

BOARD OF GOVERNORS
February 4-6, 2015
Colorado State University-Global Campus
7800 East Orchard Rd., #200, Greenwood Village, Colorado

WEDNESDAY, February 4, 2015

COMMENCE BOARD RETREAT – CALL TO ORDER **10:00 a.m. – 4:30 p.m.**

Retreat Theme: *Tuition, Access and Affordability: Financial Impacts for Students in a Changing Environment*

Board of Governors Dinner (*social event*), Il Fornaio, 8000 East Belleview Avenue 6:00 p.m.

THURSDAY, February 5, 2015

Board of Governors Breakfast 8:00 a.m. – 8:30 a.m.

RECONVENE BOARD RETREAT **8:30 a.m. – 9:30 a.m.**

COLORADO COMMISSION ON HIGHER EDUCATION PRESENTATION 8:30 a.m. – 9:30 a.m.

- Presented by Dick Kaufman, Chair, CCHE

COMMENCE BOARD MEETING – CALL TO ORDER **9:30 a.m. – 5:00 p.m.**

1. PUBLIC COMMENT (*30 min.*) 9:30 a.m. – 10:00 a.m.

2. REAL ESTATE/FACILITIES COMMITTEE (*1 hr. 30 min.*) 10:00 a.m. – 11:30 a.m.

- CSU Master Plan Presentation (*action*)
- CSU Amended 2-Year Cash Project List (*action*)
- Program Plan Approvals
 - Medical Center Building (*action*)
 - Anatomy-Zoology Addition (*action*)
 - University Square Parking Structure (*action*)
 - South Campus Surface Parking (*action*)
- CSU Naming Policy and Guidelines (*action*)

Lunch (*45 min.*) 11:30 a.m. – 12:15 p.m.

3. AUDIT AND FINANCE COMMITTEE (*2 hrs.*) 12:15 p.m. – 2:15 p.m.

- Plan of Finance for Stadium (*action*)
- Reimbursement Resolution for PERC and Parking (*action*)
- Treasury Discussion (*action*)
- Semester at Sea Contract (*action*)
- Review of System Support for CSU-Pueblo
- CSU-Global Campus NewCo Update
- Quarterly Financials – 2nd Quarter
- Status of FY 2014-15 Audit Plan
- Presentation of Audits Completed Since Last Meeting
- Overdue Audit Recommendations

Break (*15 min.*) 2:15 p.m. – 2:30 p.m.

4. ACADEMIC AND STUDENT AFFAIRS COMMITTEE (*1 hr.*) 2:30 p.m. – 3:30 p.m.

- CSU 2013-14 Sabbatical Leave Reports
- CSU New Special Academic Unit – School of Biomedical Engineering
- CSU-Pueblo 2013-14 Sabbatical Leave Reports

Colorado State University System
Board of Governors Meeting Agenda
February 4-6, 2015

- 5. EVALUATION COMMITTEE** (Executive Session) (1.5 hrs.) 3:30 p.m. – 5:00 p.m.
Board of Governors Dinner (*social event*), Shanahan's, 5085 South Syracuse Street 6:00 p.m.

FRIDAY, February 6, 2015

Board of Governors Breakfast with CSU-Global Campus Leadership 7:30 a.m. – 9:00 a.m.

RECONVENE BOARD MEETING

9:00 a.m. – 2:30 p.m.

- 6. BOARD CHAIR'S AGENDA** (10 min.) 9:00 a.m. – 9:10 a.m.
7. FACULTY AND STUDENT REPORTS (1 hr.) 9:10 a.m. – 10:10 a.m.

A. Faculty Reports

- CSU-Global Campus: Faculty Report – Presented by Robert Deemer (10 min.)
- CSU-Pueblo: Faculty Report – Presented by Michael Mincic (10 min.)
- CSU-Fort Collins: Faculty Report – Presented by Alexandra Bernasek (10 min.)

B. Student Reports

- CSU-Global Campus: Student Report – Presented by Brad Schiffelbein (10 min.)
- CSU-Pueblo: Student Report – Presented by Timothy Zercher (10 min.)
- CSU-Fort Collins: Student Report – Presented by Samantha Guinn (10 min.)

- 8. APPROVAL CSU SYSTEM ADMINISTRATIVE/PROFESSIONALS HANDBOOK** (*action*) (15 min.)
– Presented by General Counsel Michael Nosler 10:10 a.m. – 10:25 a.m.

- 9. APPROVAL OF CONSENT AGENDA** (5 min.) 10:25 a.m. – 10:30 a.m.

A. Colorado State University System

- Minutes of the December 4, 2014 Board and Committee Meetings
- Minutes of the December 5, 2014 Board and Committee Meetings

- 10. EXECUTIVE SESSION** (1.5 hrs.) 10:30 a.m. – 12:00 p.m.

Lunch (30 min.) 12:00 p.m. – 12:30 p.m.

- 11. PRESIDENTS' REPORTS AND CAMPUS UPDATES** (50 min.) 12:30 p.m. – 1:20 p.m.

- **CSU-Global Campus:** President's Report – Presented by Becky Takeda-Tinker (15 min.)
- **CSU-Pueblo:** President's Report – Presented by Lesley Di Mare (15 min.)
- **CSU-Fort Collins:** President's Report – Presented by Tony Frank (20 min.)

- 12. CHANCELLOR'S AND SYSTEM REPORTS** (1 hr.) 1:20 p.m. – 2:20 p.m.

- Chancellor's Report – Presented by Chancellor Michael Martin (10 min.)
- Venture Capital Fund Update (20 min.)
- 21st Century Land-Grant System E-Center Update (20 min.)
- Denver South Update (10 min.)

- 13. BOARD MEETING EVALUATION** (10 min.) 2:20 p.m. – 2:30 p.m.

ADJOURNMENT

2:30 p.m.

Next Board of Governors Board Meeting: May 7-8, 2015, Colorado State University

APPENDICES

- I. Board Correspondence
- II. Construction Status Reports
- III. Higher Education Readings

BOARD OF GOVERNORS RETREAT AGENDA
February 4, 2015
Colorado State University-Global Campus
7800 East Orchard Rd., #200, Greenwood Village, Colorado

WEDNESDAY, February 4, 2015

Retreat Theme: *Tuition, Access and Affordability: Financial Impacts for Students in a Changing Environment*

COMMENCE BOARD RETREAT – CALL TO ORDER **10:00 a.m. – 4:30 p.m.**

1. Welcome and Opening Remarks – Chair Dorothy Horrell
2. *National, State and Peer Analysis of Affordability of Student Debt* – Presented by Rich Schweigert, Chief Financial Officer, CSU System
3. *Institutional and institutional Perspectives on Student Debt* – Presented by Phyllis Resnick, Lead Economist, CSU Colorado Futures Center

4. Board Discussion

Lunch 12:00 p.m. – 1:00 p.m.

5. *Campus Issues Related to Tuition, Affordability and Student Debt*
 - Colorado State University – Presented by Rick Miranda, Executive Vice President and Provost
 - Colorado State University-Pueblo – Presented by Lesley Di Mare, President
 - Colorado State University-Global Campus – Presented by Becky Takeda-Tinker, President

6. Board Discussion (Breakout Sessions)

7. Board Discussion (Committee of the Whole)

8. Wrap-Up of Retreat Discussions – Chair Dorothy Horrell

Adjournment 4:30 p.m.



COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University - Pueblo • CSU - Global Campus

To: Board of Governors of the Colorado State University System
From: Mike Martin, Chancellor
Re: Ratings and Poll

Recently I had the opportunity to chat with Peter McPherson, president of the Association of Public and Land-grant Universities (APLU formerly NASLGC) about the potential higher education reforms coming out of the U.S. Department of Education (Obama-Duncan). An area of concern worthy of watching is a potential linkage between the proposed university rating system and Pell Grants.

Here, in a nutshell, is the issue. It has been suggested that the maximum Pell Grant (\$5,730 per year) would be reduced for students who choose to attend a law related institution. Obviously, CSU-Pueblo and its students, could be adversely affected by such a “reform”.

We will likely touch on Pell Grants and how they work at the retreat so this is simply a bit of background.

Board of Governor's Retreat

February 4, 2015

Tuition, Access and Affordability: Financial Impacts for Students in a Changing Environment

Why is Tuition Increasing?

- Steep declines in state support are the driving force behind the increases in tuition at public universities. In fact, over the past decade public university tuition has risen less than the decline in state funding per student in many states.
- A decade ago, state governments paid about two-thirds of the cost of education at public universities per full-time student. Tuition paid by students and families, sometimes with the help of federal student aid, comprised the rest.
- But since then the revenue picture has flipped: the states now pay about one-third of the costs and students and families have assumed two-thirds of the costs.

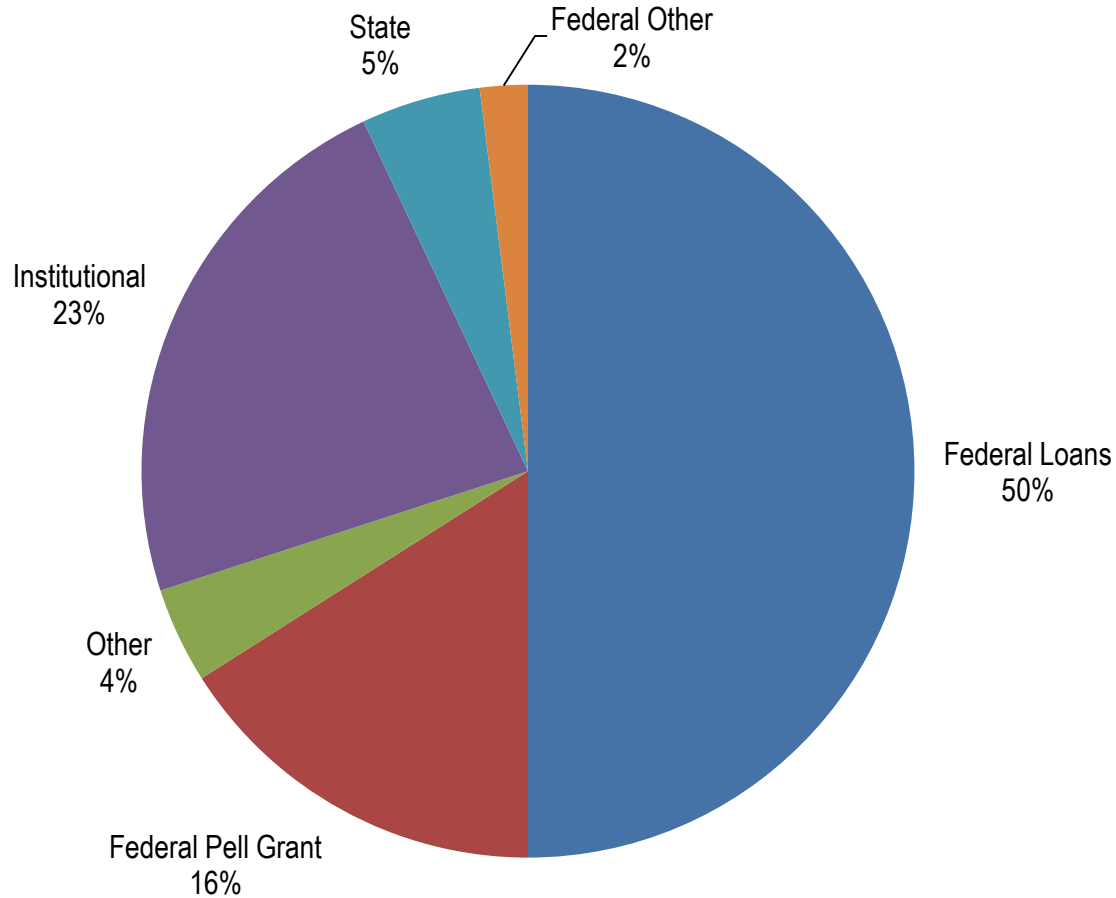
Financial Aid Highlights

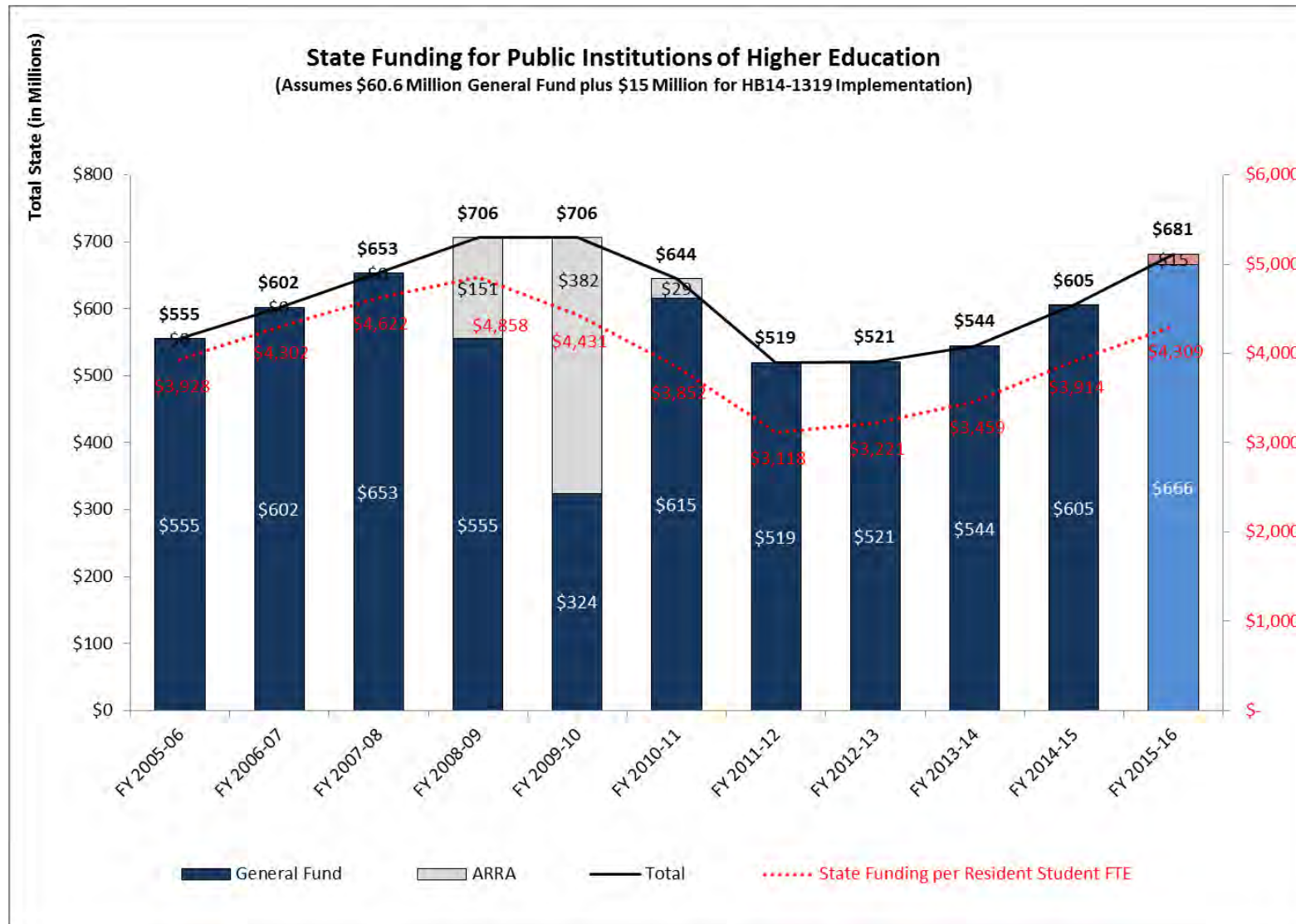
- Nearly half of all students who received financial assistance in FY2014 received a Pell grant.
- In FY2014, federal grant aid accounted for 31 percent of all grant aid in Colorado. Pell grants alone accounted for 16 percent of all aid distributed.
- In FY2014, the maximum Pell grant was \$5,645. The average Pell grant award was \$3,319, up \$38 from the prior year.
- Twenty percent of Colorado's Pell grant recipients received the maximum award.

Financial Aid Highlights

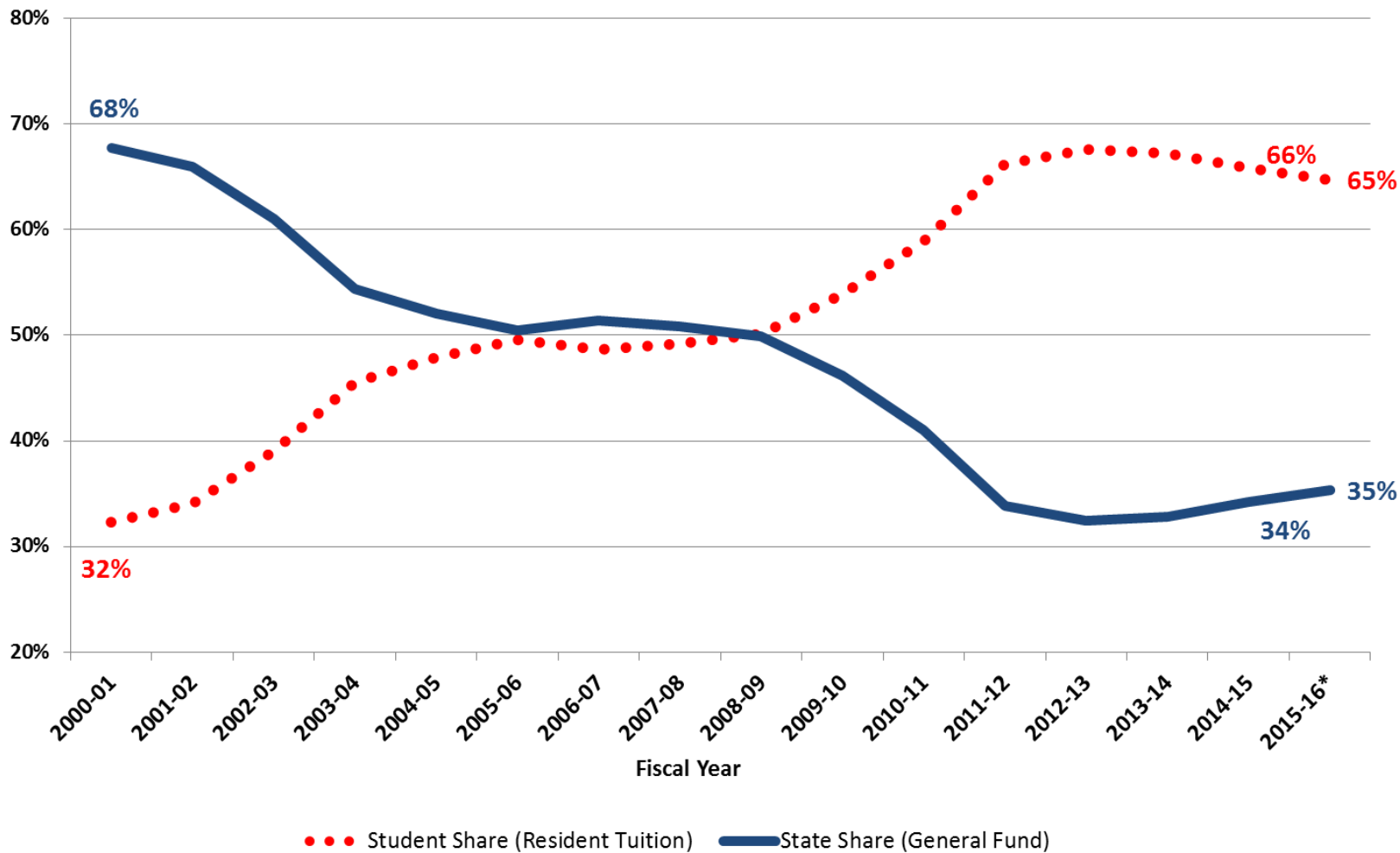
- State funded financial aid comprised nearly ten percent of all grant aid and more than five percent of all aid, including federal loans.
- Institutional aid accounted for 47 percent of all grant aid, and 23 percent of all aid, including federal loans.
- Institutional aid increased by 58 percent between FY2009 and FY2014. Institutional investment in student aid is the greatest at four year institutions, both public and non-profit private.
- The average cumulative loan debt at graduation from public four year institutions ranged from \$16,170 to \$31,783. The average student loan debt for baccalaureate graduates was \$26,057 in 2013-2014.

