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**UAS Board Meeting Minutes
Thursday, December 4, 2025**

The California State University Auxiliary Services met on Thursday, December 4, 2025, at 11:00 a.m. In the Islands Private Dining Room, Camarillo St., Camarillo, CA.

11:17 a.m. Chairperson David Armstrong called the meeting to order.

Christina Sotelo stated that a quorum has been established and that the meeting is being recorded to assist with meeting minutes.

Chairperson Armstrong asked for public comments, and there were none.

John Lazarus introduced the new student representative, Jenni Lopez Espinoza, a second-year Health Science major who works with Basic Needs supporting the campus food pantry. The Board welcomed Jenny.

Chairperson Armstrong asked for approval of the meeting minutes from September 18, 2025, meeting. Motion was made by Bill Robe. Seconded by Dave Press. Passed unanimously.

Jeff Kim provided a Financial and Budget Update, including an updated FY 25/26 budget forecast. The approved budget reflected a projected loss of approximately \$1.5 million. The updated forecast shows an improvement of approximately \$1.1 million, driven primarily by improved Chartwells dining performance. Chartwells revised forecast reflects stronger-than-anticipated enrollment and meal plan participation, including increased selection of higher-tier meal plans, as well as greater efficiency in labor management. Additional improvements include approximately \$40,000 in debt service savings related to systemwide revenue bond refinancing. Utility expenses were also reduced following a campus audit that identified and corrected inaccurate water and sewer charges to UAS.

Interim President Andrzejewski provided a campus update, highlighting the CSU economic impact report and noting recent enrollment stabilization. She reported increases in first-time freshman and transfer enrollment. She also shared updates on work related to institutional and visual branding, noting that the campus is developing an updated institutional brand to better reflect Channel Islands' current identity and inform a future visual rebrand. The effort is being led by Dr. Ekin Pehlivan, President's Faculty Fellow. She highlighted recent campus events,

including Channel Islands hosting the Southern California Conference for Undergraduate Research, which brought more than 2,000 undergraduate scholars from 167 colleges, universities, and high schools to campus. Gateway Hall was utilized for the event, and Campus Catering supported the conference.

Jeff Kim continued with the budget update, noting that the utilities forecast was reduced after errors in campus utility charges were corrected. He also shared that there were minor changes in other auxiliary activities, including a small increase in sublease income. A \$200,000 economic uncertainty reserve was added to the forecast to account for potential variability, even with improved Chartwells' performance. He reviewed UAS cash and net position, reporting that cash increased to approximately \$3.7 million as of October 30, 2025, largely due to the fall meal plan transfer, while net position remained relatively flat. A multi-year cash flow forecast showed that cash and net position could become at risk by the end of FY 26/27 if no additional actions are taken. There was discussion about the difference between cash and net position, the assumptions used in the forecast, and how enrollment trends impact dining and meal plan revenue. It was noted that some of the cash on hand includes Chartwells' sign-on bonus, which is recorded as a liability.

John Lazarus reviewed the Q1 financials and provided an overview of UAS's net position and financial statements, explaining the distinction between cash, assets, liabilities, and net position. He reviewed revenue and expense performance by area. Dining operations were discussed, including Gateway Hall and the Coastal Cup, which continue to perform well but have seen some softening in sales following their initial opening. Echo's Cafe and Ace Sushi were reported to be performing well, with positive customer response. Islands dining continues to show improvement under new culinary leadership, with a focus on student engagement, quality, and value. Catering performance was reported as strong, including successful support of recent campus and donor events. Marketing efforts have been aligned with campus recruitment and retention goals. The Swipe Out Hunger campaign was highlighted as a success, with increased student participation compared to the prior year. He also shared updates on community engagement and meal plan sales to surrounding residential communities, noting continued interest and growth. Bookstore performance was reported as relatively flat, while vending revenue showed slight improvement. He noted that year-over-year comparisons are affected by timing differences in revenue and expenses, and that underlying performance is stronger than early-quarter results suggest.

David Press, Chairperson of the Audit Committee, reported that the annual audit resulted in a clean auditor's opinion, consistent with prior years, with no material findings, and that the management letter reflected no substantive changes from draft to final. He noted that staff have changed audit partners to provide a fresh perspective and that the audit firm may be brought out to bid in the coming years. He thanked staff for their work and reported that the Audit Committee remains comfortable with the audit results.

John Lazarus provided a Director's Report, noting that Chartwells' operations are improving following the transition period, with better staffing, increased management ownership, and

visible quality improvements at Islands. He reiterated that the Board made the right decision in changing vendors. He also noted visible improvements at Islands under current culinary leadership, emphasizing quality enhancements that have not negatively impacted costs. While acknowledging ongoing structural financial challenges.

Bradley Olin provided an update on the long-term fiscal planning for UAS, noting that additional analysis and campus consultation are needed before bringing recommendations to the Board. Staff is exploring phased approaches, with the goal of returning to the Board with recommendations in early 2026. The Chairperson requested that a long-term fiscal planning update be agendaized for the February Board meeting.

David Armstrong stated that the next board meeting will be on Thursday, February 19, 2026.

Meeting is adjourned at 11:50 a.m.