

CAL STATE L.A.
UNIVERSITY AUXILIARY SERVICES, INC.
BOARD OF DIRECTORS MEETING AGENDA

ZOOM/IN-PERSON MEETING

WEDNESDAY, DEC. 17, 2025

BOARD MEETING.....12:00 PM – 1:00 PM

Present:

Victor Rojas (Representing Chair, Berenecea Eanes)	Chief of Staff
Claudio Lindow (Officer)	Vice President of Administration & Finance
Patrick K. Day (Vice Chair)	Vice President for Student Life
Carlos Beltran (Secretary/Treasurer)	AVP of Budget, Planning, & Fiscal Compliance
Judith Benjamin	University Controller
Hengchun Ye	AVP for Research
Ya-Ching Chang	Faculty, Special Education & Counseling
Jim Kuo	Faculty, Mechanical Engineering
Dale S. Zuehls	Community Director, Zuehls, Legaspi, & Co.
Jeffry Umaña Muñoz	ASI Vice President of University Affairs
Aisha Gama	ASI Vice President for External Affairs

Absent:

Arwa Hammad	ASI President
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Management:

Timothy Chang	Executive Director
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Guest:

Yaraseth Alvarado	UAS Staff
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BOARD MEETING. 12:00 PM – 1:00 PM

I. CALL TO ORDER.....DR. DAY

Dr. Day called the meeting to order at 12:02 PM.

II. APPROVAL OF 09/24/2025 MINUTES.....DR. DAY

Mr. Kuo motioned, and Mr. Lindow second and motion carried to approve the minutes of the September 24, 2025 minutes.

III. EXECUTIVE DIRECTOR’S REPORT.....MR. CHANG

Mr. Chang reported that, after five months in the role, significant work remains to stabilize and strengthen UAS operations. The UAS budget remains closely tied to Sponsored Programs activity and external funding decisions. Sponsored Programs continues to function as both a core service and a primary revenue driver.

- Declines in proposal volume and awarded funding, combined with the federal cap on indirect cost recovery, are placing increased pressure on the UAS operating model and require conservative revenue assumptions, disciplined cost control, and continued reliance on economies of scale.
- Outsourcing Sponsored Programs activity has direct implications for the university’s research enterprise, including indirect cost recovery, staffing capacity, and support for faculty research. Preserving Sponsored Programs within UAS remains central to financial stability and research continuity.
- The Continued and Expansion Funding Application (CFA) for Fiscal Year 2026–27 has been submitted to the California Department of Social Services, Child Care and Development Division (CCDD). This funding is critical to sustaining operations and staffing without shifting additional costs to UAS. The annual Child Care audit was completed.
- Operational and Budget decisions continue to be guided by three priorities:
 - Maintaining strong and reliable customer service, particularly in Dining, payroll, accounts payable, and Sponsored Programs.
 - Ensuring audit readiness and clean audits as a foundation for credibility and financial oversight.
 - Progressing toward a budget break-even position through evaluation of staffing models, service delivery, and auxiliary operations.
- Ongoing debt service for the Golden Eagle building and LA BioSpace was noted as a significant and continuing burden on UAS operations.
- In parallel with cost control efforts, UAS is evaluating opportunities for responsible revenue expansion, including auxiliary operations, vendor contracts, sponsorships, and alternative service models.
- The Children's Center has reapplied for funding through the Department of Social Services. The Continued and Expansion Funding Application (CFA) was submitted for Fiscal Year 2026-27.

- The Executive Director emphasized that the overarching budget strategy is focused on stability, accountability, and adaptability, with the goal of protecting essential services, supporting the university's academic and research mission, and positioning UAS to respond effectively to external funding pressures.

IV. PUBLIC FORUMDR. DAY

There was no public forum at this meeting.

V. ANNOUNCEMENTS.....DR. DAY

A. BOARD MEETING CALENDAR FY2025-2026

MARCH 25, 2026

MAY 27, 2026

VII. ADJOURNMENTDR. DAY

Dr. Day adjourned this meeting at 12:36 PM.

Approved by the Board of Directors, March 25, 2026


Carlos Beltran (Mar 26, 2026 08:35:24 PDT)

CARLOS BELTRAN, ACTING SECRETARY
UAS BOARD OF DIRECTORS