
Recommended by Executive Committee

Approval of updates to the Compensation Policy to reflect organizational changes and removal of the Executive Director role.

- Vice Chair West called for a motion to approve the consent agenda items consisting of the Reserve Policy and Compensation Policy.

- Member Beverage moved approval of the consent agenda, and Member Brown seconded. The motion carried, with one abstention noted by Dr. Norman.

X. Informational Items

A. Advisory Audit Observation Status Update

- Ms. Dodd presented a high-level summary of audit findings and current status.

- She noted that: Several findings relate to policy clarity and documentation, Some items are repeat findings due to prior staffing limitations, Efforts are underway to align corrective actions with the new organizational structure.

- Vice President Wallace added that many findings are operational in nature and can be addressed with improved staffing, oversight, and consistency.

XI. Other Items

- The Board discussed the importance of leveraging Board expertise through more strategic working sessions, engaging students and stakeholders in revenue-generating initiatives, and continuing to explore organizational efficiencies and partnerships.

- There was general agreement on the need for more focused, problem-solving discussions at future Board retreats.

XII. Adjournment

- Vice Chair West called for a motion to adjourn. Member Brown made a motion, and it was seconded by Member Tatum to adjourn the meeting. The motion carried, and the meeting adjourned at approximately 4:35 p.m.