FY14 Financial Aid Resources

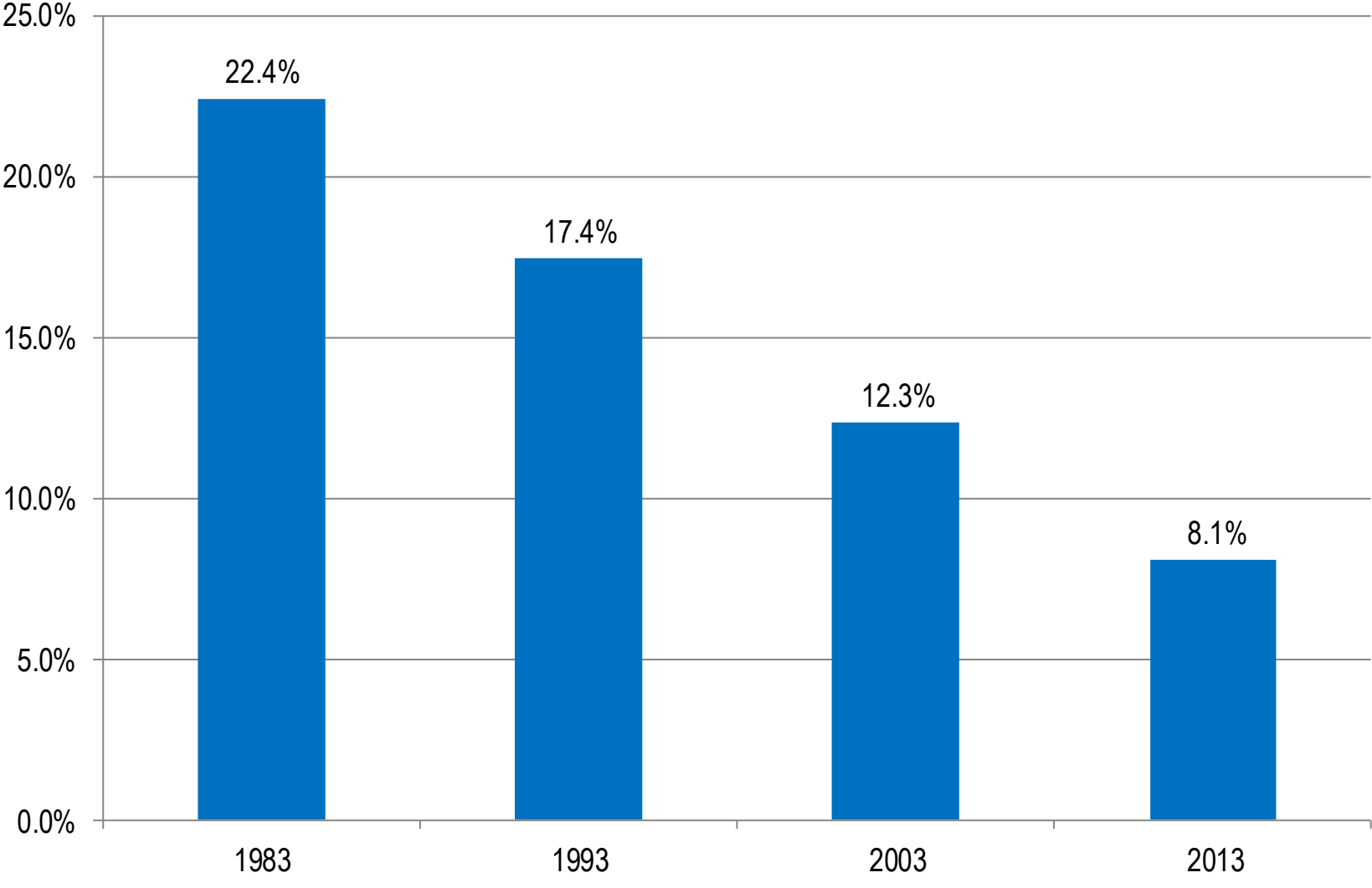




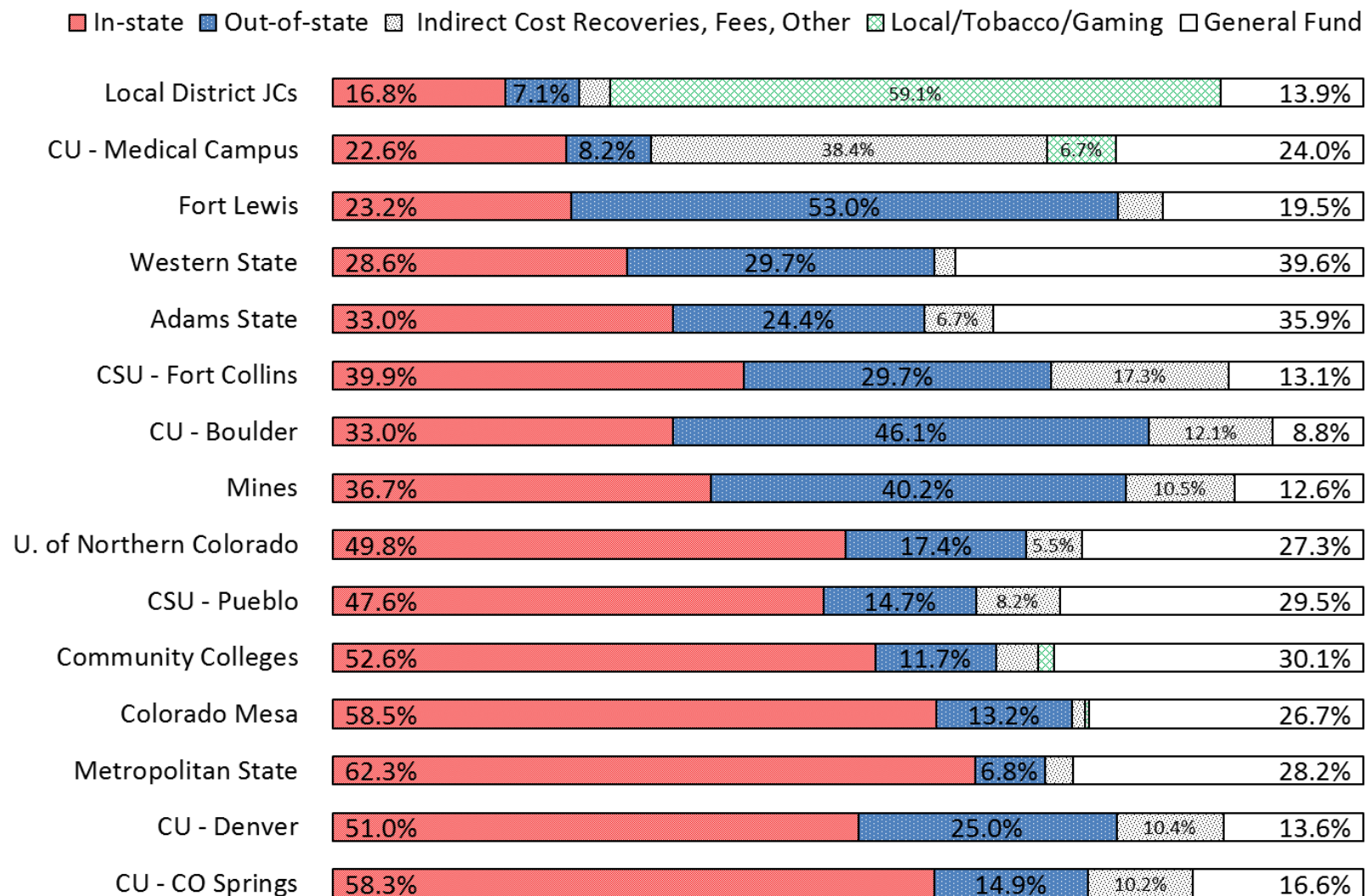
**Average Resident Student's Share of College
(Tuition vs. State Funding)
All Governing Boards
(adjusted for inflation in 2014 dollars)**



General Fund to Higher Education as a Percent of Total State General Fund



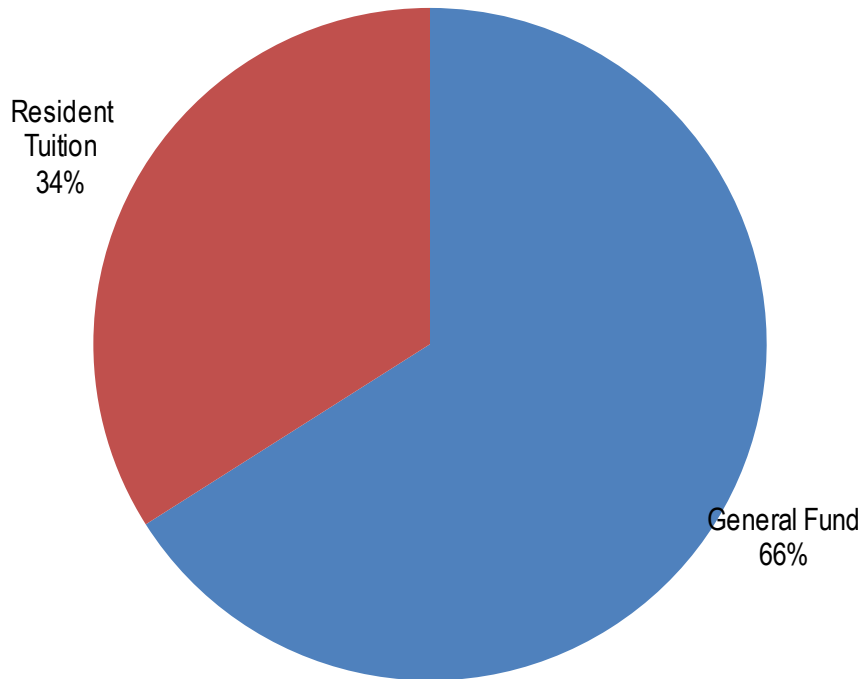
Proportion of Funding from Students vs the State



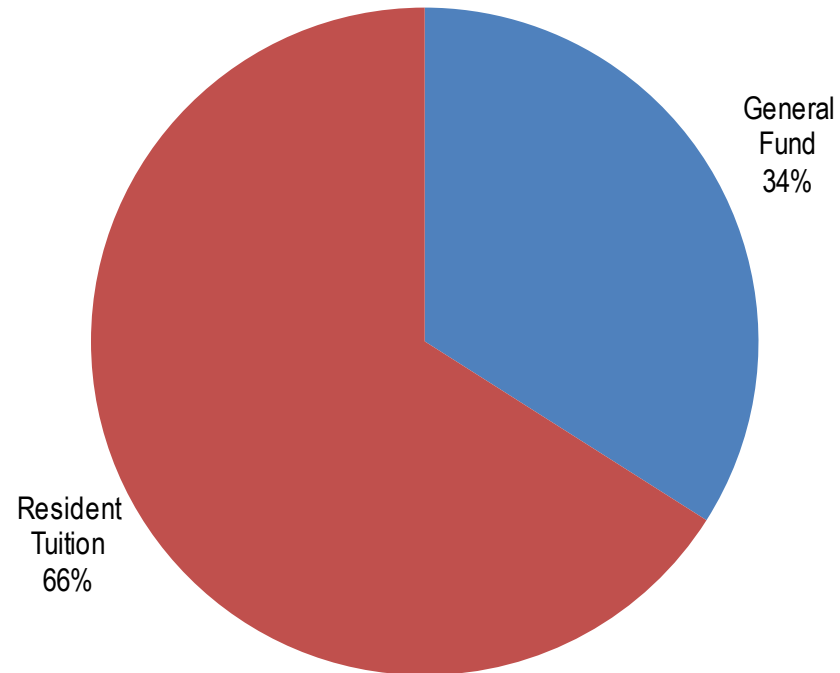
Fundamental Shift in Revenue Sources from GF to Tuition

14

FY 2003

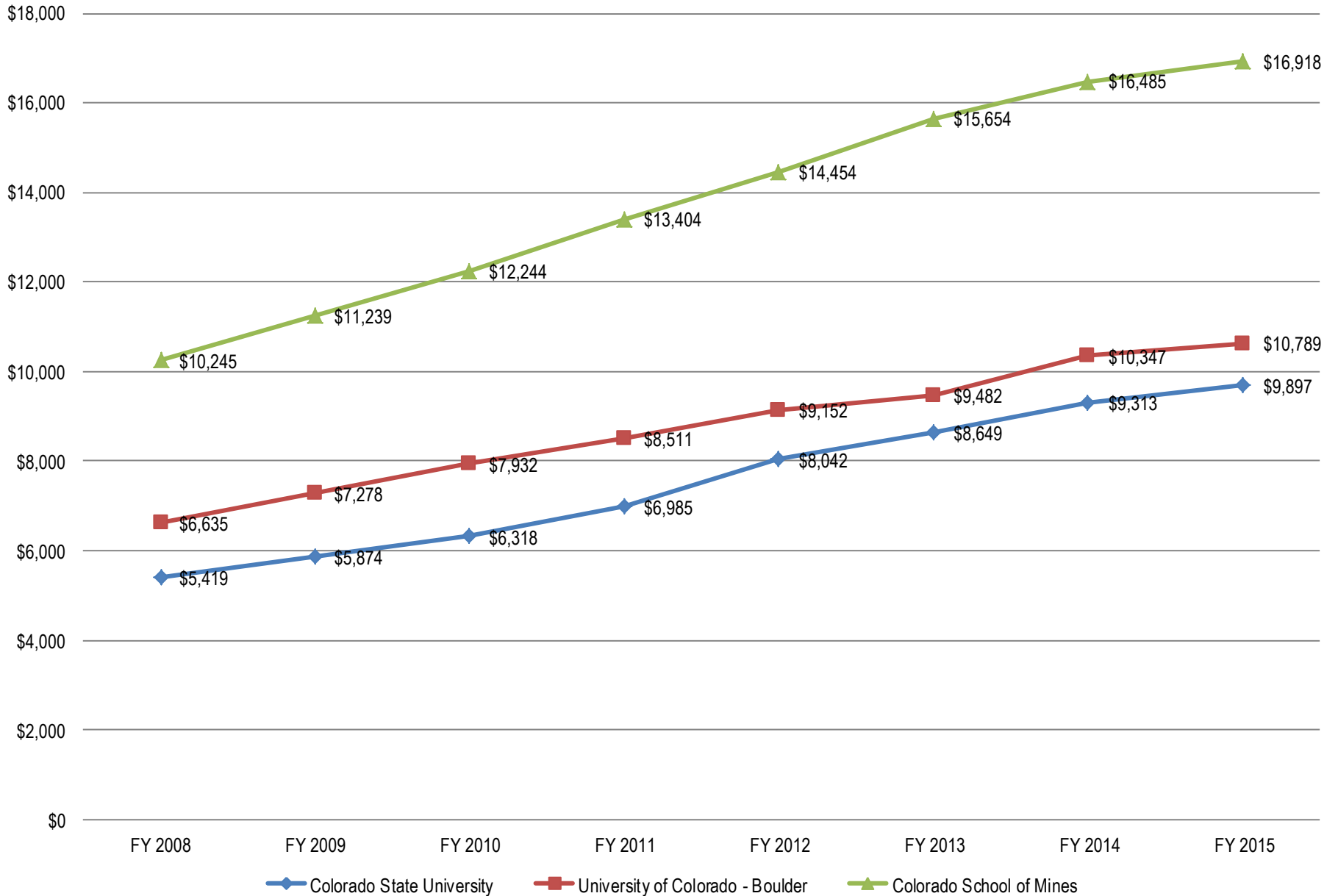


FY 2014

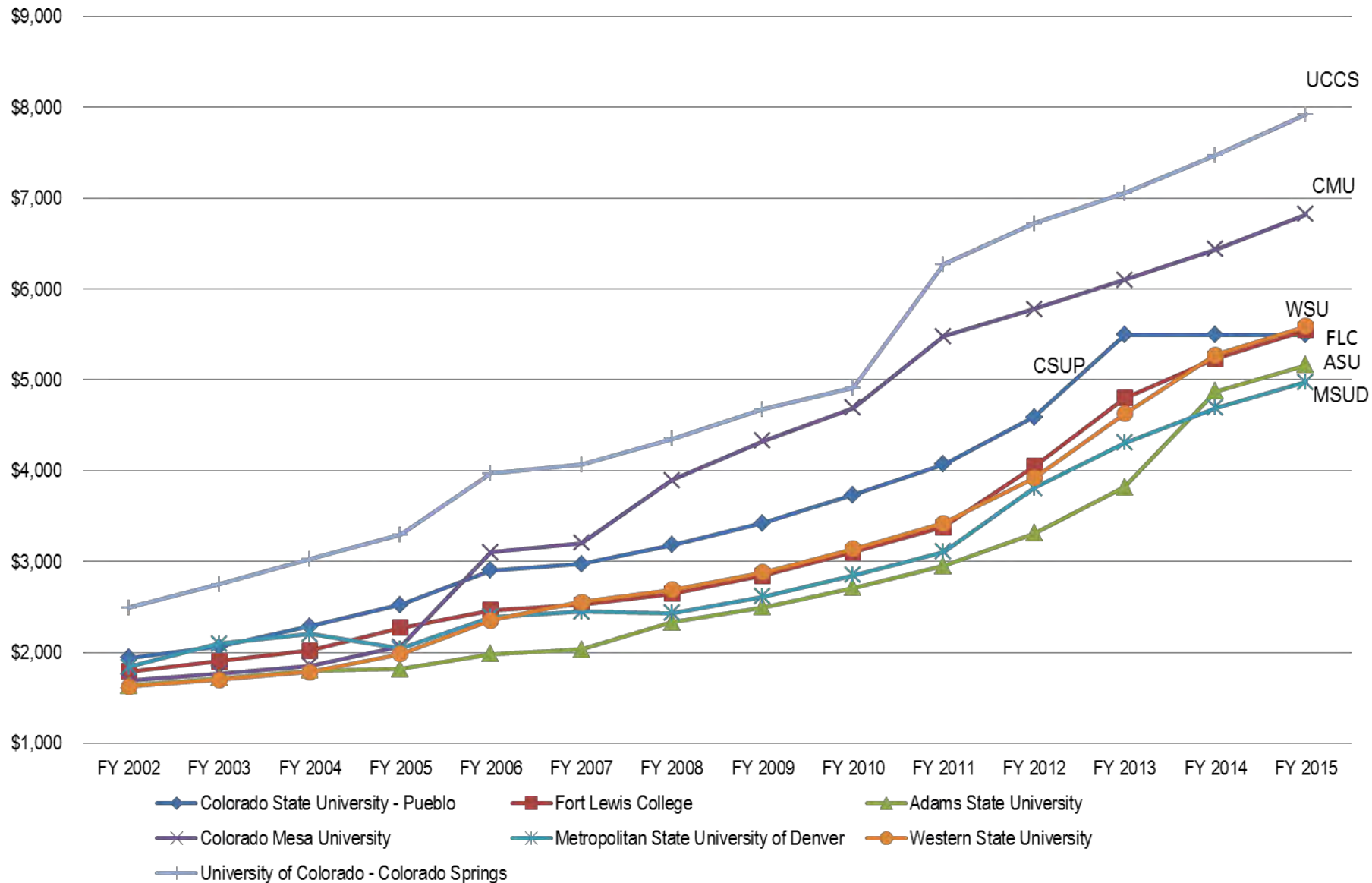


CSU Resident Undergraduate Full-Time Tuition & Fee History

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CSU - Pueblo Resident Undergraduate Full-Time Tuition History



CSU – Global Tuition Rate Increases

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Tuition	FY 2014 Maximum Per Credit Hour Rate	FY 2015 Maximum Per Credit Hour Rate	\$ Increase	% Increase
Undergraduate	\$449	\$449	\$0	0%
Graduate	\$549	\$549	\$0	0%

State Budgetary Challenges

- Today, there are no statutes, constitutional provisions, or federal guidelines requiring specific amounts of state funding for higher education in Colorado.
- As a result, higher education is the budget area most affected by the availability of state funds. Higher education budgets were cut disproportionately in FY 2003-FY 2005 and again in FY 2009-FY 2012.
- Colorado's colleges and universities receive the same amount of funding from the state that was received in 1989 but now educate 33% more students.
- Decreases in state support have not been limited to university operating budgets but also include reductions state funded financial including the elimination of merit aid and cuts to need-based aid programs.

State Budgetary Challenges

- With the passage of HB 1319, funding for our colleges and universities is at a cross road – moving towards a performance based funding model that is still in the development stages, proposed tuition rate increase caps and projected state funding hurdles due to TABOR limits, future funding increases are unpredictable.
- The Department of Higher Education is also requesting that the majority of new funds available for financial aid be directed to a new college scholarship program rather than funding the current need-based aid and work-study programs available to current students. This will limit available aid to current students with financial need.

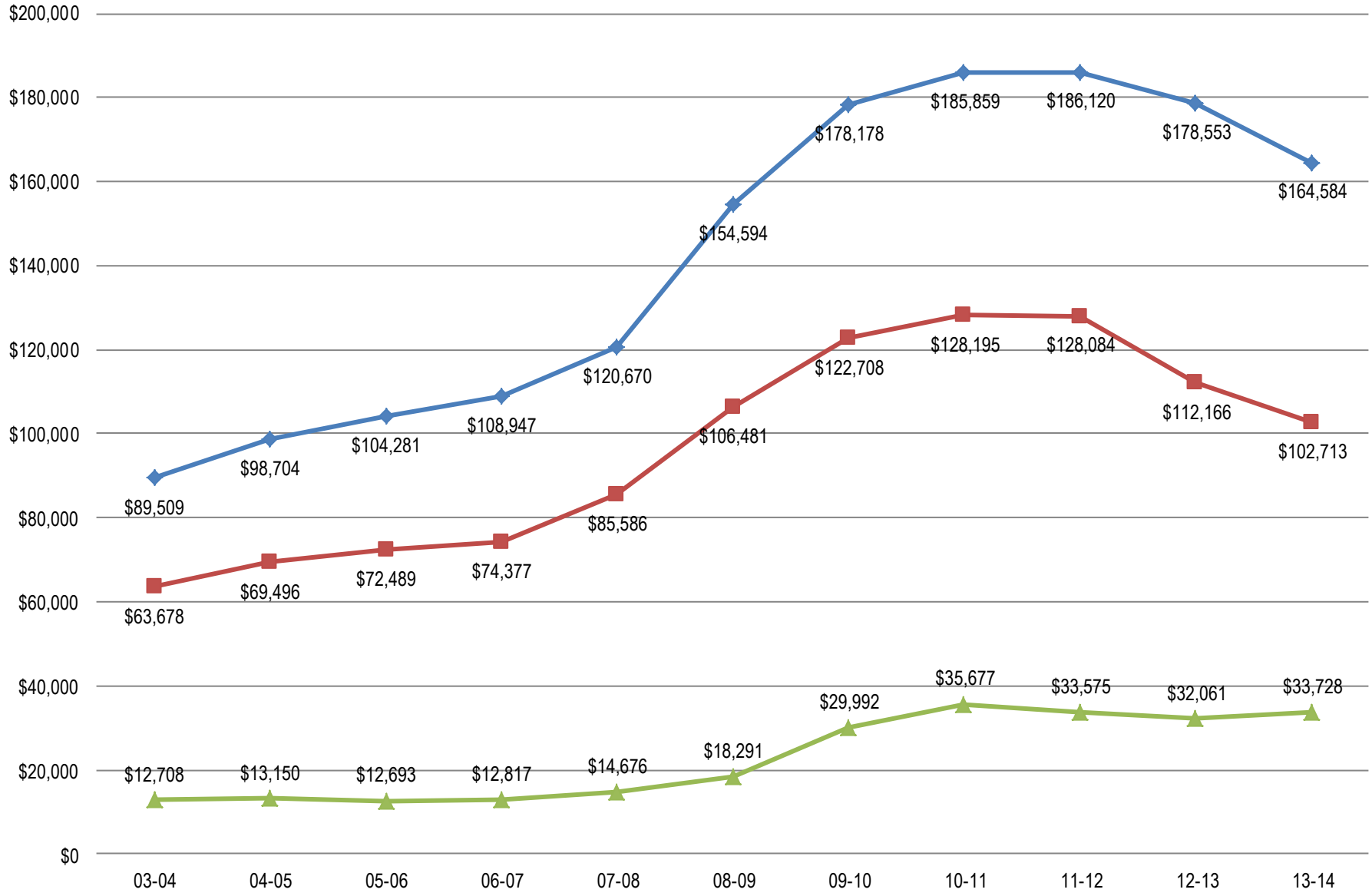
National Trends

- Increases in tuition have made colleges and universities less affordable for most American families.
 - Higher Education costs have outpaced inflation – the share of family income that is needed to pay for college is increasing.
 - Increases in tuition are being used to compensate for declines in state support.
- Despite this decline in affordability, middle and upper income families continue to attend college.
 - Students are incurring more debt and taking longer to graduate thus increasing their overall costs to attend.

National Trends

- Federal and State Financial Aid to Students has not kept pace with increases in tuition.
 - Federal and state financial aid goes to low-income, undergraduate students
 - Institutionally supported financial aid has increased but it is not limited by income limits, instead it gives universities opportunities to recruit various students.
- More students and families at all income levels are borrowing more than ever to pay for college.
 - Federal financial aid has been transformed from a need-based grants system to one that is now dominated by student loans. In 2003, Pell grants totaled \$11.4 billion and outstanding student loan debt totaled \$250 billion. Today, federal appropriations to the Pell grant is \$22.8 billion and outstanding student loan debt totals are near \$1 trillion.

Annual Appropriations to Federal Loans vs. Federal Pell Grants



◆ Total Federal Loans including Parent ■ Total Stafford (Sub & Unsub) ▲ Total Pell Grant

What does this mean for students and families?

- There are increasing concerns that college degrees are simply unaffordable and that once a student earns his degree he will not be employed in his field of study and may be underemployed.
 - However, during the last recession, the majority of jobs lost were held by workers with a high school diploma or less.
 - According to the U.S. Bureau of Labor Statistics, the unemployment rate for college graduates is 4.1% compared to 8.7%.
 - For recent college graduates, the unemployment rate is higher at 6.8% but significantly lower when compared to recent high school graduates at 24%.
 - The pattern is similar for underemployment rates. U.S. BLS data shows that 1 out of every seven college graduates employed are underemployed compared to nearly 50% of recent high school graduates.

What does this mean for students and families?

- College is a major investment in terms of time, energy and money, is it worth it in the long term.
 - Two-thirds of all future jobs will require at least a bachelor's degree.
- Tuition costs have historically outpaced inflation and the trend is expected to continue and can families afford it.
 - Over a lifetime, students graduating with a bachelor's degree can expect to earn \$1 million more than someone without a degree.
- College graduates will continue to experience increasing employment opportunities, enjoy substantial wage premiums, and be better equipped to survive any future economic downturns than those with only a high school diploma.

What can a student expect to pay in terms of tuition and fees?

- The cost of higher education is complicated – different students pay different prices at the same institution depending on their financial circumstance; their academic qualifications, athletic ability, etc.
- The average “list price”, nationally, at public universities is \$8,655 as compared to a private universities at \$29,056. Public universities offer a good value and are worth the investment by students and families.
- Looking at the published price of tuition and fees for CSU system institutions compared to other Colorado publics:

Colorado School of Mines	\$16,918	Western State Colorado Univ.	\$7,874
Univ. of Colorado - Boulder	\$10,789	CSU-Pueblo	\$7,834
Colorado State University	\$9,897	Univ. of Northern Colorado	\$7,733
Univ. of Colorado - Denver	\$9,838	Colorado Mesa University	\$7,625
Univ. of Colorado - Colo Springs	\$9,143	Fort Lewis	\$7,252
Adams State Univ.	\$8,015	Metro State Univ. Denver	\$6,070

Cost of Attendance

- For most students and families, the total costs associated with attending college go well beyond tuition and fees. Housing, books & supplies, transportation and living expenses typically add up to more than tuition.
- FY 2015 estimated Cost of Attendance:

CSU:	\$22,114
CSU-Pueblo:	\$18,958
- A student's financial Need is determined by subtracting a student's expected family contribution from the total cost of attendance. This is different for every student.

Student Aid

- Student aid reduces the financial barriers many individuals face to postsecondary access and success.
- Grant aid and tax benefits lower the overall price of education for students and families, making the net price lower than the published price.
 - A full-time student who received some form of need-based aid at a public four-year institution received an estimated average of \$5,750 in grant aid and federal tax benefits in FY 2012 – reducing the average cost by 70% to \$2,490.
- Loans do not lower the price, but they do make it possible to spread payments out over time – similar to a mortgage or car loan.

Types of Financial Aid

- Federal Student Aid – Anchored by the federal Pell grant program and loan programs, is the single largest source of aid for most students. In FY 2014, Pell grants totaled \$394 M and federal loans totaled \$1.1 B.
- Institutional Grant Aid – Funded by the institution and can be awarded on the basis of need or merit as determined by each institution. In FY 2014, institutional aid totaled \$518 M.
- Colorado State Student Aid – Funded through state General Fund, a variety of student aid is available to students based on various criteria including need, work-study and various entitlement programs. In FY 2014, state funded student aid totaled \$112 M. Merit aid was restored in FY 2015 and totaled \$5 M.

FY 2014 Financial Aid by Type (excluding loans)

<u>Financial Aid Awarded</u>	<u>CSU</u>	<u>CSU-Pueblo</u>
Federal Awards	\$22,014,447	\$8,970,151
State Awards	\$7,293,334	\$2,992,356
Institutional Awards	\$30,796,305	\$3,362,775
Other Scholarships	\$6,122,136	\$819,773
Totals	\$66,226,222	\$8,010,208

Student Loan Debt

- Nationally, the average cumulative student debt at graduation from a public four year institution was \$26,057 in 2014.
- At Colorado public four-year institutions, 70 percent of students graduated with student loan debt. The average debt for a bachelor's degree at a Colorado public four year in was \$25,672.
- At CSU, 67 percent of students graduated with student loan debt. The average debt at graduation for a CSU student is slightly lower than the national average at \$25,661.
- At CSU-Pueblo, 81 percent of students graduated with student loan debt. The average debt at graduation for a CSU Pueblo student is \$23,552 in FY 2014.

Average Student Loan Debt at Graduation

(Data Source: DHE SURDS File)

Fiscal Year	CSU	CSU-Pueblo
FY 2009	\$19,854	\$22,393
FY 2010	\$21,370	\$21,955
FY 2011	\$22,857	\$23,414
FY 2012	\$23,902	\$24,060
FY 2013	\$25,156	\$23,267
FY 2014	\$25,661	\$23,552

What to Expect in the Future?

- Financial aid is essential for removing barriers to college for students from low- and middle-income households.
- Today, more students than at any other time in the state's history receive some form of financial assistance.
- Students' dependence on loans to meet rising college costs continues to increase.
- Continued pressure on institutions to provide more aid to offset the rising costs coupled with the need to produce more degrees to meet the needs of the U.S economy.

The *INSTITUTIONAL* and
institutional Ramifications of
Student Loan Debt

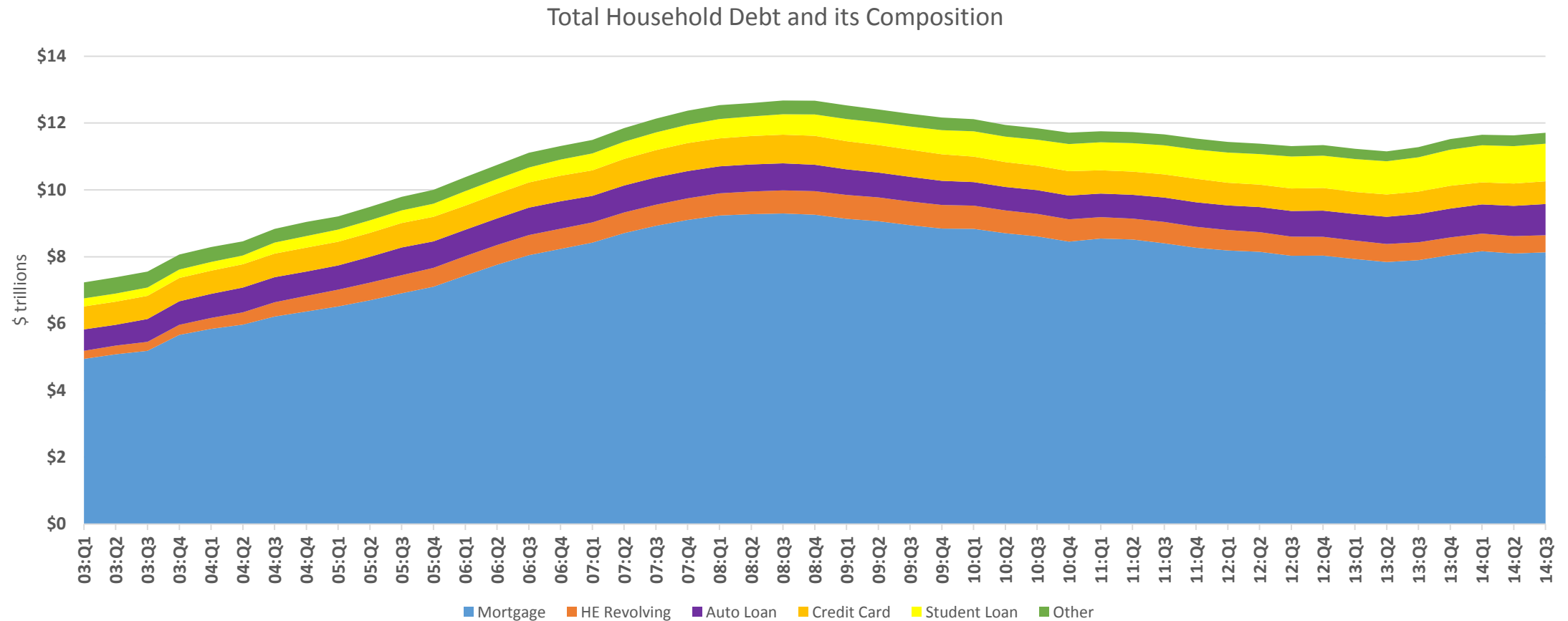
Colorado State University Board of Governors

February, 2015

Student Loans

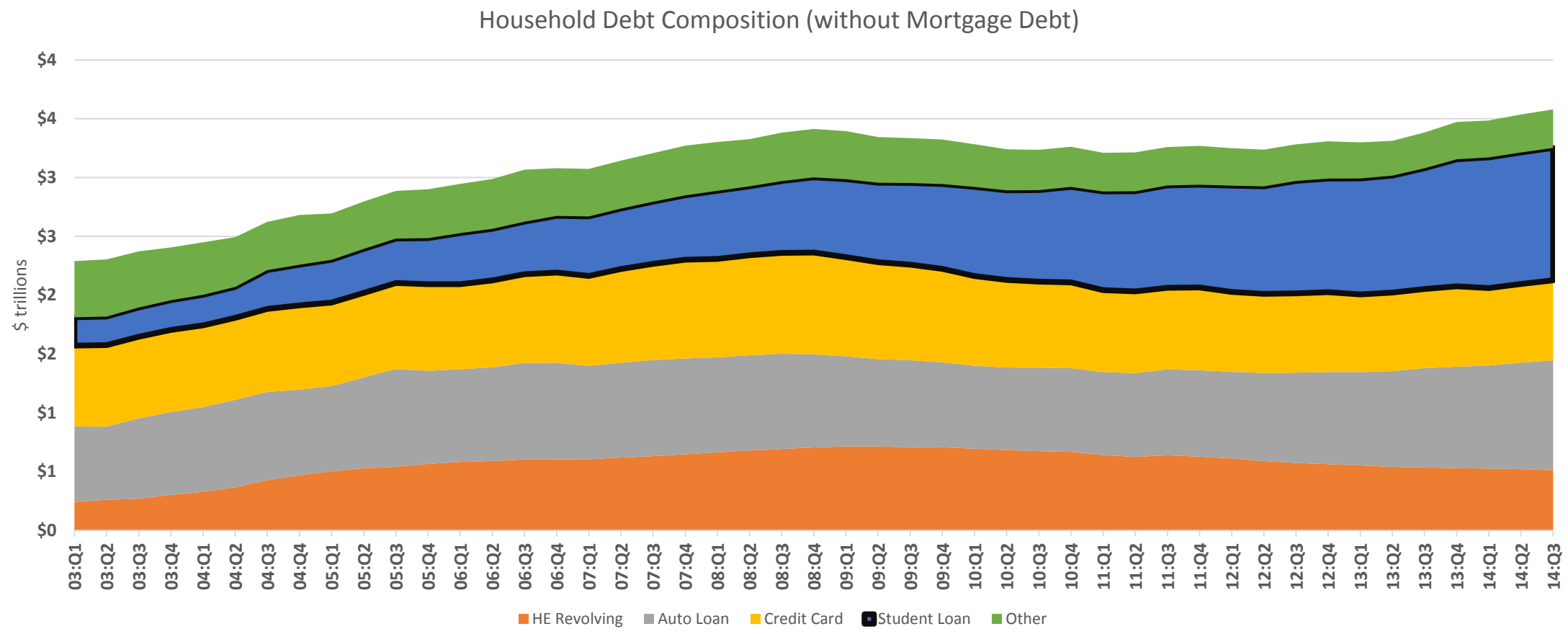
The Big Picture

Student Loans: The Largest Change in Household Debt Composition



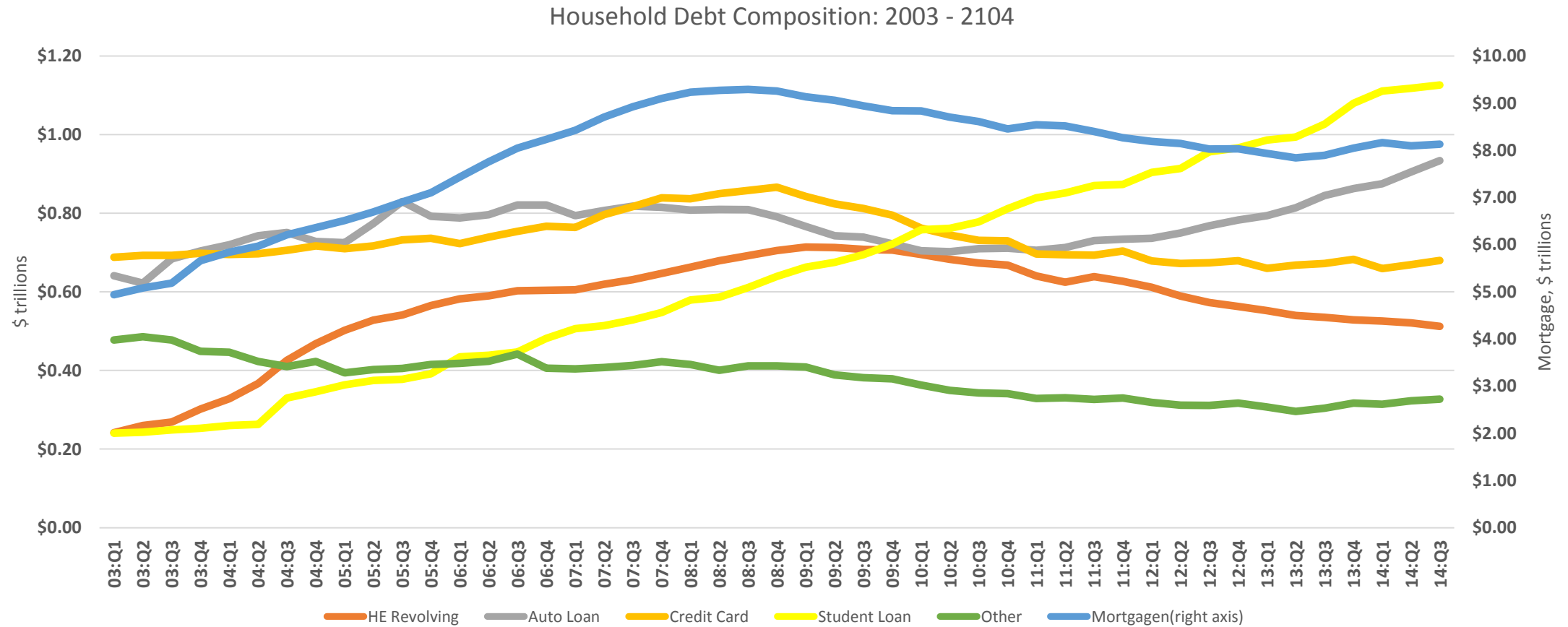
Source: NY Fed from Equifax data

The Effect is More Dramatic When Mortgage Debt is Removed from the Picture



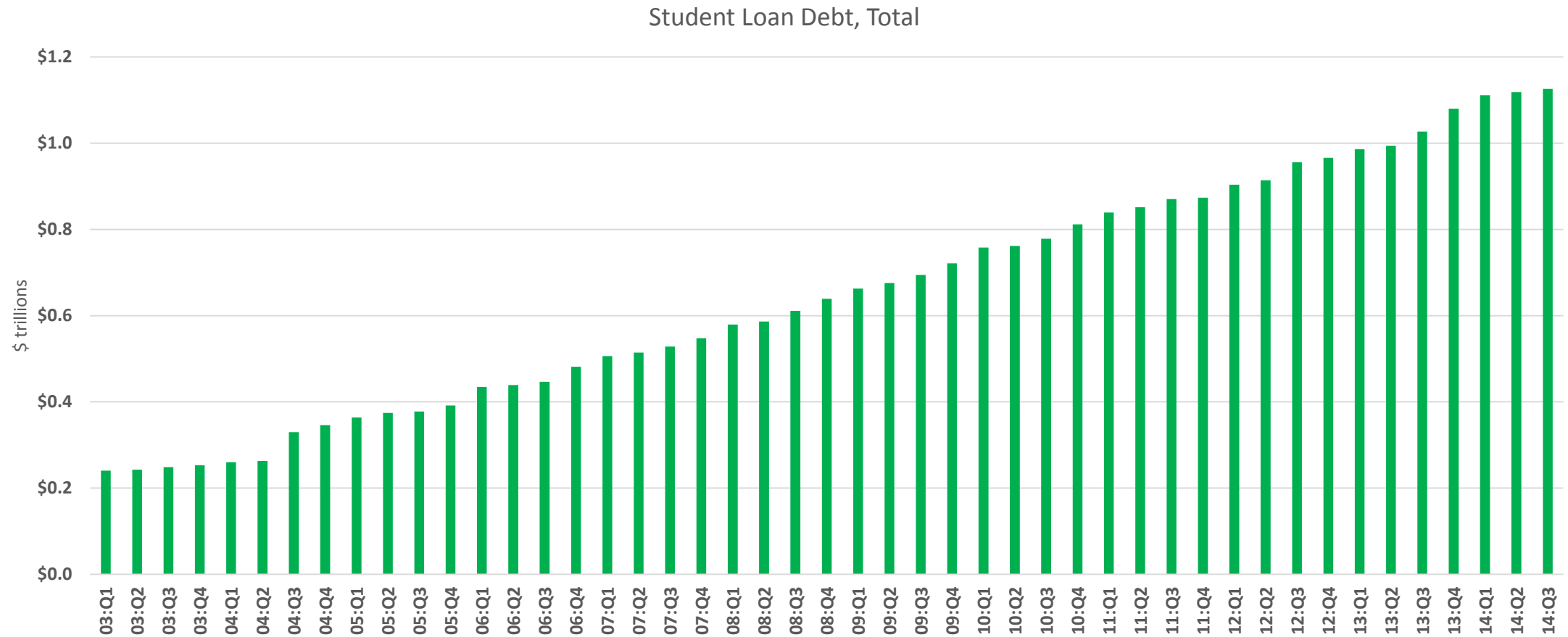
Source: NY Fed from Equifax Data

Student Loan Debt is the Only Component that did not Deleverage During the Recession



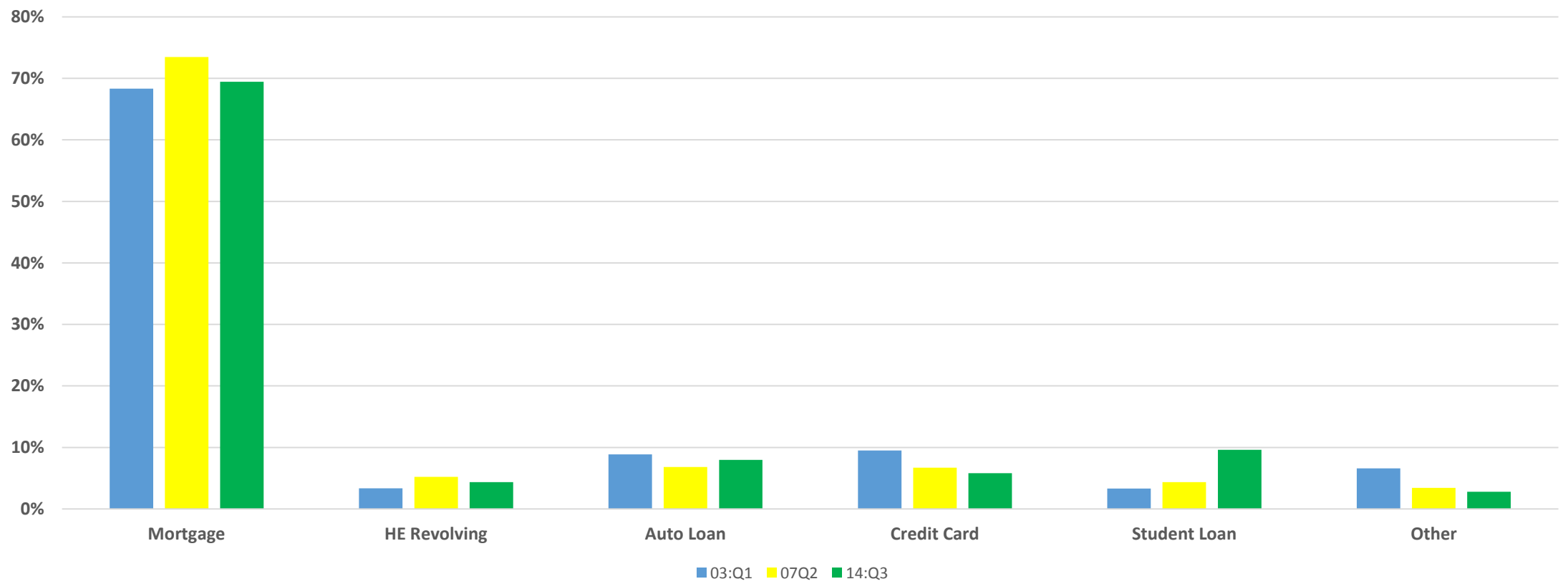
Source: NY Fed from Equifax data

Instead Remained on a Continual Upward Trend



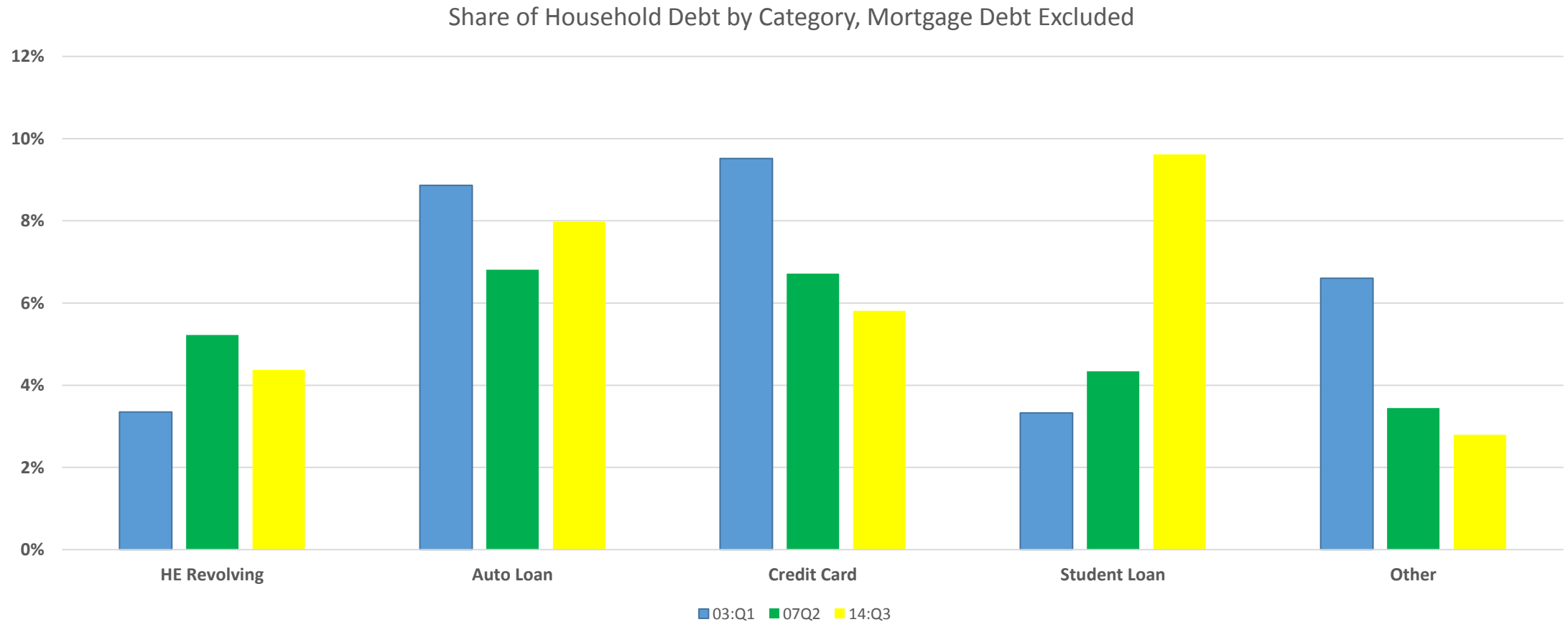
Student Loans Squeezing out Credit Card and Other Debt: Others Relatively Unchanged

Share of Household Debt by Category

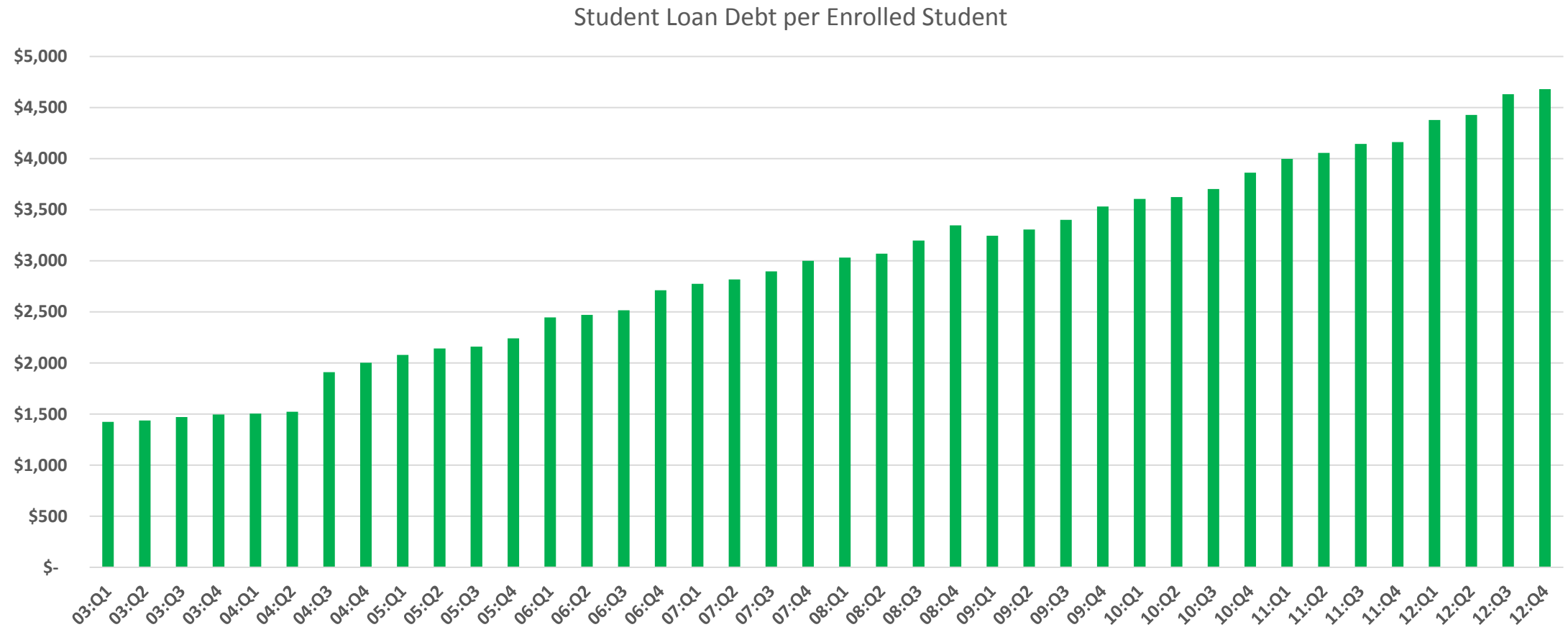


Source: NY Fed from Equifax data

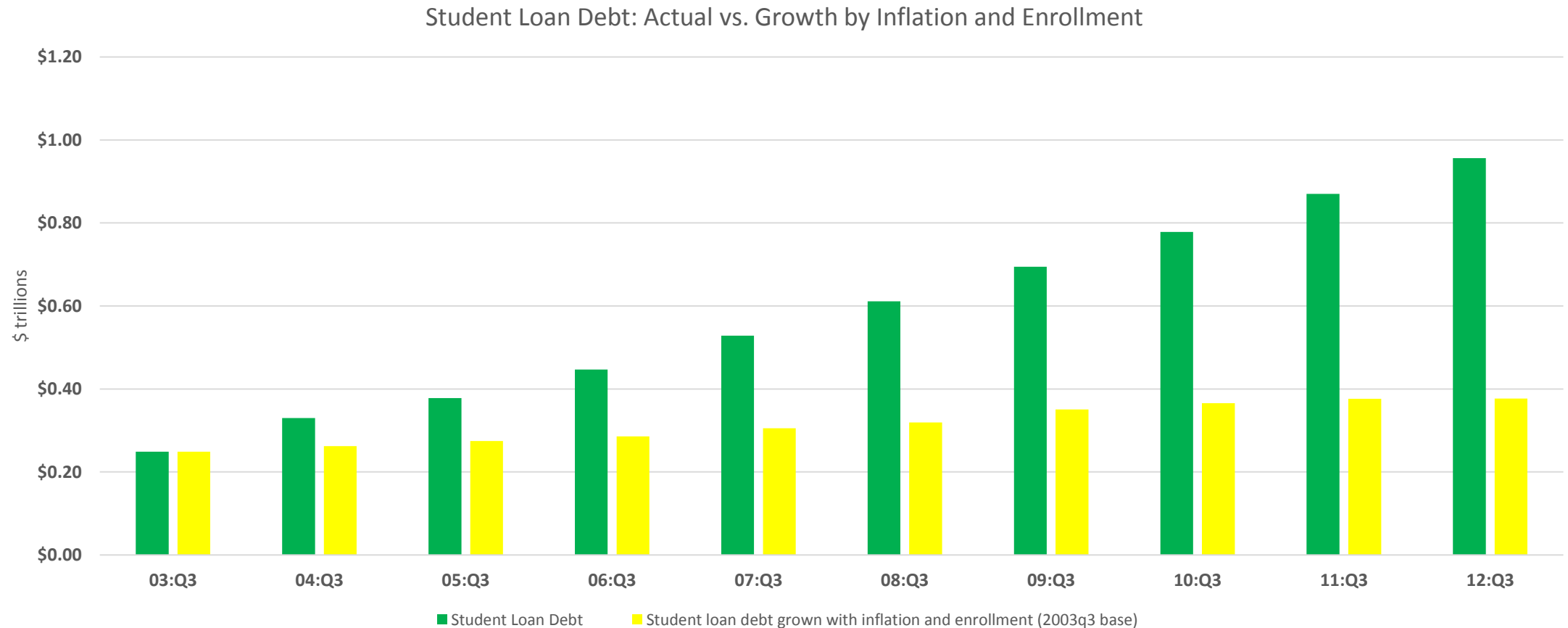
And Again the Pattern More Prominent without Mortgage Debt Displayed



Debt per Enrolled Student Also Increasing



As a Result, Debt Growing Faster than Inflation and Enrollment



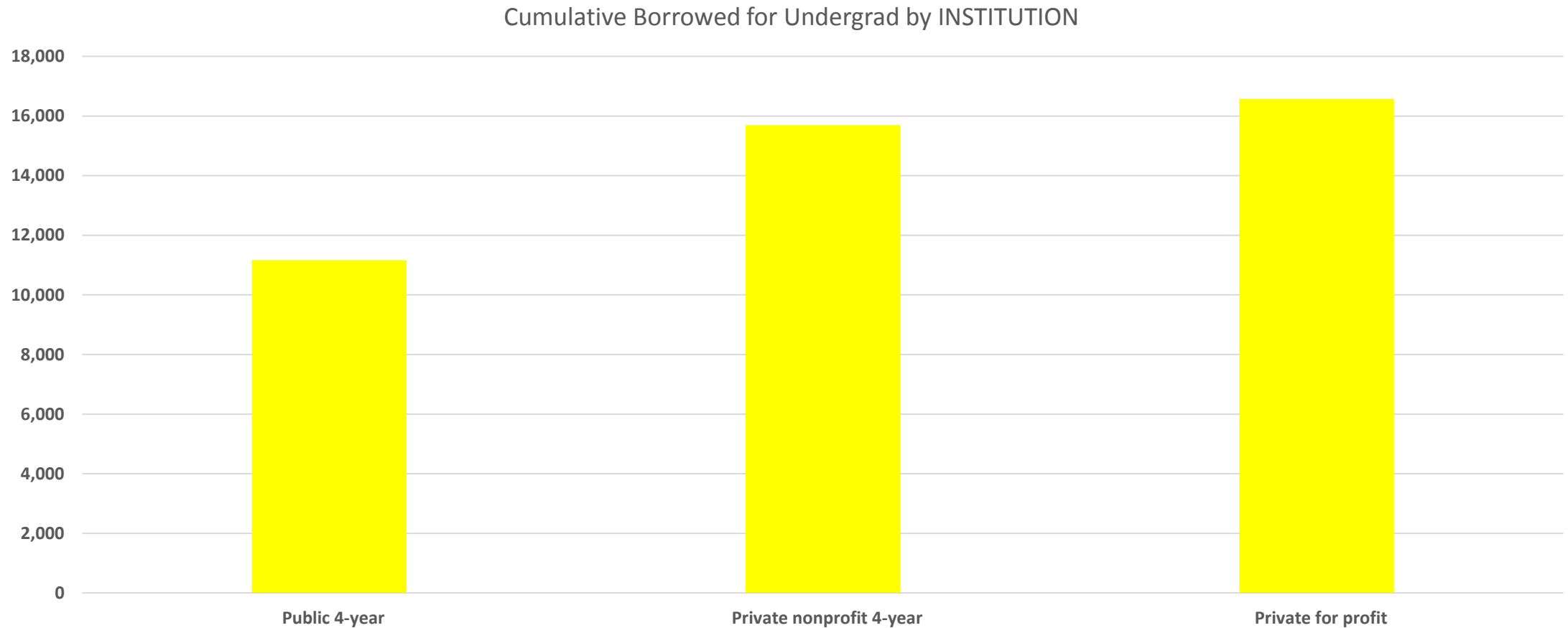
But, All Debt is not the Same

For-profit colleges account for roughly 10% of all college students, but they account for 25% of federal student aid dollars, and almost 50% of student loan defaults.

Student Loan Debt

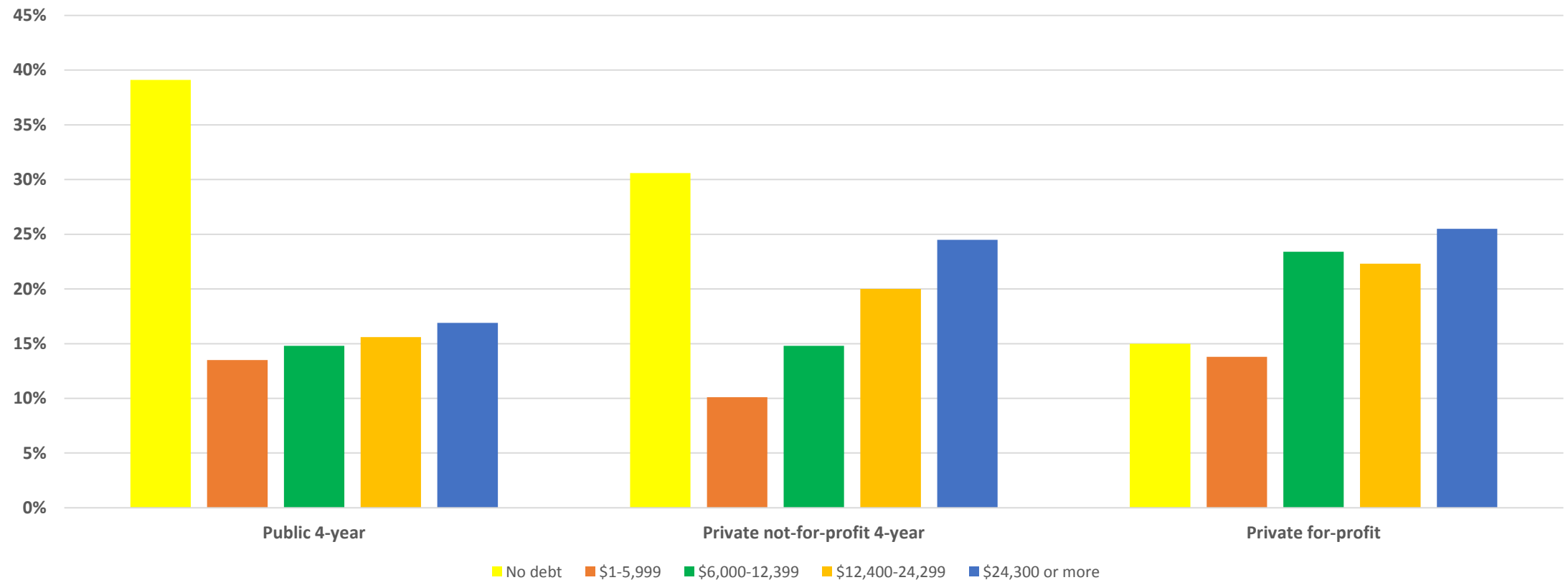
An *INSTITUTIONAL* Drilldown

Debt Load per Borrower Lowest at Public Universities

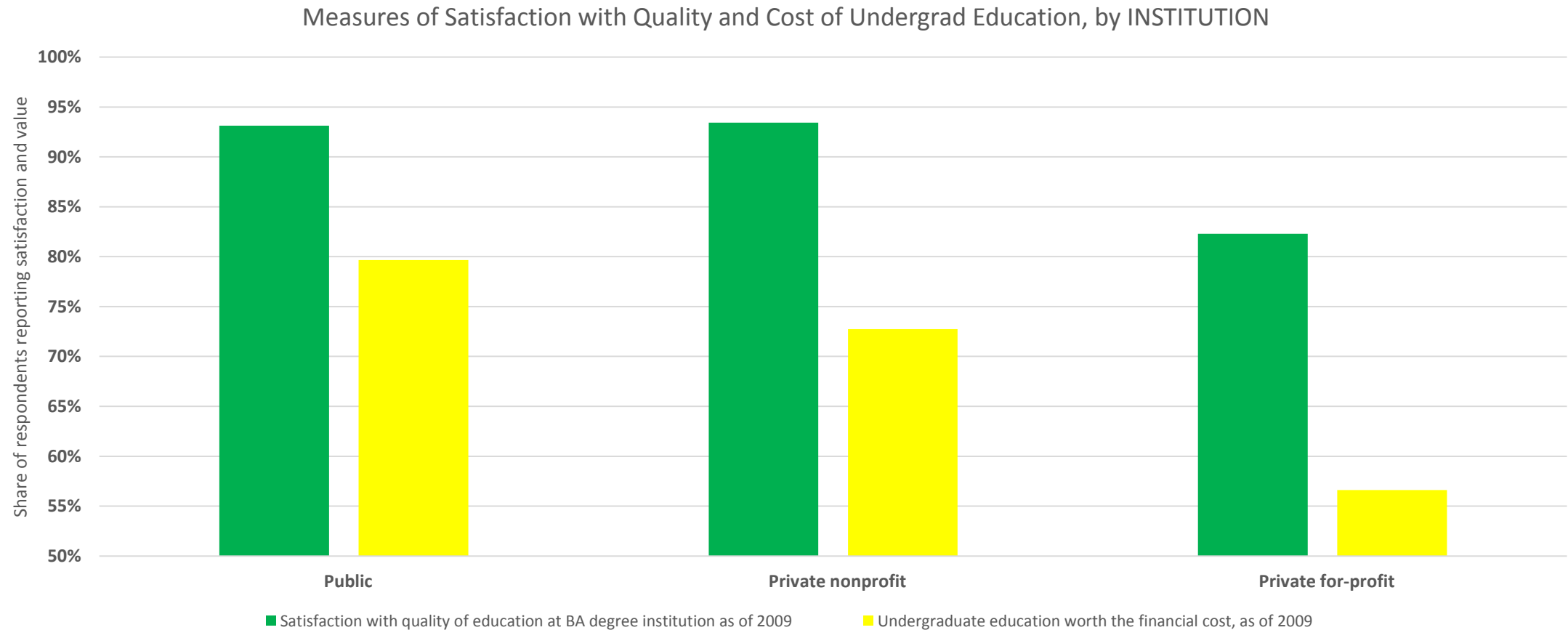


Almost 4 in 10 Attend Public 4 Year Universities Debt Free

Cumulative Amount Borrowed for Undergrad by INSTITUTION: Percentage Shares



Satisfaction at Publics Rivals Private Non-Profits, but Public Students Report Better Value



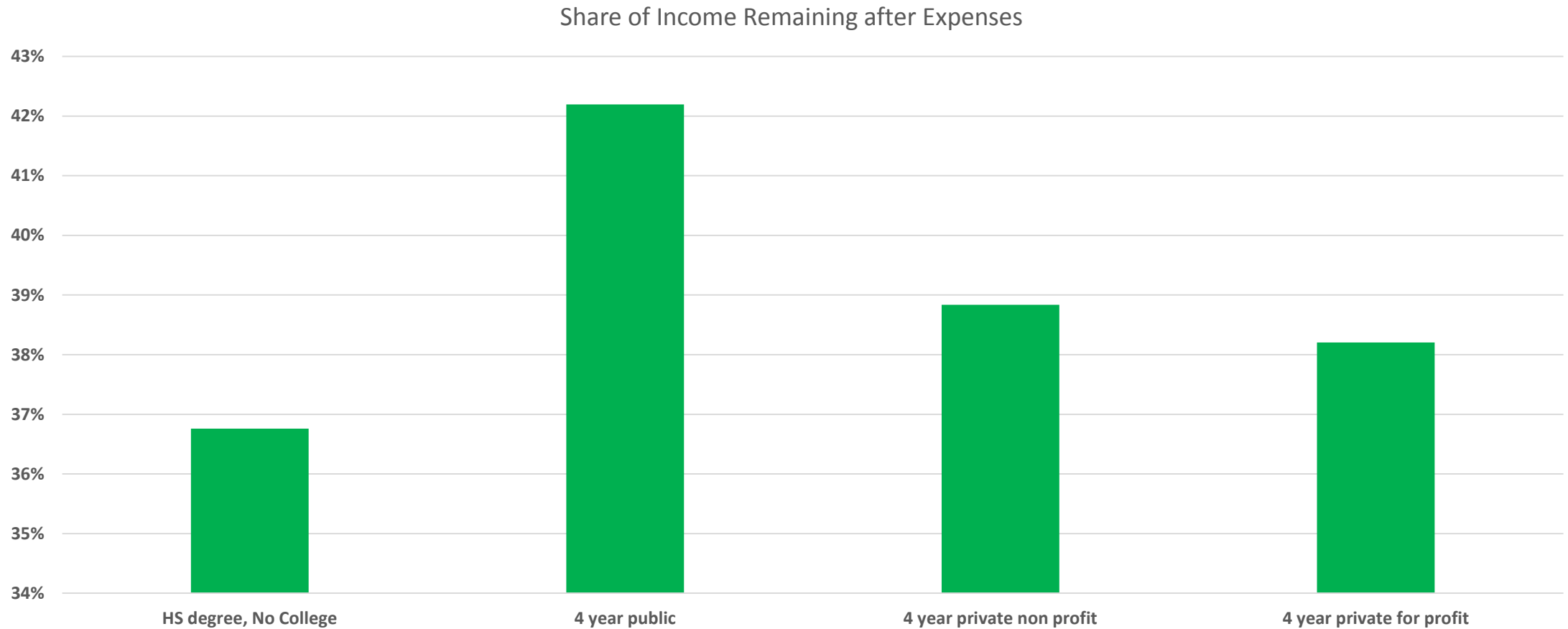
Model Simulates “ROI” Under Different Economic Assumptions

- “ROI” = % of income left after student loan debt and basic daily expenditures
- Simulation variables
 - Income
 - Student loan debt
 - Inflation on
 - Food
 - Housing
 - Transportation
 - Health Care
 - Interest rate on student loan debt
 - Repayment period for student loan debt
- Baseline is 2012; Simulation models 10 years
- Comparison group is no college (no debt)

Baseline Assumptions and Data Sources

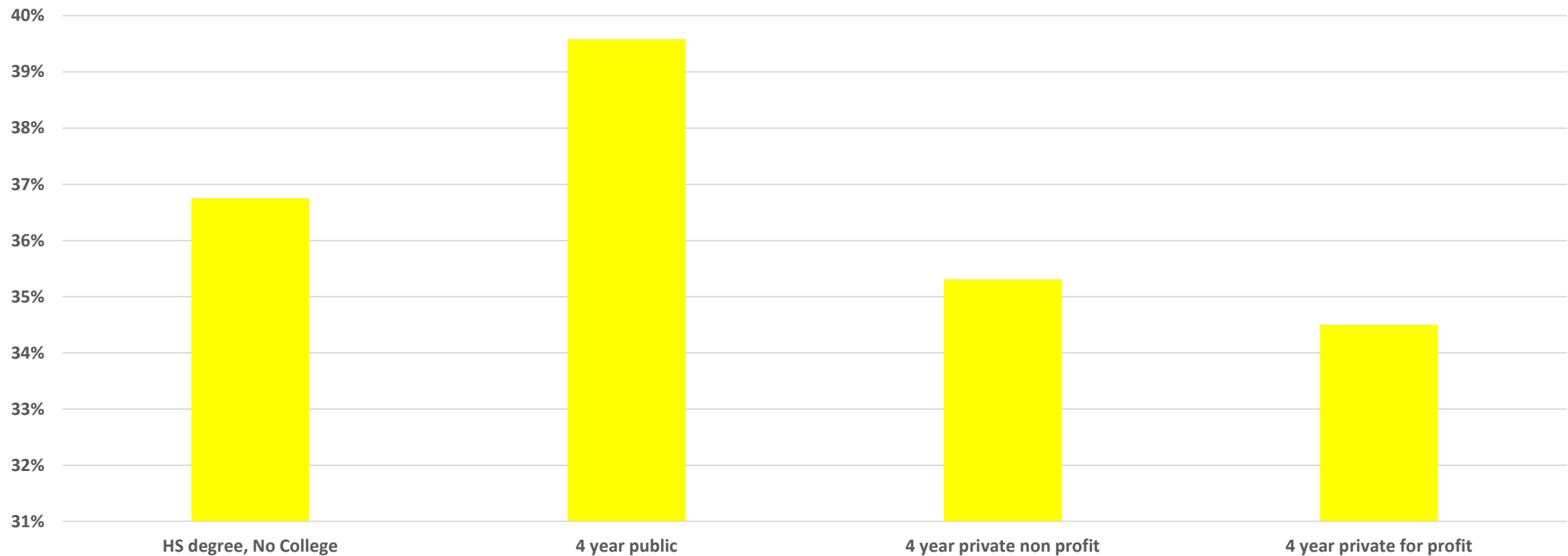
- *Average income for college graduates* - IPEDS Baccalaureate and Beyond survey for graduates in 2008 followed until 2012
- *Average income for high school educated workers* - BLS
- *Student loan debt by institutional control* - IPEDS Baccalaureate and Beyond survey for graduates in 2008 followed until 2012
- *Expenditures for food, transportation, health care and housing* - BLS Consumer Expenditure Survey
- Monthly student loan debt payments calculated with
 - Interest rate of 6.8%
 - 10 year repayment schedule

2012 Baseline: 4 Year Public Has Highest “ROI”



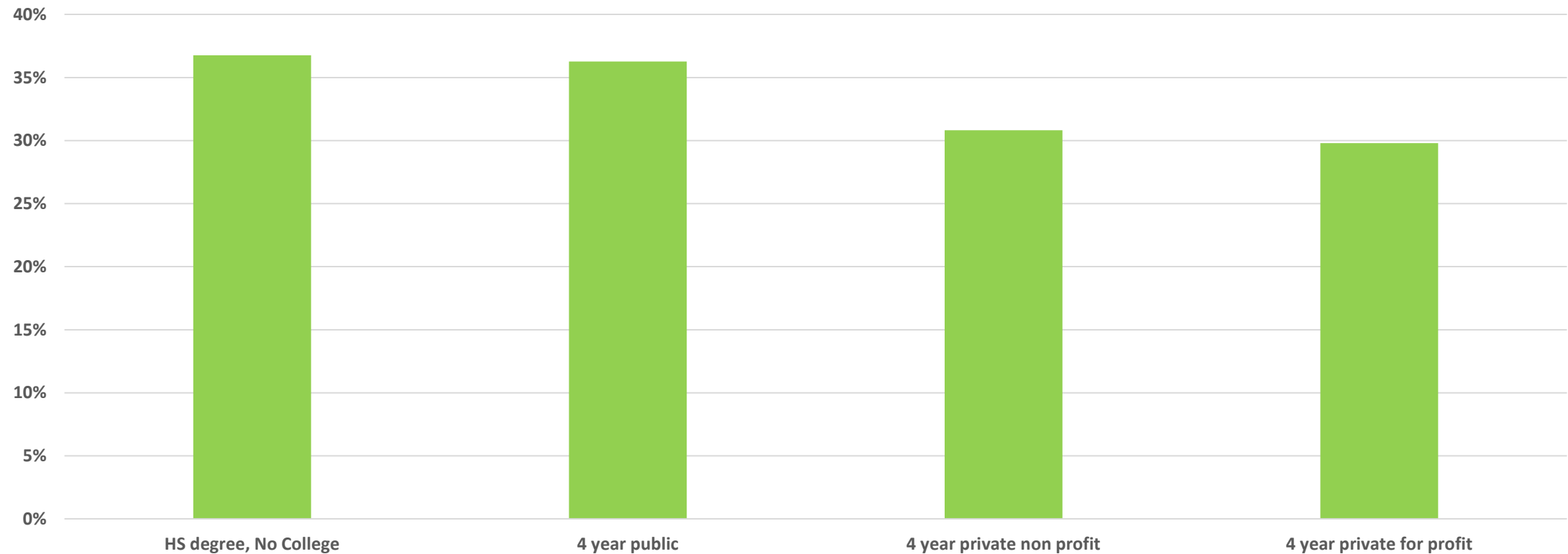
Simulation: With Growth of 1% in Income and 6%⁵¹ in Student Loan Debt, Public 4 Year College Only Good Economic Decision in Simulation Year 6

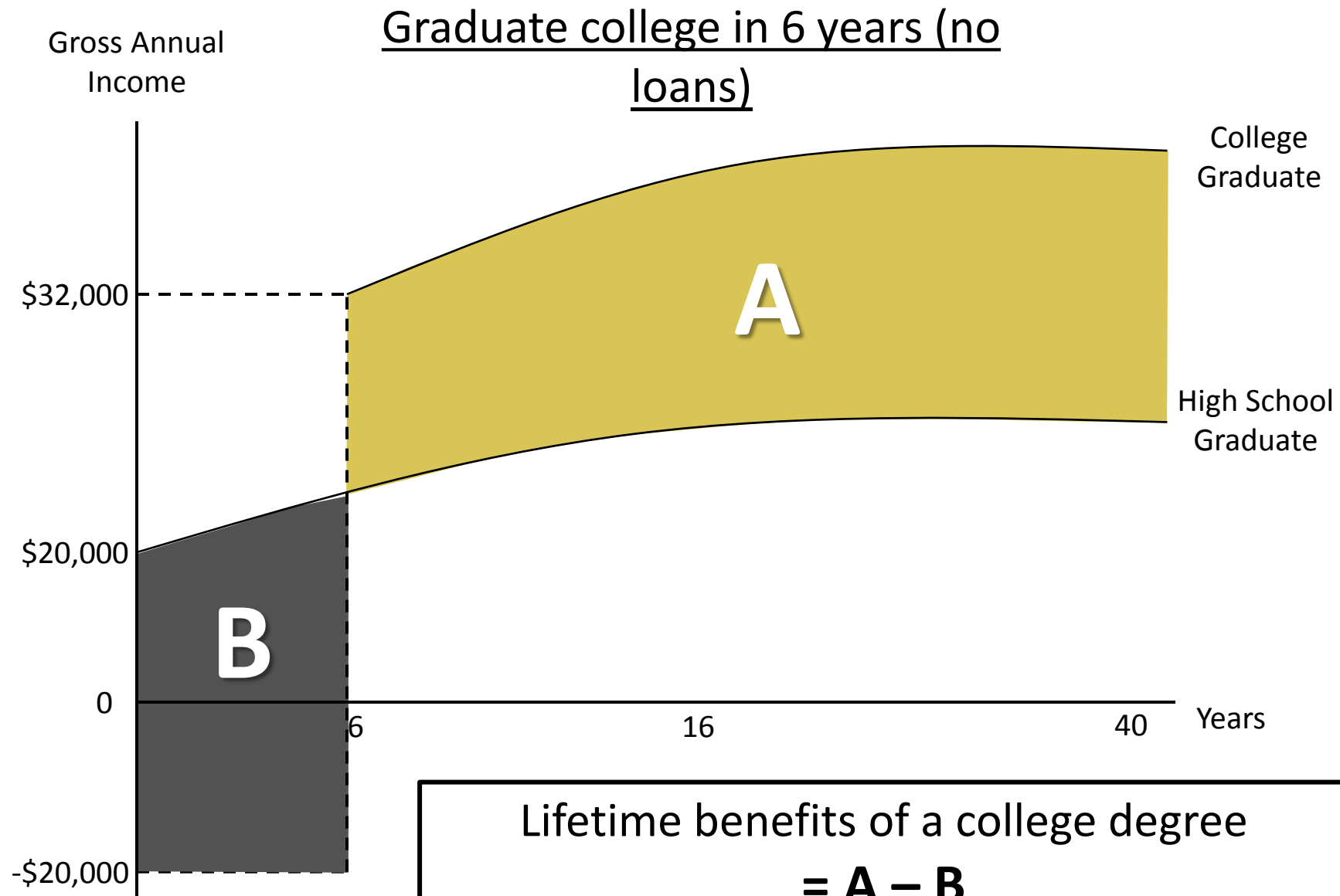
Share of Income Remaining After Expenses: Simulation Year 5, Income growth 1% and Student Loan Debt Growth 6% Annually



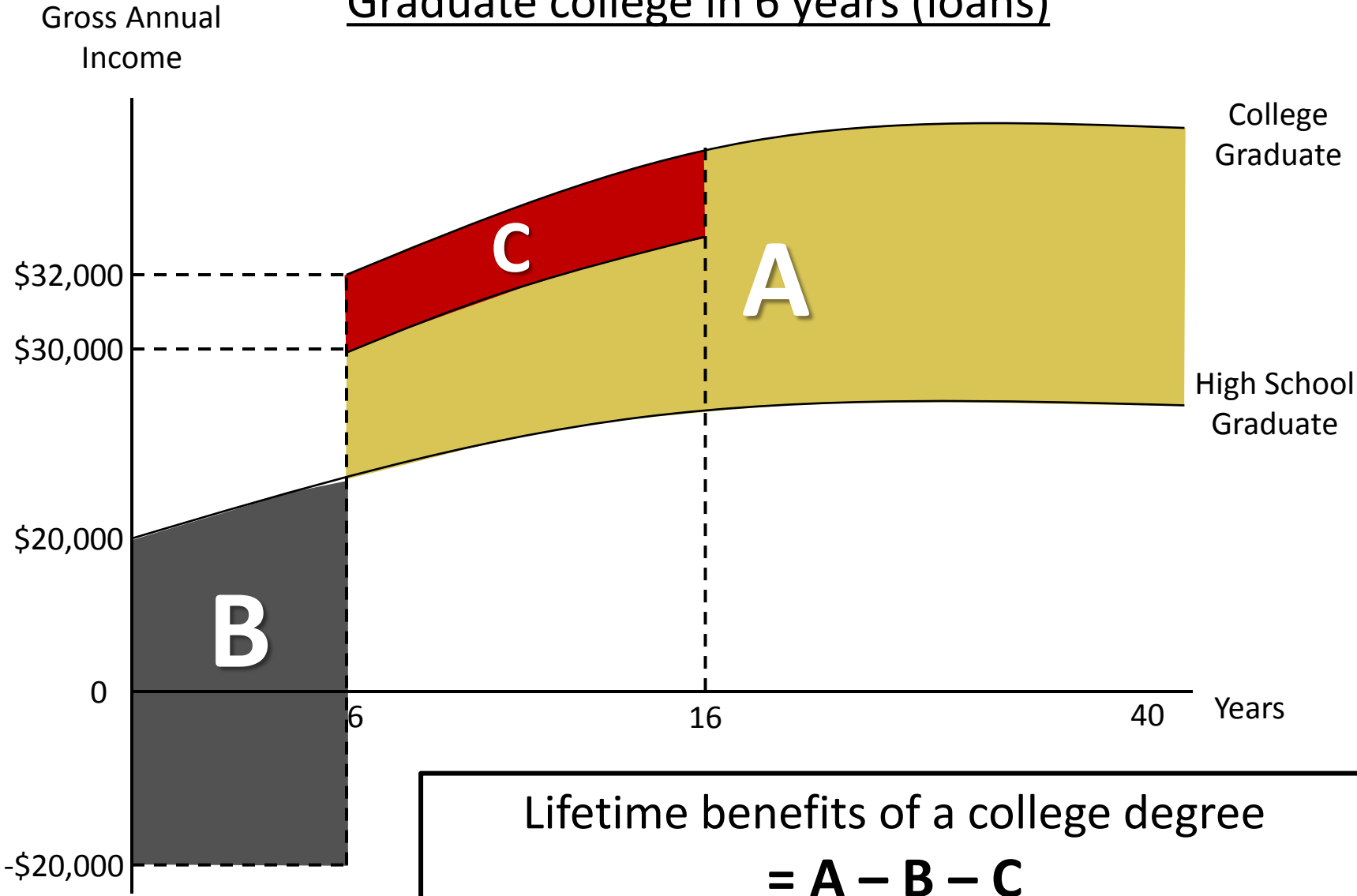
And in Simulation Year 10, College Debt is no Longer a Good Economic Investment

Share of Income Remaining After Expenses: Simulation Year 10, Income Growth 1% and Student Loan Debt Growth 6% Annually



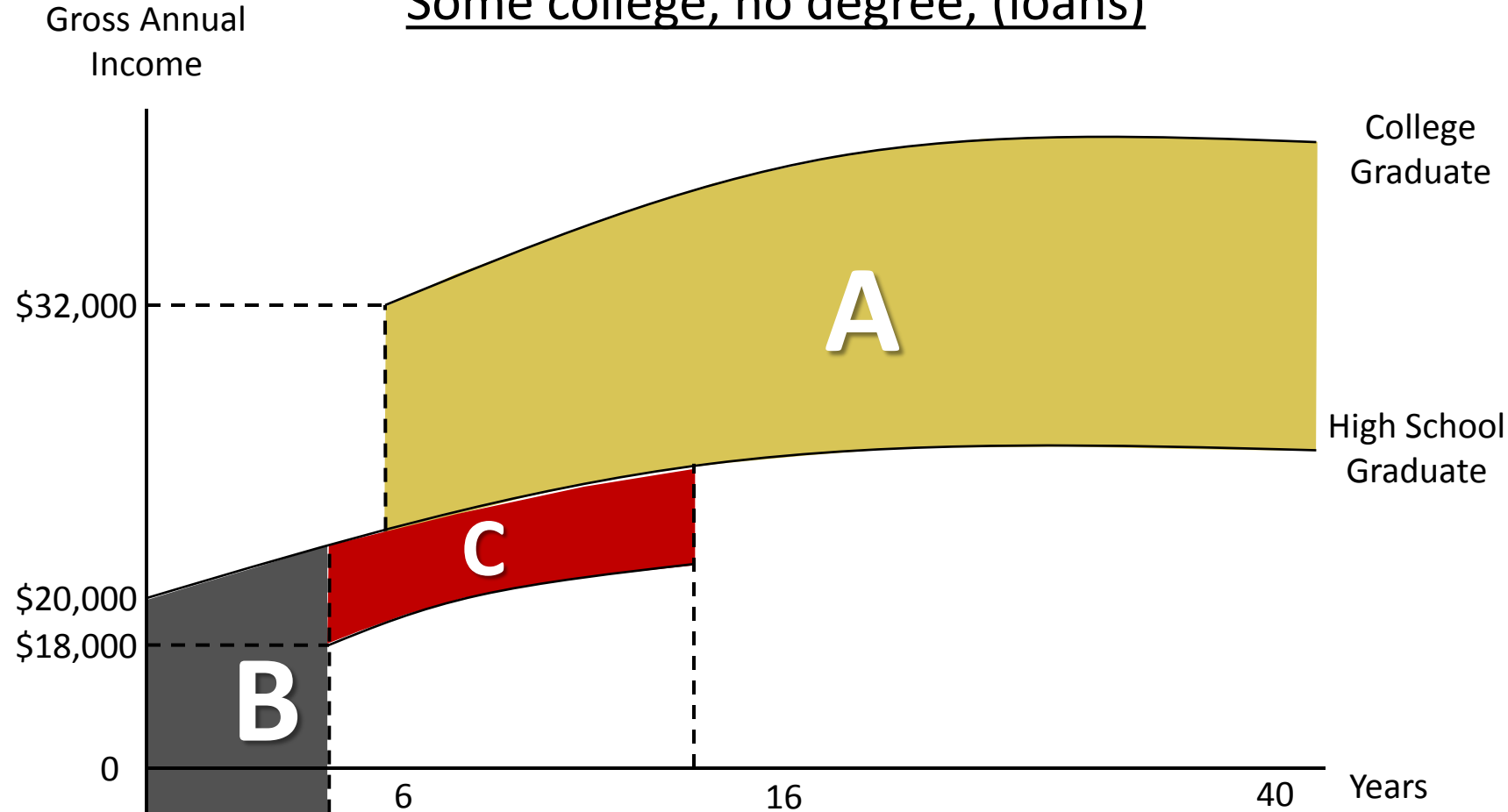


Graduate college in 6 years (loans)



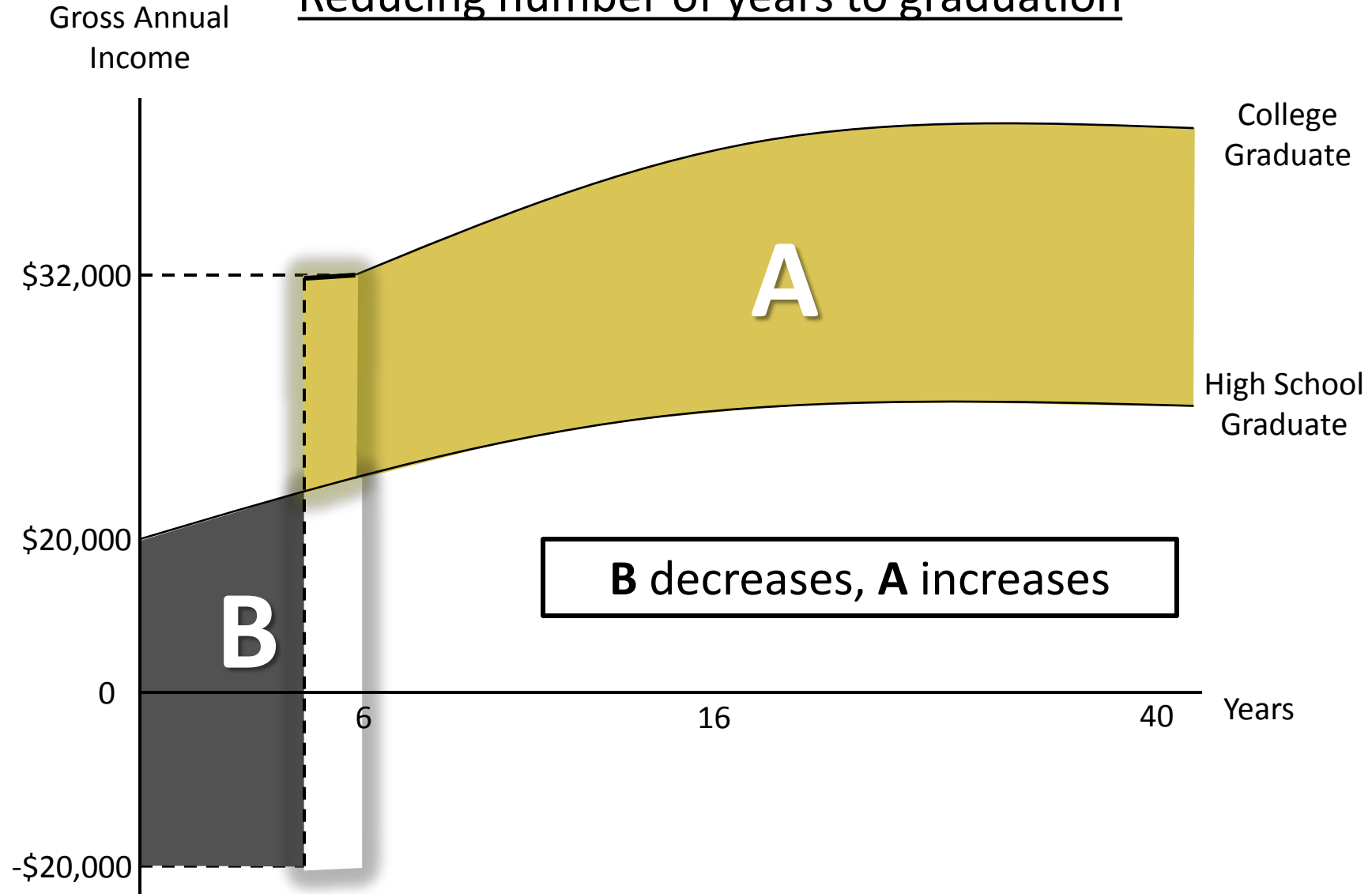
Lifetime benefits of a college degree
= A - B - C
If $(A - B - C) > 0$, college is worth the cost.

Some college, no degree, (loans)

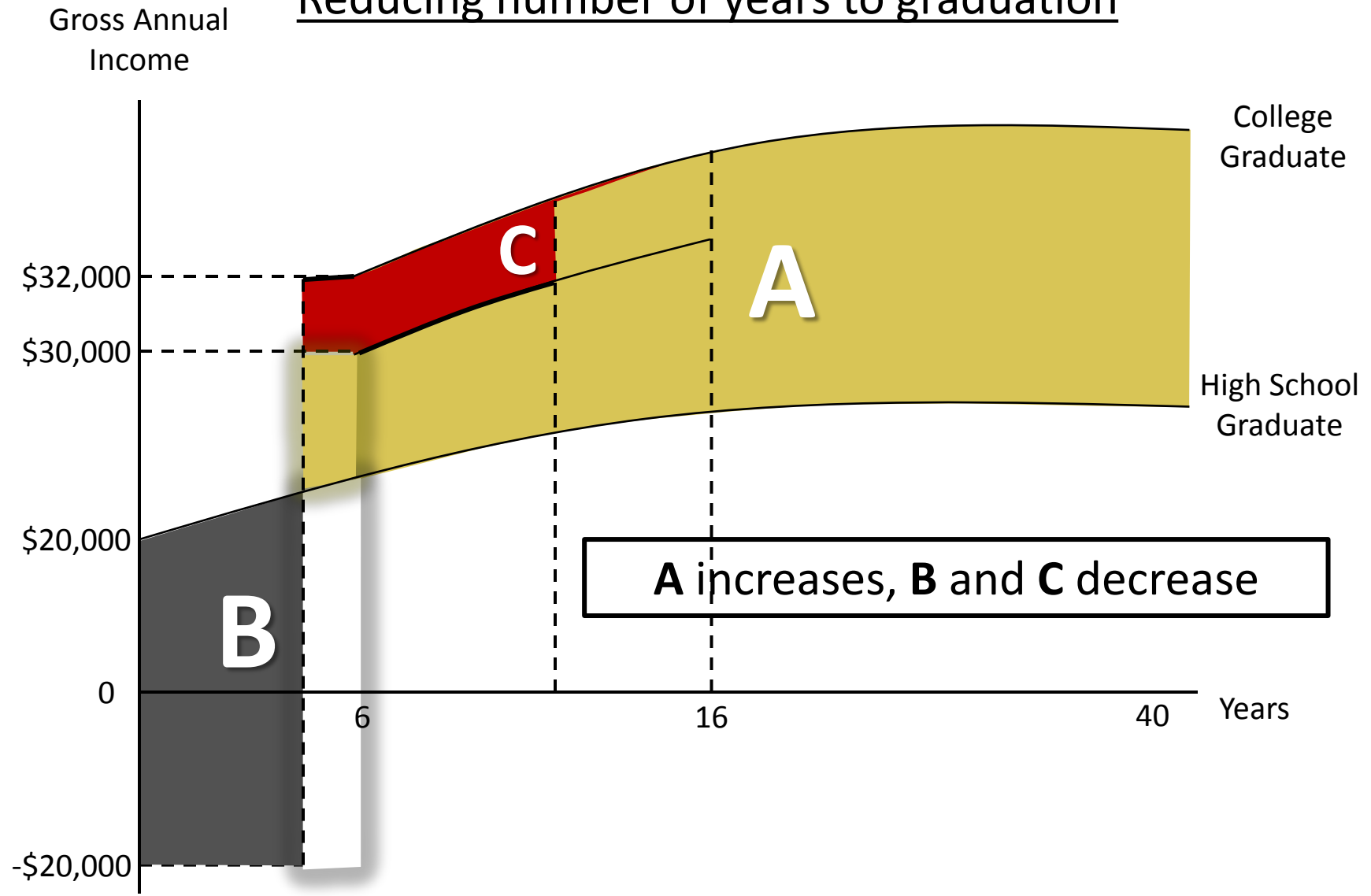


Lifetime benefits some college, no degree
= 0 - B - C
Some College is NOT worth the cost.

Improving Outcomes (without loans):
Reducing number of years to graduation



Improving Outcomes (with loans): Reducing number of years to graduation



Student Loan Debt at CSU

An institutional Drilldown

Model Simulates CSU Student Debt Burden Under Different Economic Assumptions

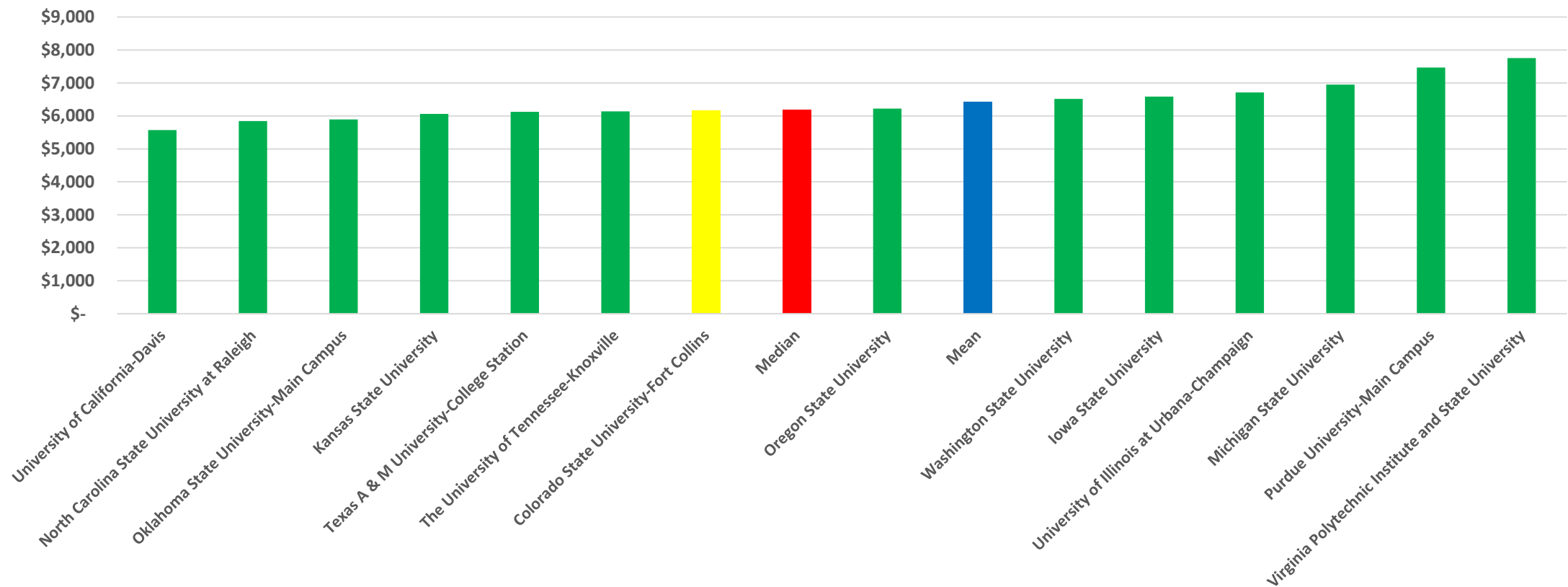
- Debt burden = monthly debt payment/monthly income
- Burdens of 10% - 15% considered acceptable
- Simulation variables
 - Income
 - Student loan debt
 - Interest rate on student loan debt
 - Repayment period for student loan debt

Baseline Assumptions

- Income set at EPI reported average income for graduating seniors
- Average student debt at CSU of \$23,726 from Project on Student Loan Debt
- Tuition and fees, total cost of attendance for CSU from Project on Student Loan Debt
- Monthly payments calculated with
 - Interest rate of 6.8%
 - 10 year repayment schedule

CSU Below Mean and Median of Peers in Average Annual Debt per Student – All Sources

Average Annual Student Loan Debt from All Sources: 2013



Baseline: Debt Burden for CSU Graduates at 10%, Low End of Acceptable Range



And Analysis Uses EPI Data which Reports Lower Incomes for College Graduates than IPEDS

When it comes to wages, young college grads are stuck in 1989

Real average hourly wages of young college graduates, 1989–2014



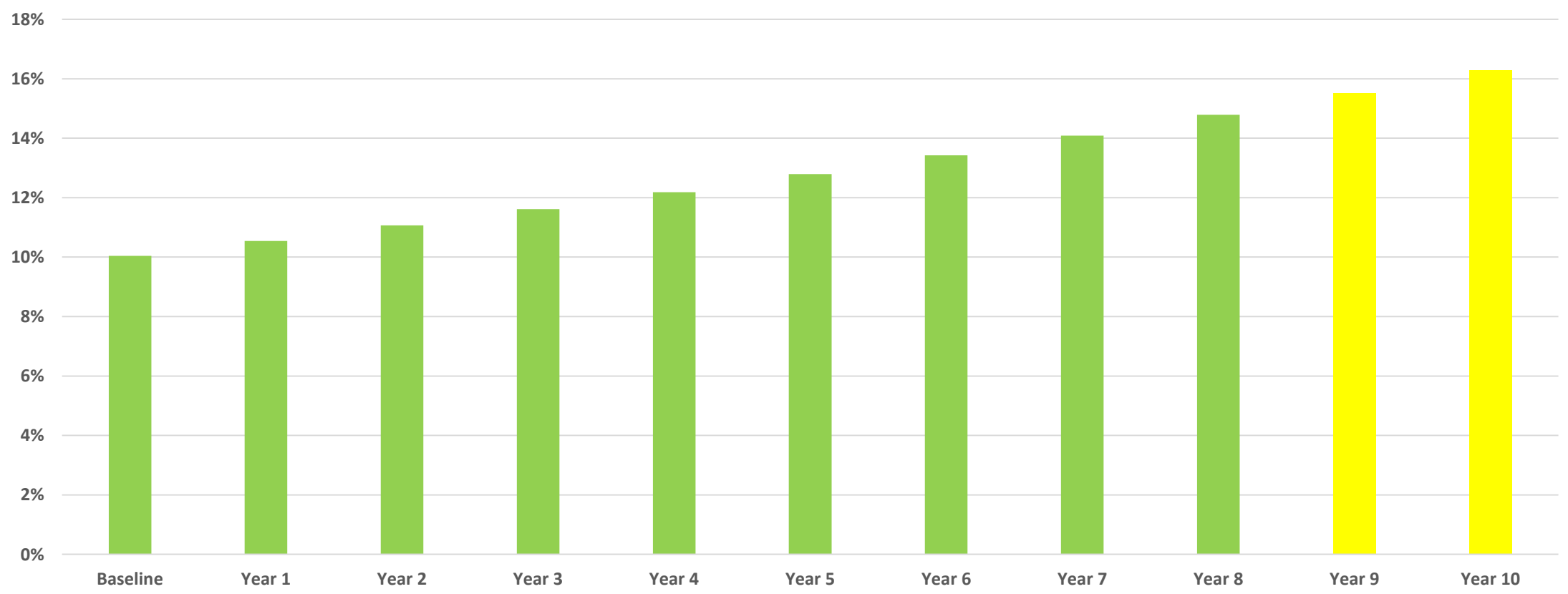
Note: Data are for college graduates age 21–24 who do not have an advanced degree and are not enrolled in further schooling. Data for 2014 represent 12-month average from April 2013–March 2014. Shaded areas denote recessions.

Source: EPI analysis of Current Population Survey Outgoing Rotation Group microdata

Adapted from Figure N in *The Class of 2014 The Weak Economy Is Idling Too Many Young Graduates*

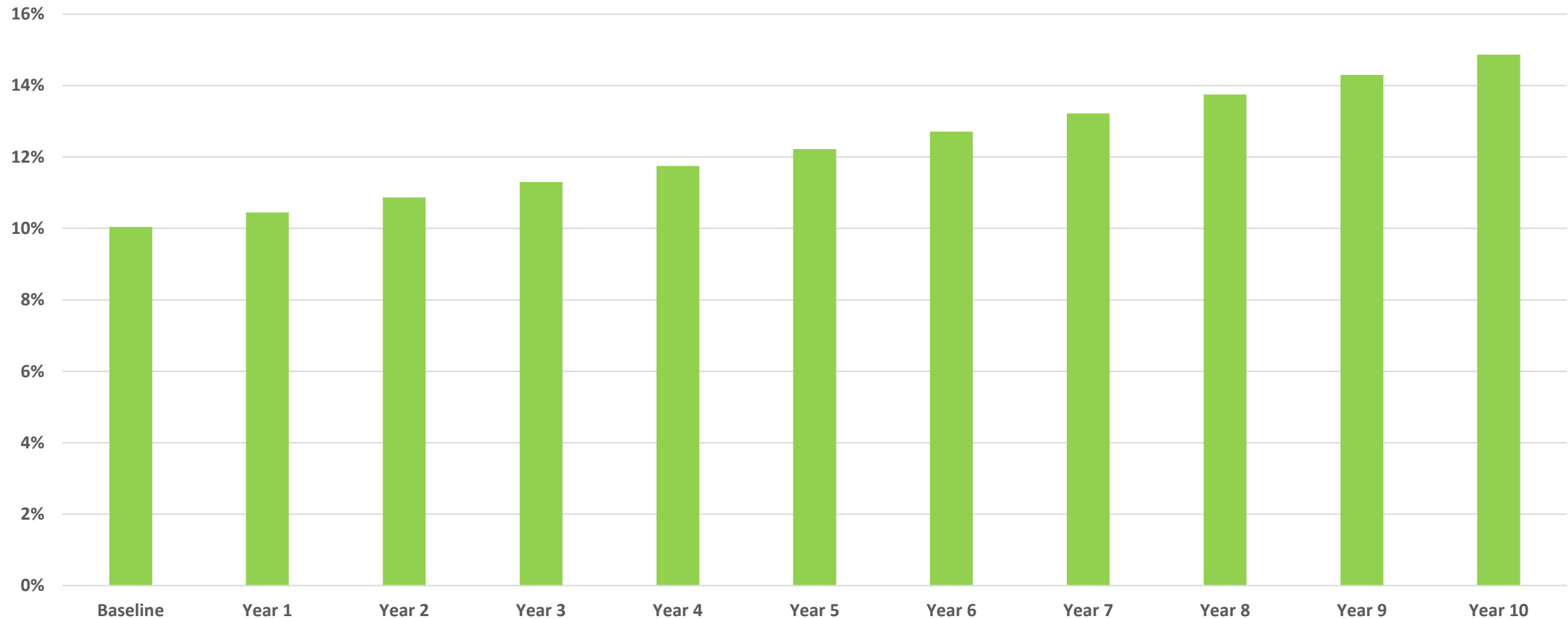
Simulation: With 6% Growth in Student Loan Debt and Income Growth of 1%, CSU Student Debt Outside Acceptable Range in Year 9

CSU Graduate Debt to Income Ratio: 6% Student Loan Debt Growth, 1% Income Growth

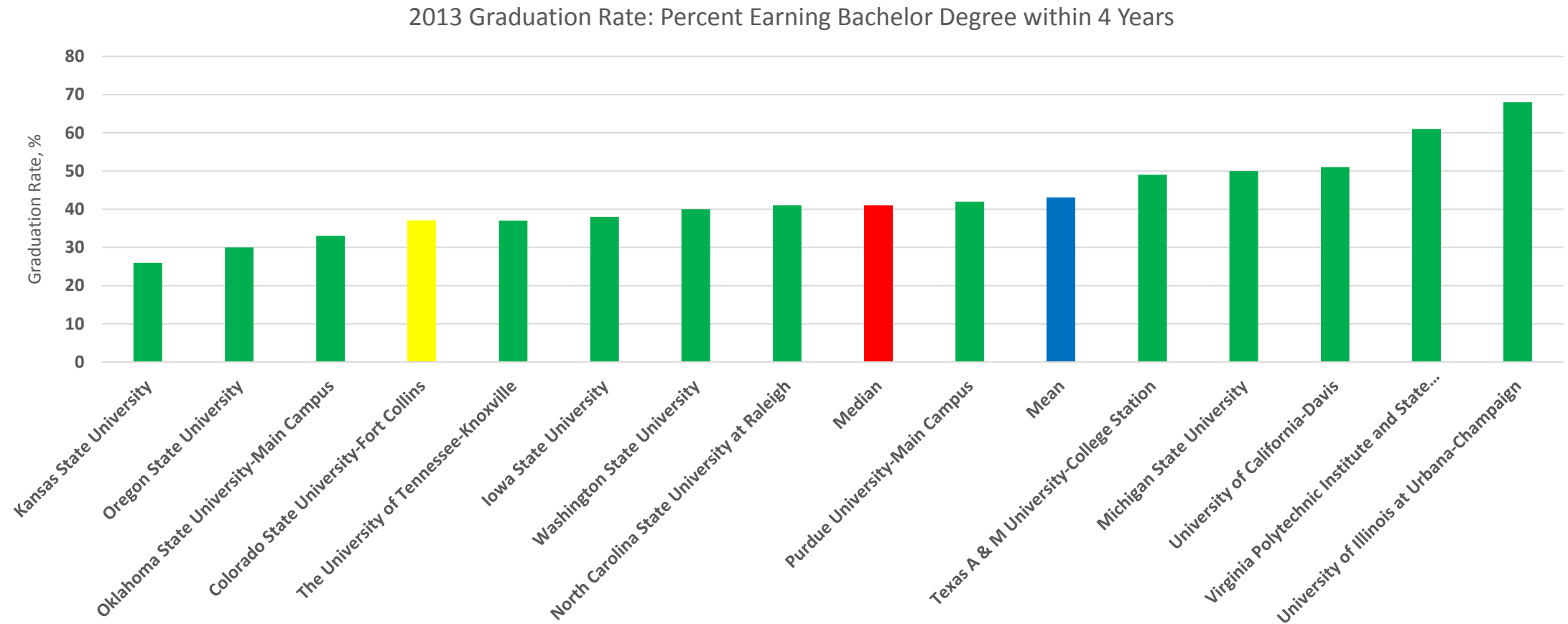


Simulation: Sustainable Debt Levels Maintained with 4% Growth in Debt even in Environment of Flat Wages

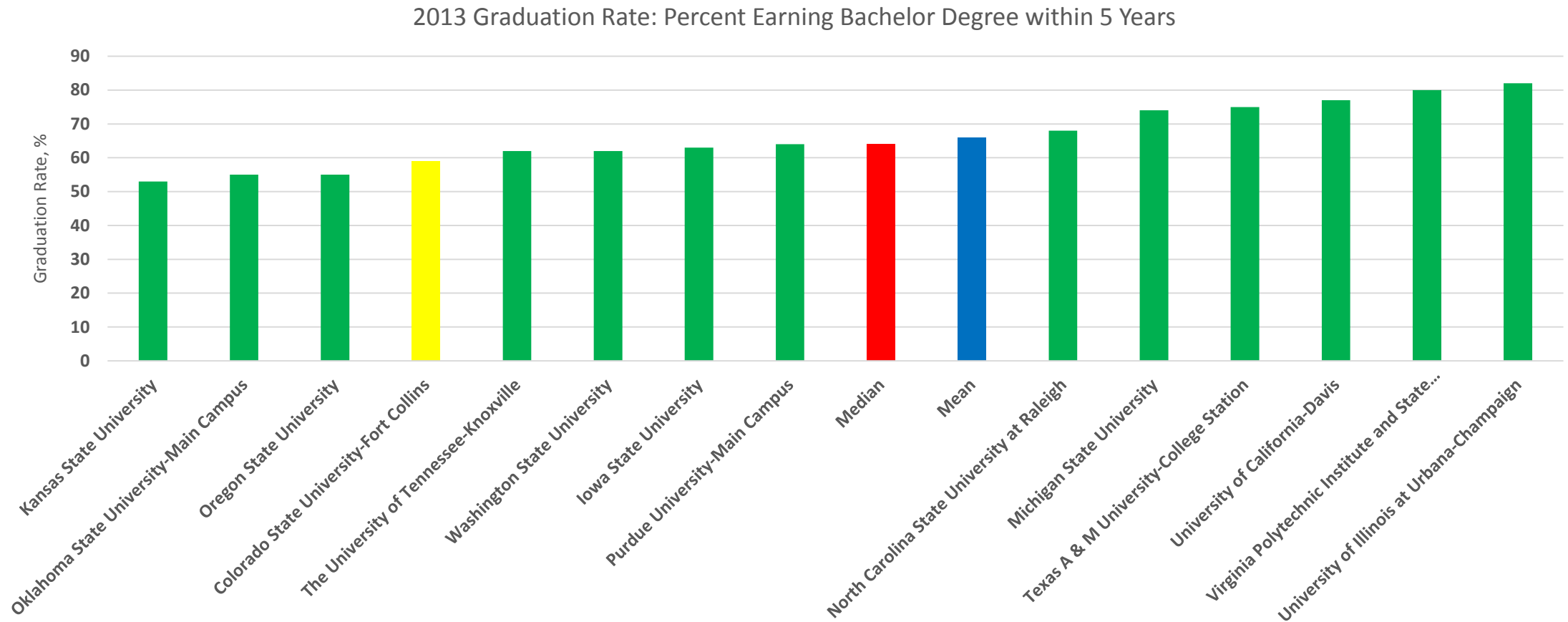
CSU Graduate Debt to Income Ratio: 4% Growth in Debt



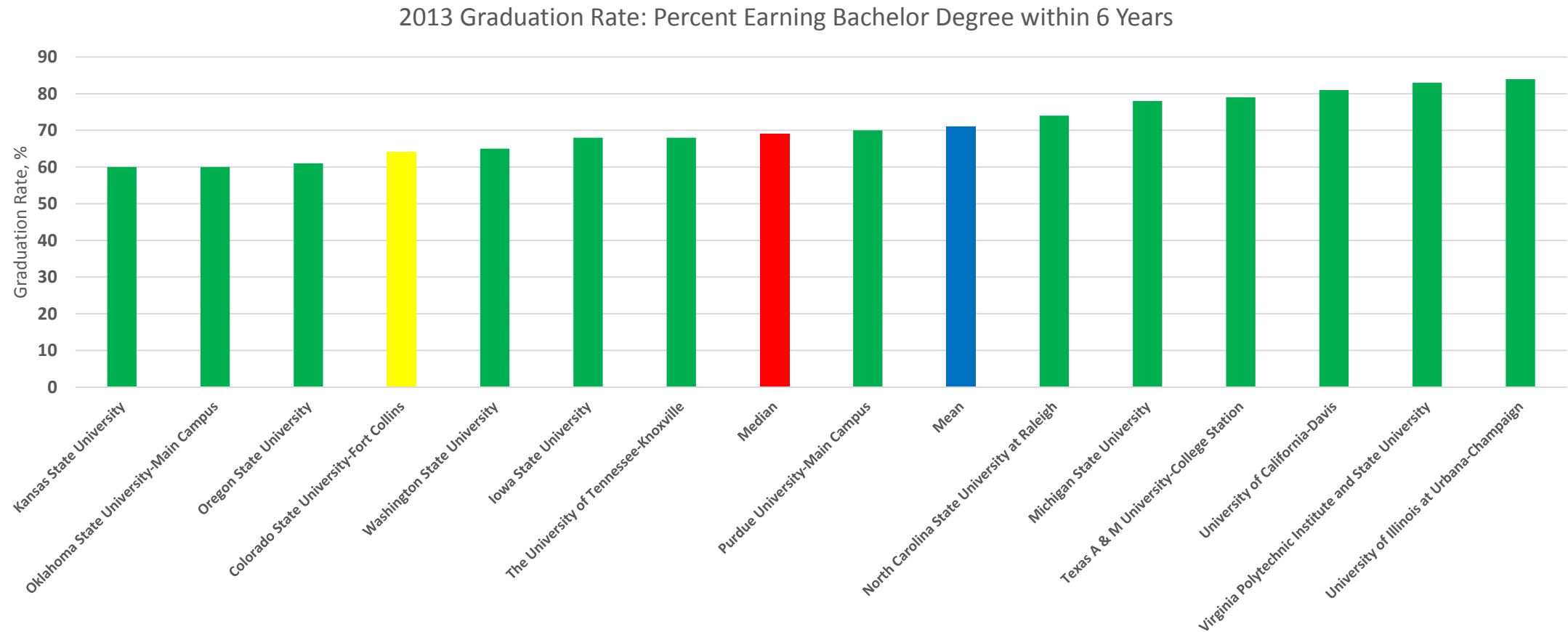
CSU 4th Lowest Among Peers in 4 Year Graduation Rates



And 4th Lowest Among its Peers in 5 Year Graduation Rates

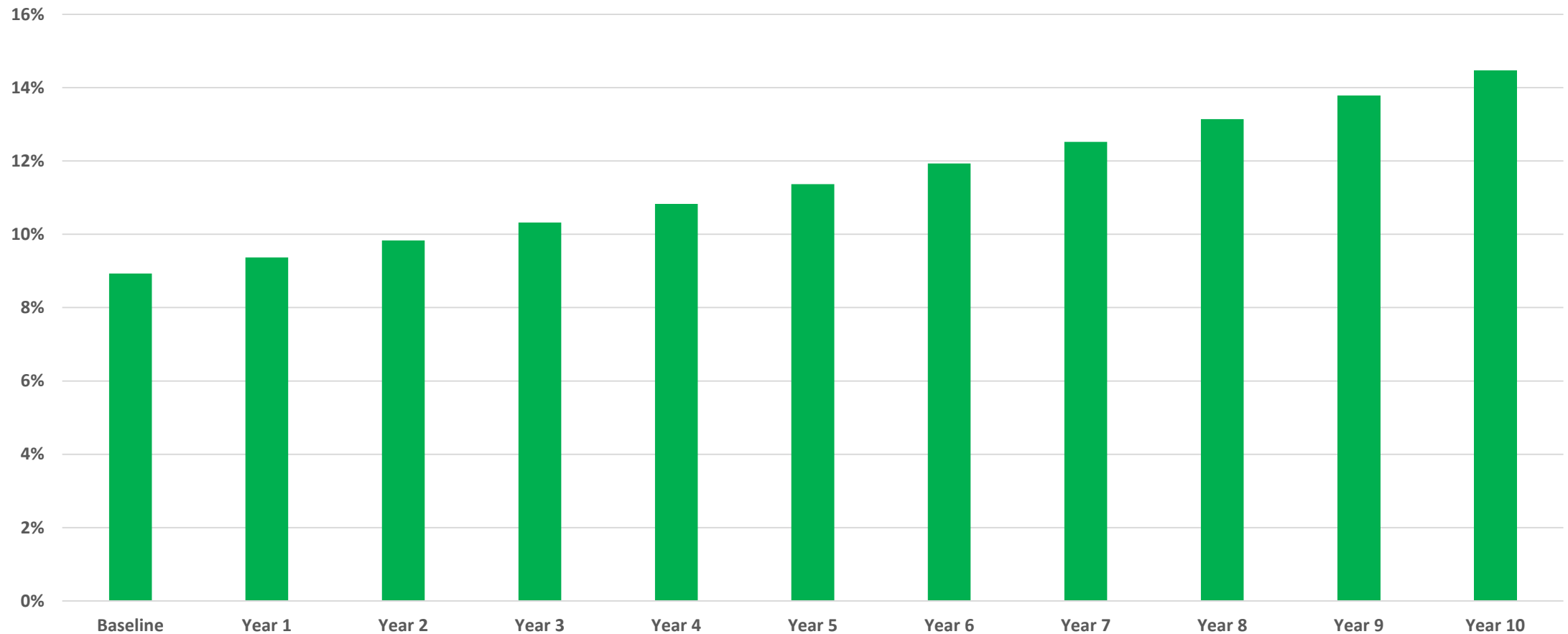


And, 4th Lowest Among it Peers in 6 Year Graduation Rates



Debt to Income for CSU Graduates Remains Sustainable with 100% Graduation Rate in 4 Years

CSU Graduate Debt to Income Ratio: 6% Student Loan Debt Growth, 1% Income Growth and 4 Year Graduation Rate of 100%



Other Strategies

- Reduce rate of increase in total cost of attendance
- Increased grant aid
- Policies to restructure the mix of loans to more heavily weigh those that carry lower interest rates
- Financial literacy education for entering college students
- State aid for public higher education
- Flexible repayment terms/loan forgiveness
- Cost containment strategies

APPENDIX

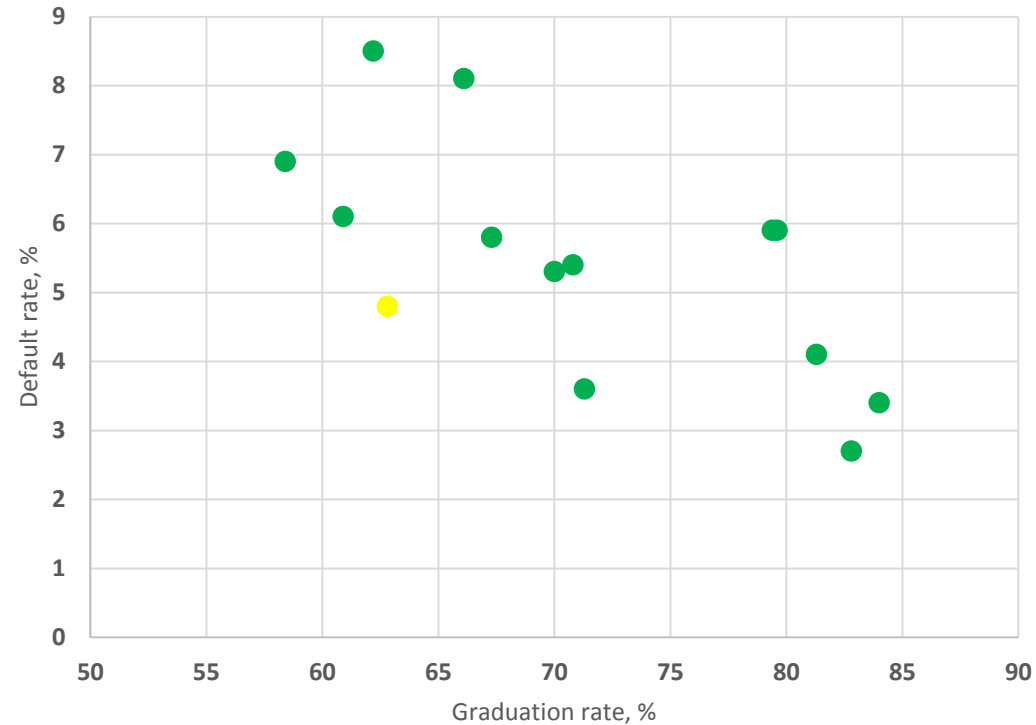
National Rankings: How might CSU affect its position?

White House College Scorecard

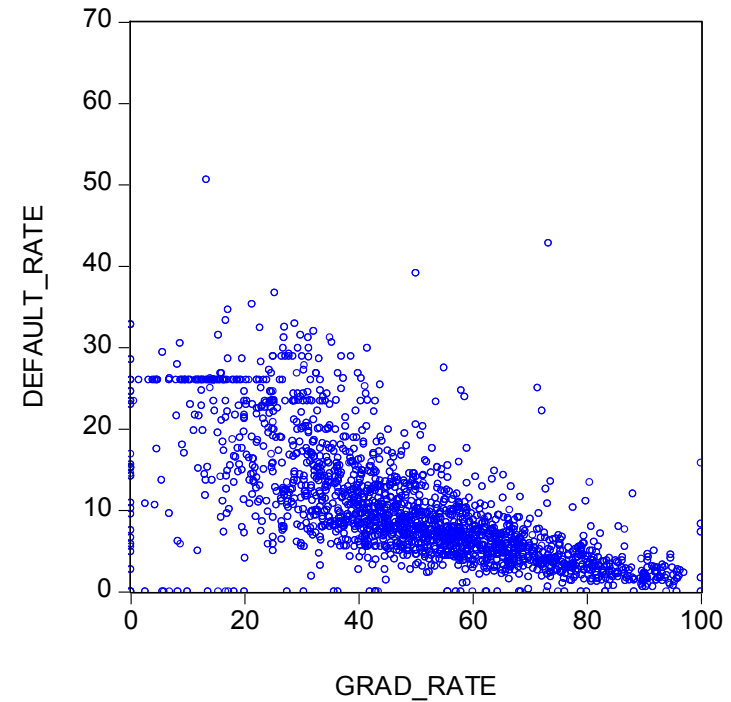
- Site looks at
 - Undergraduate enrollment
 - Net price to attend
 - Change in net price to attend
 - Graduation rate
 - Transfer out rate
 - Default on loans rate
 - Median borrowing
 - Median loan payment

Finding: Default Rate Inversely Related to Graduation Rate

CSU and Peers only



All Bachelors Degree Institutions



Decline in Default Rate Associated with a 1% Increase in Graduation Rate

CSU and Peers

All Bachelors Degree Institutions

1.77%

.98%

Conclusions and Next Steps

- *ROI* and *Debt to Income* underreported measures
- Sensitive to:
 - Income growth
 - Growth in debt levels
 - Interest rate on loans
- Under baseline assumptions, CSU and 4 year Publics still perform well, but vulnerable
 - Value of simulations
- Other research avenues?

Financial Aid Overview



Colorado State University – Fort Collins

Discussion Topics

- Cost of Attendance
- Determining Financial Need
- Awarding Need-based Aid
- Need vs. Merit
- Demographics
- Student Debt

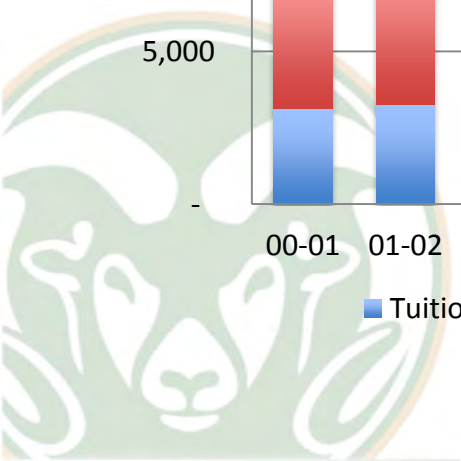
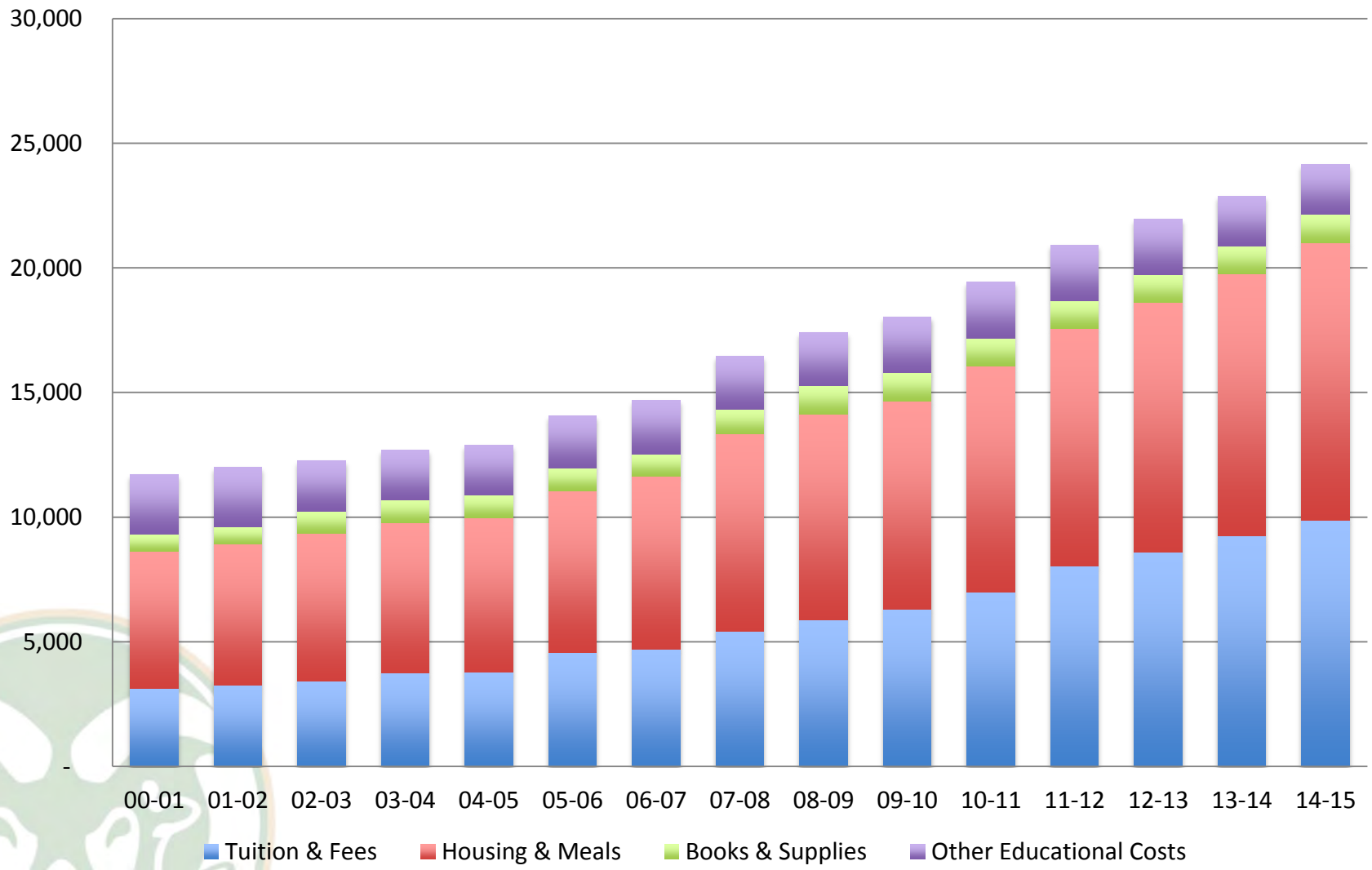


Cost Categories & Sources

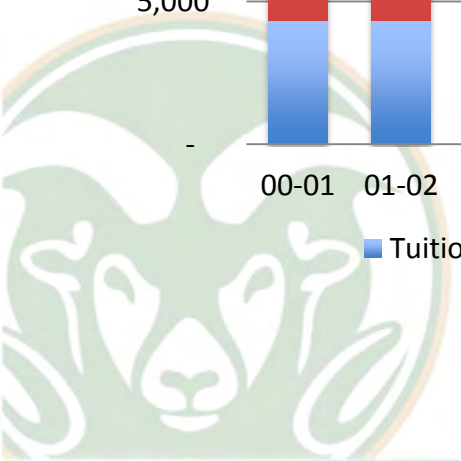
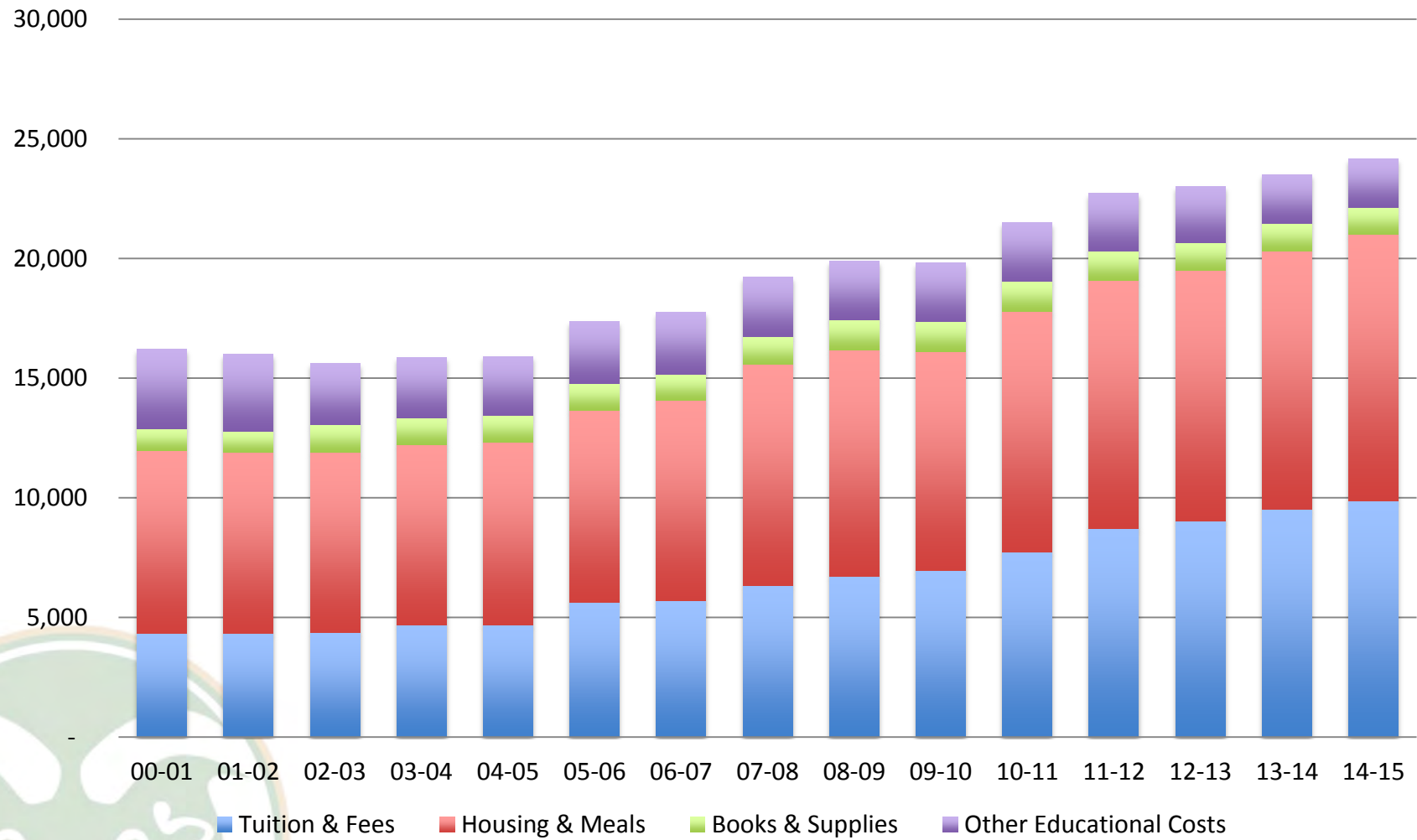
- Tuition & Fees
 - Provided by Office of Budgets
- Room & Board
 - Housing & Dining Services
 - Student and Apartment Surveys
- Books & Supplies
 - CSU Bookstore & CDHE
- Personal/Miscellaneous
 - Student Surveys & CDHE



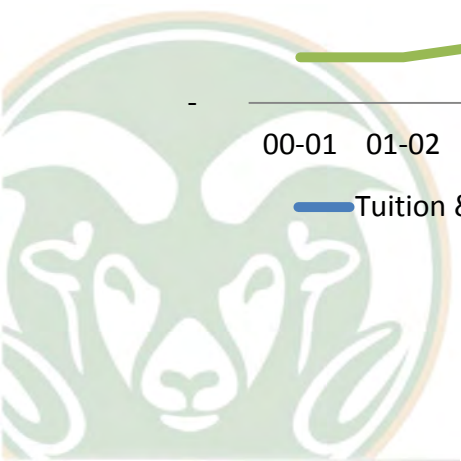
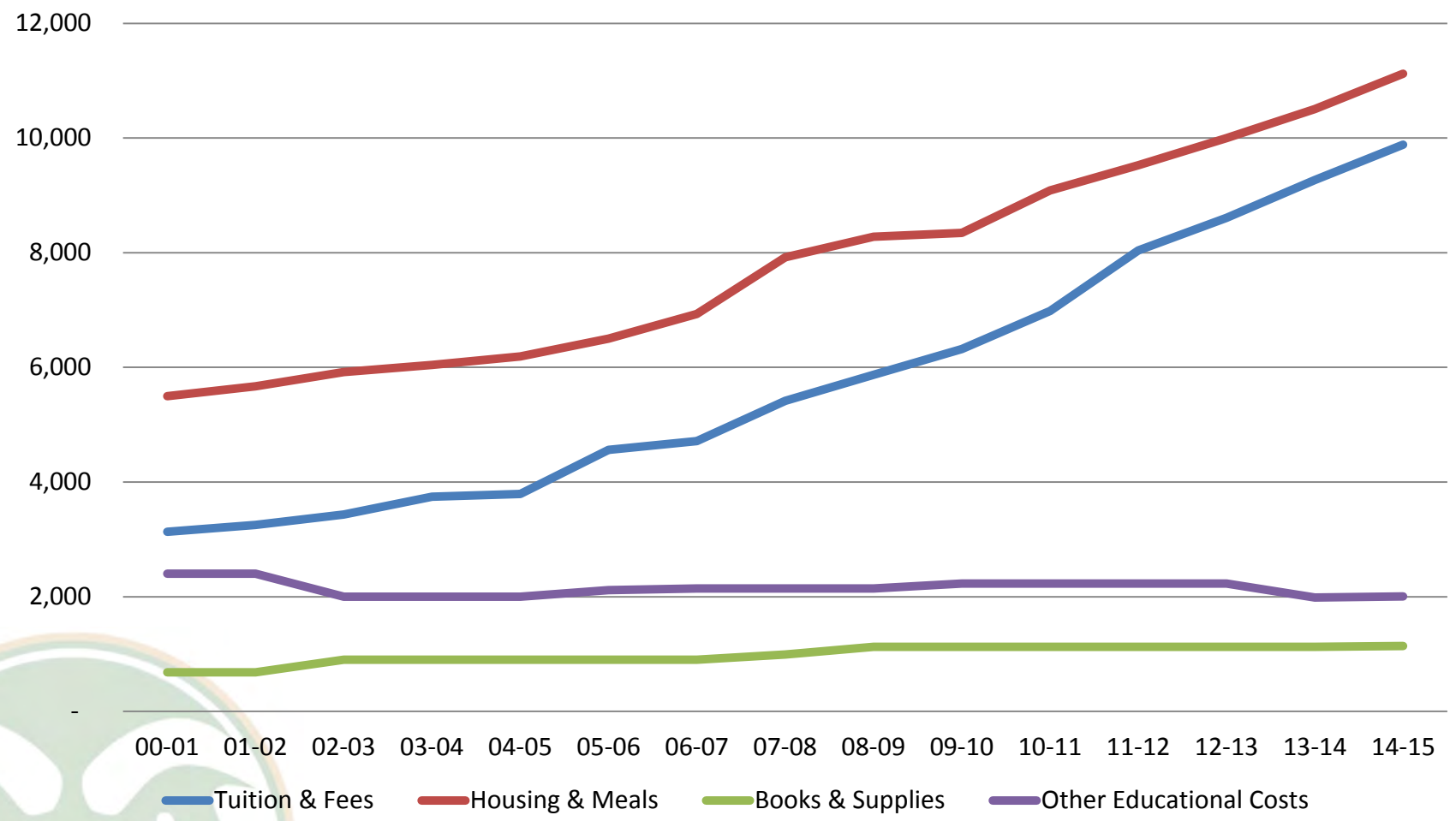
Cost of Attendance in Nominal Dollars



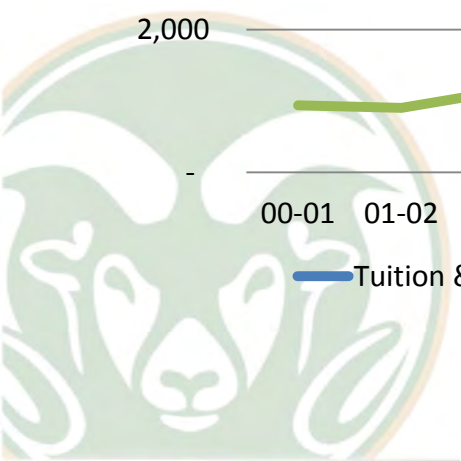
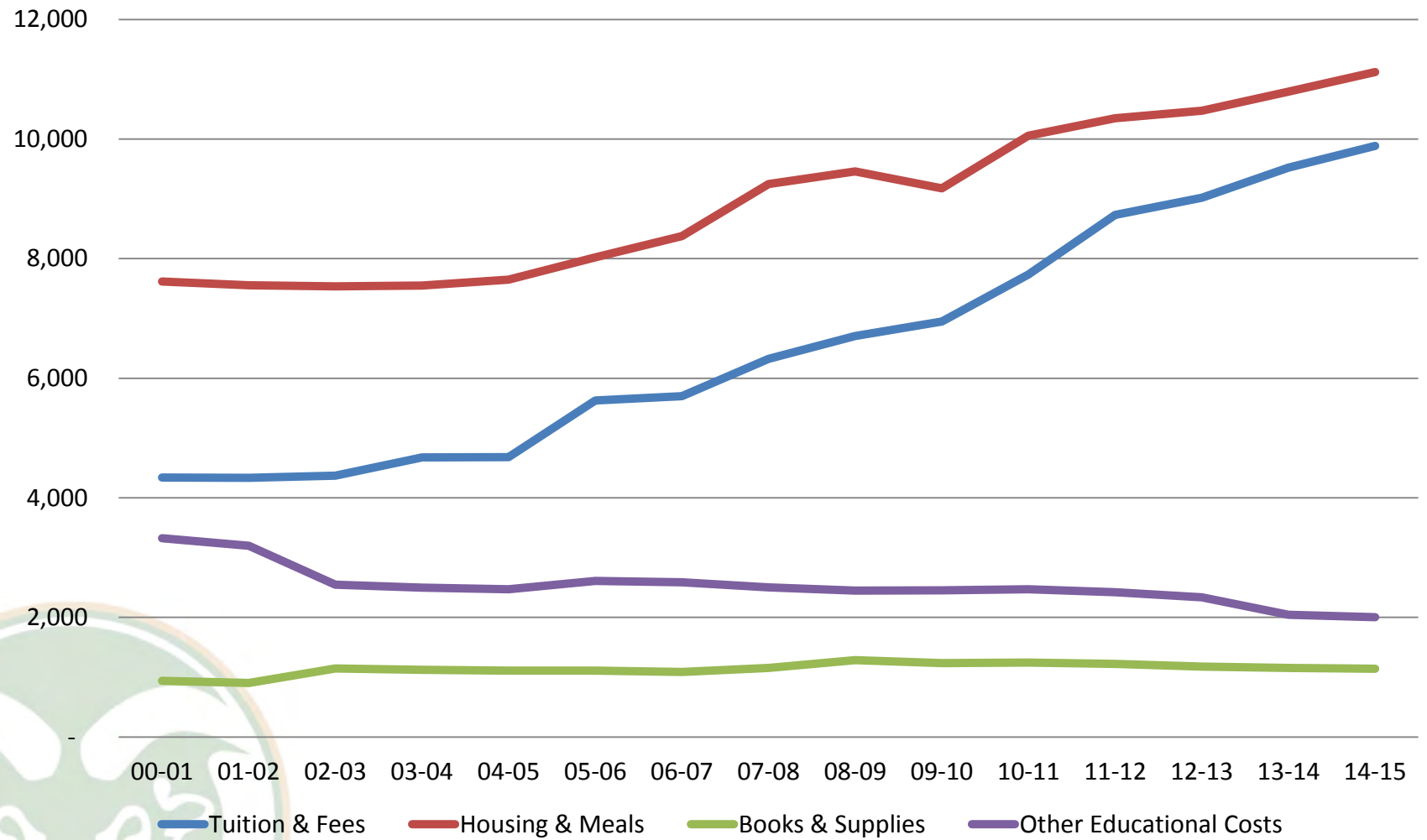
Cost of Attendance in Real Dollars



Cost of Attendance by Component (Nominal)



Cost of Attendance by Component (Real)



Sample 14-15 Budgets

<i>Resident UG</i>	On-Campus	Off-Campus
Tuition & Fees	9,896	9,896
Room & Board	11,122	9,072
Books & Supplies	1,140	1,140
Transportation	674	674
Miscellaneous	1,332	1,332
Total	\$24,164	\$22,114

<i>Non-Resident UG</i>	On-Campus	Off-Campus
Tuition & Fees	26,076	26,076
Room & Board	11,122	9,072
Books & Supplies	1,140	1,140
Transportation	1,374	1,374
Miscellaneous	1,332	1,332
Total	\$41,044	\$38,994

<i>Resident Business Major</i>	Year 1	Year 2	Year 3	Year 4
Tuition & Fees	9,896	10,390	10,910	11,456
Differential Tuition	0	2,284	2,284	2,284
Room & Board	11,122	9,072	9,072	9,072
Books & Supplies	1,140	1,140	1,140	1,140
Transportation	674	674	674	674
Miscellaneous	1,332	1,332	1,332	1,332
Total	\$24,164	\$24,892	\$25,412	\$25,958

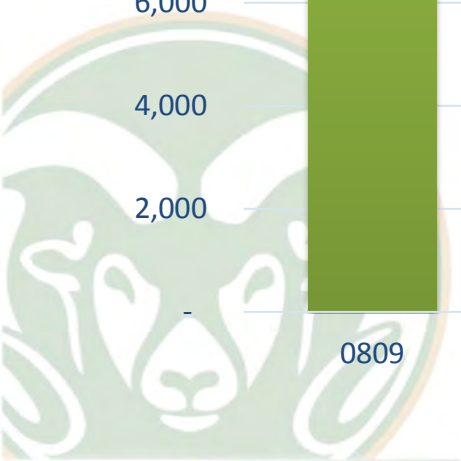
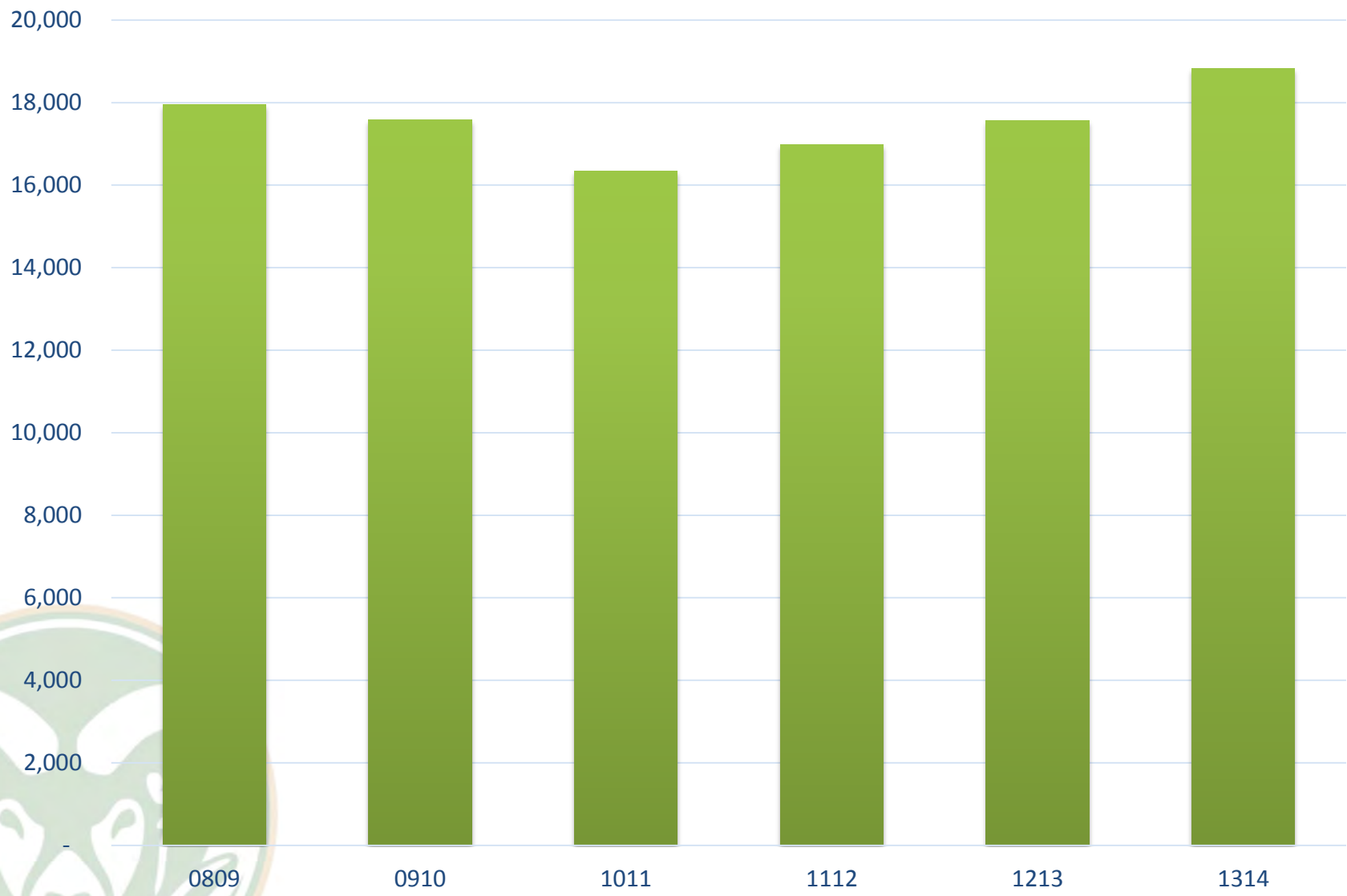


Need Analysis

- Determine a Student's Ability to Pay
 - Expected Family Contribution (**EFC**)
 - Provided via the Free Application for Federal Student Aid (FAFSA) and CSU's Institutional Aid Application
 - Other Resources
- Establish the Student's COA
- Calculate Gross Need
 - $\text{COA} - \text{EFC} - \text{Other Resources} = \text{Gross Need}$
 - **Example:** $24,164 - 7,028 - 1,000 = 16,136$
- Unmet Need
 - Dollar amount remaining after financial aid has been awarded

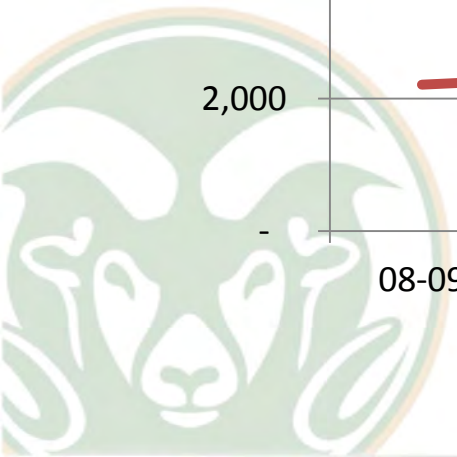
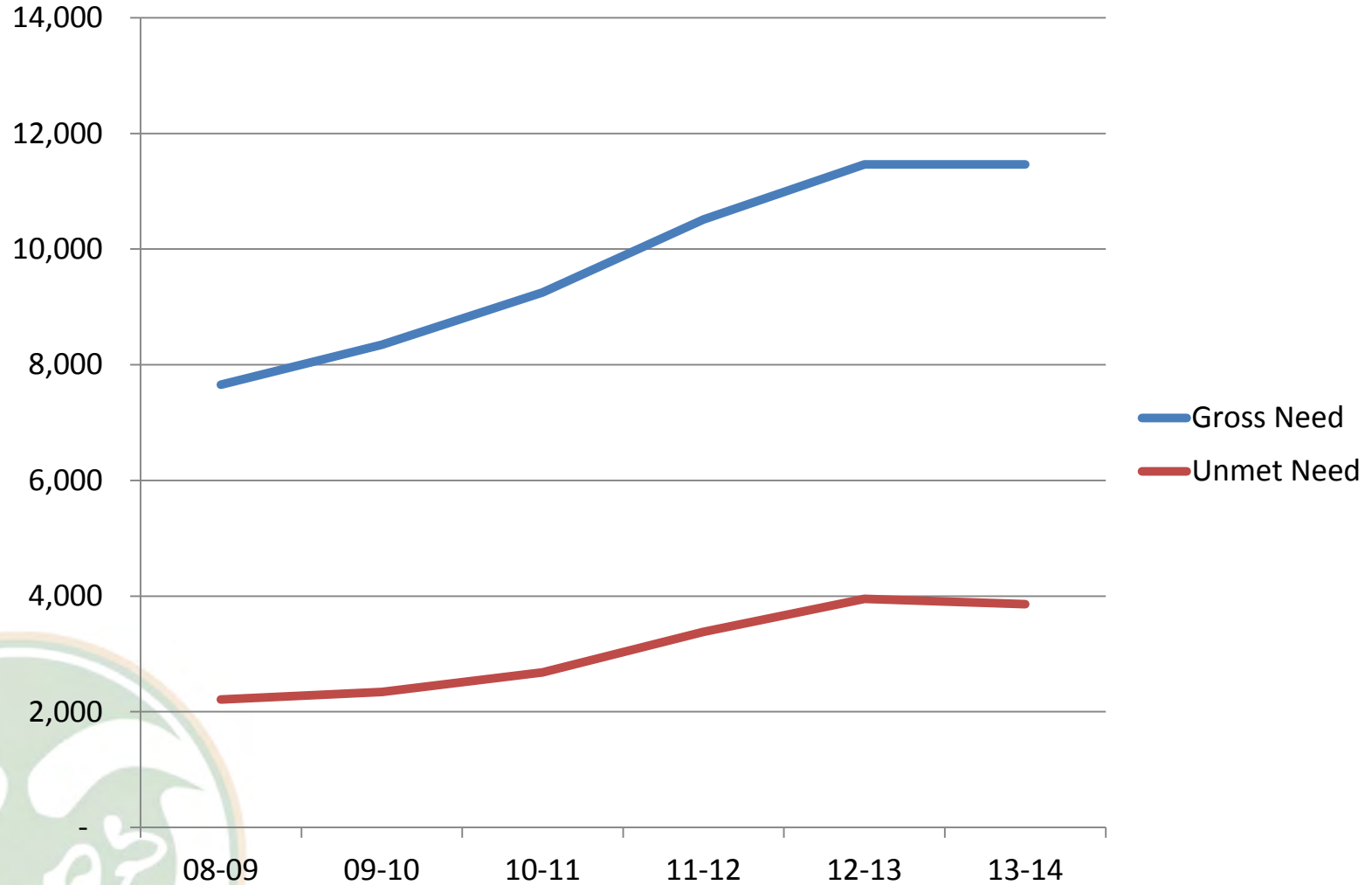


Average Undergraduate EFC



Average Undergraduate Gross & Unmet Need

86

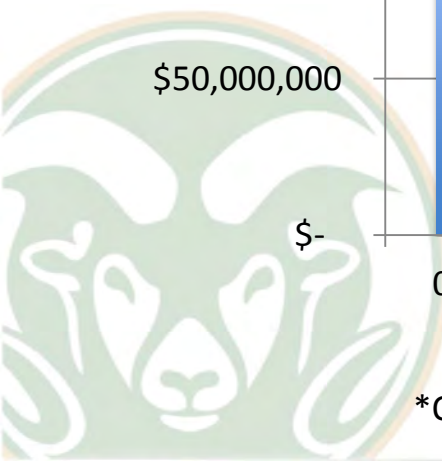
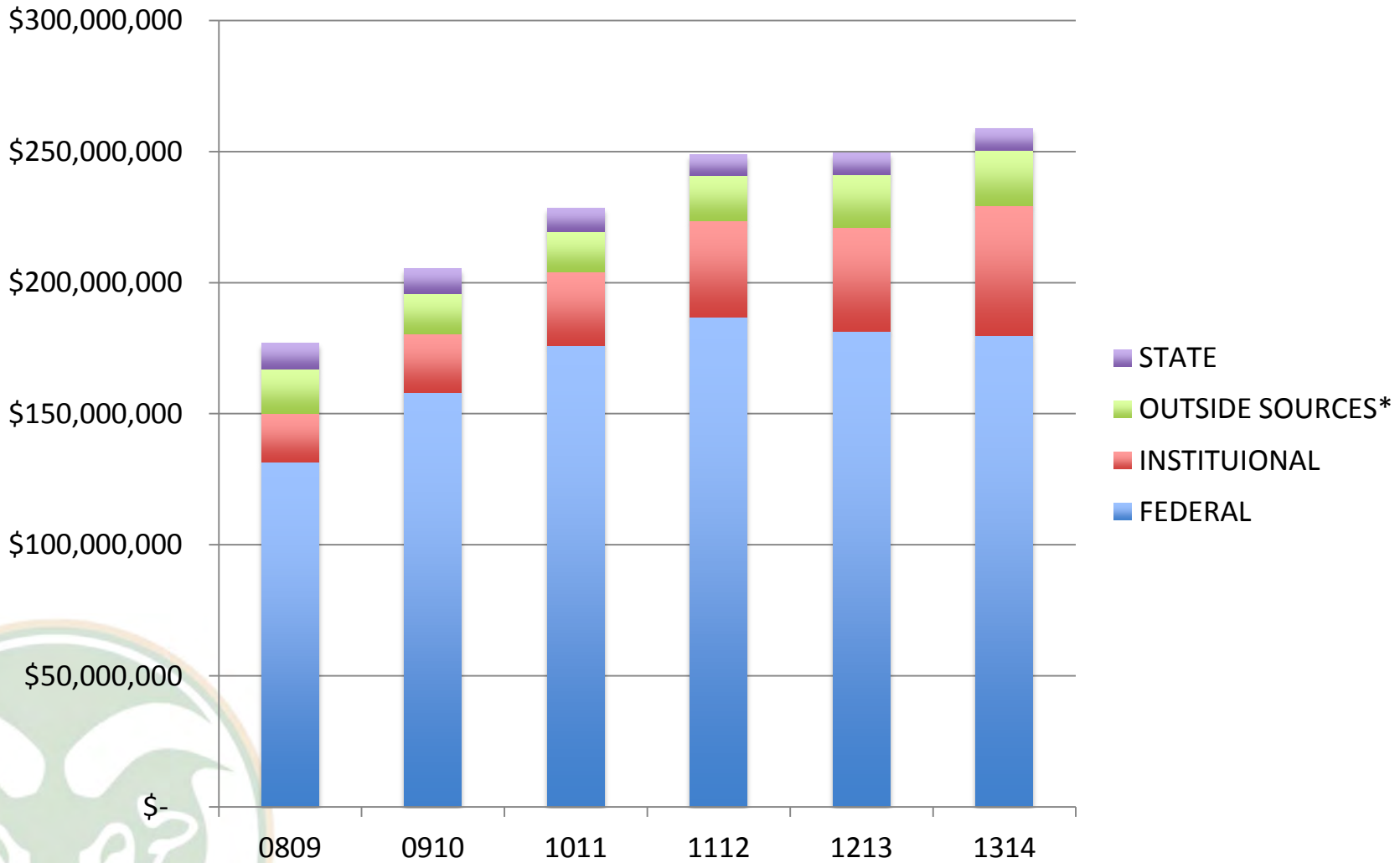


Sources for Resident Need-Based FA

- Federal (\$23,135,862 in FY14)
 - Pell Grant & Supplemental Educational Opportunity Grant (SEOG)
 - No flexibility in awarding
- State (\$6,043,345 in FY14)
 - Colorado Student Grant (CSG)
 - Flexibility up to 150% of Pell EFC
 - Targeting lowest income students (Pell-eligible)
- Institutional (\$19,896,932 in FY14)
 - Commitment to Colorado (CTC)
 - Tuition & Fee focus
 - CSU Ram Grant
 - Freshmen & Sophomores – room and board focus
 - Juniors & Seniors – differential tuition focus
 - All students just above CTC

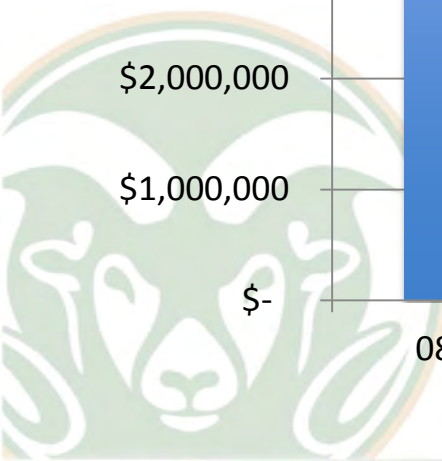
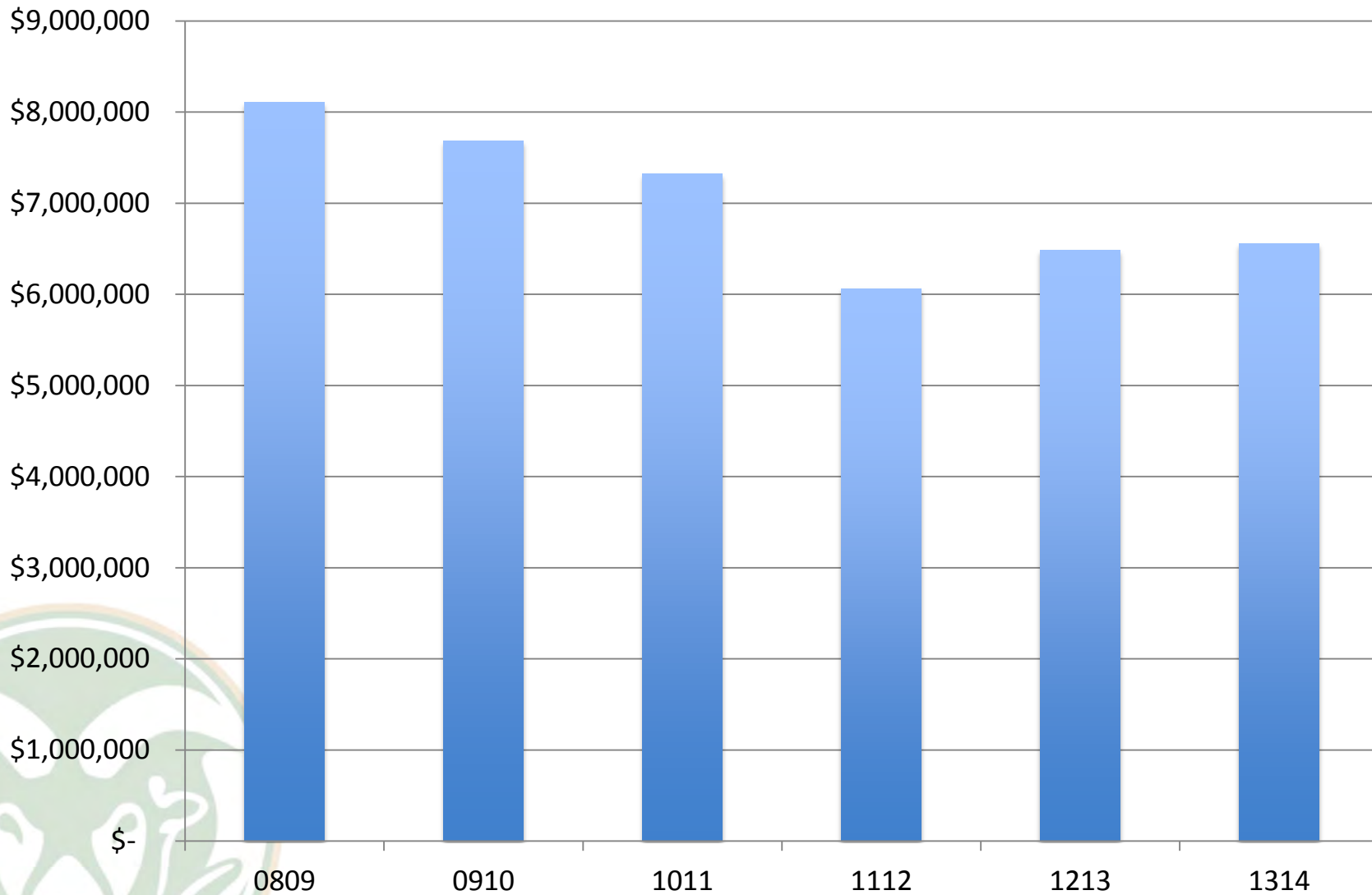


Total Aid Disbursed by Source

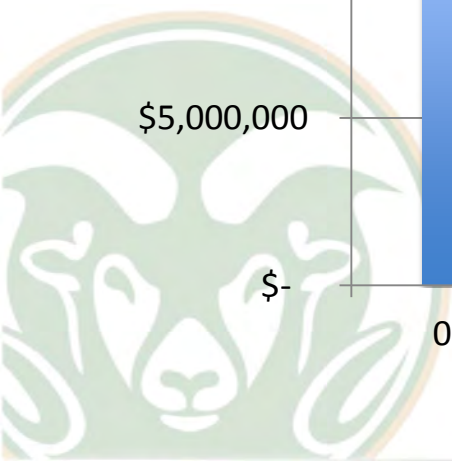
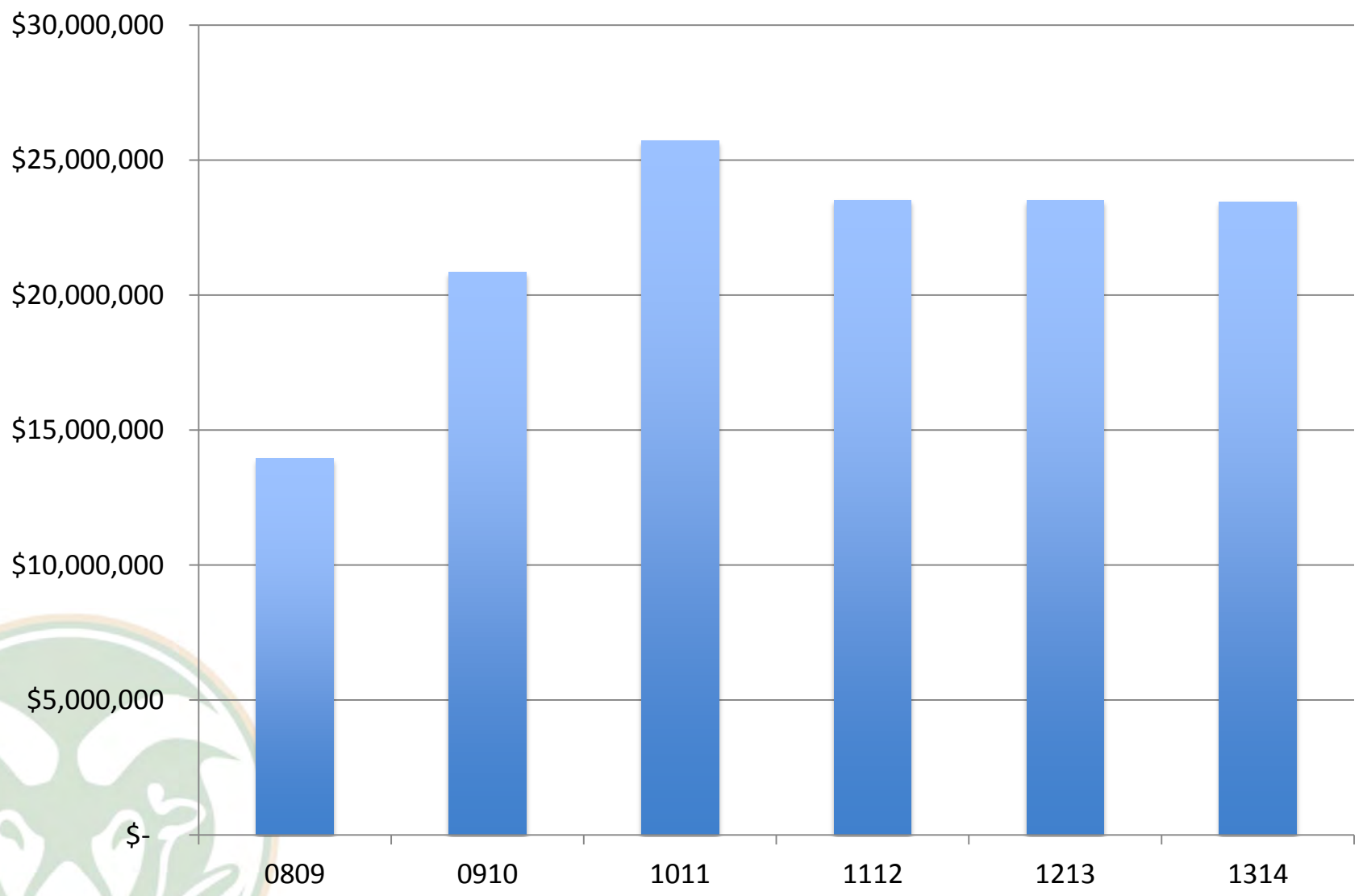


*Outside Sources: Alternative loans and scholarships from outside organizations

State Merit & Need-based Aid

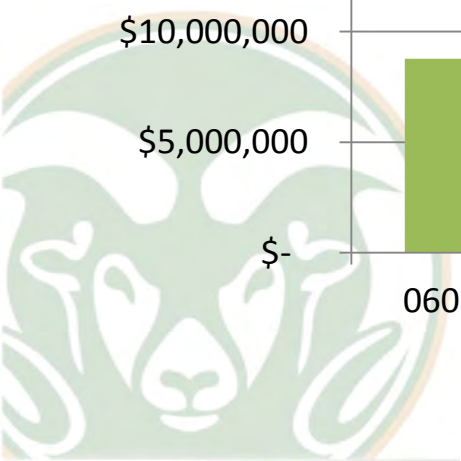
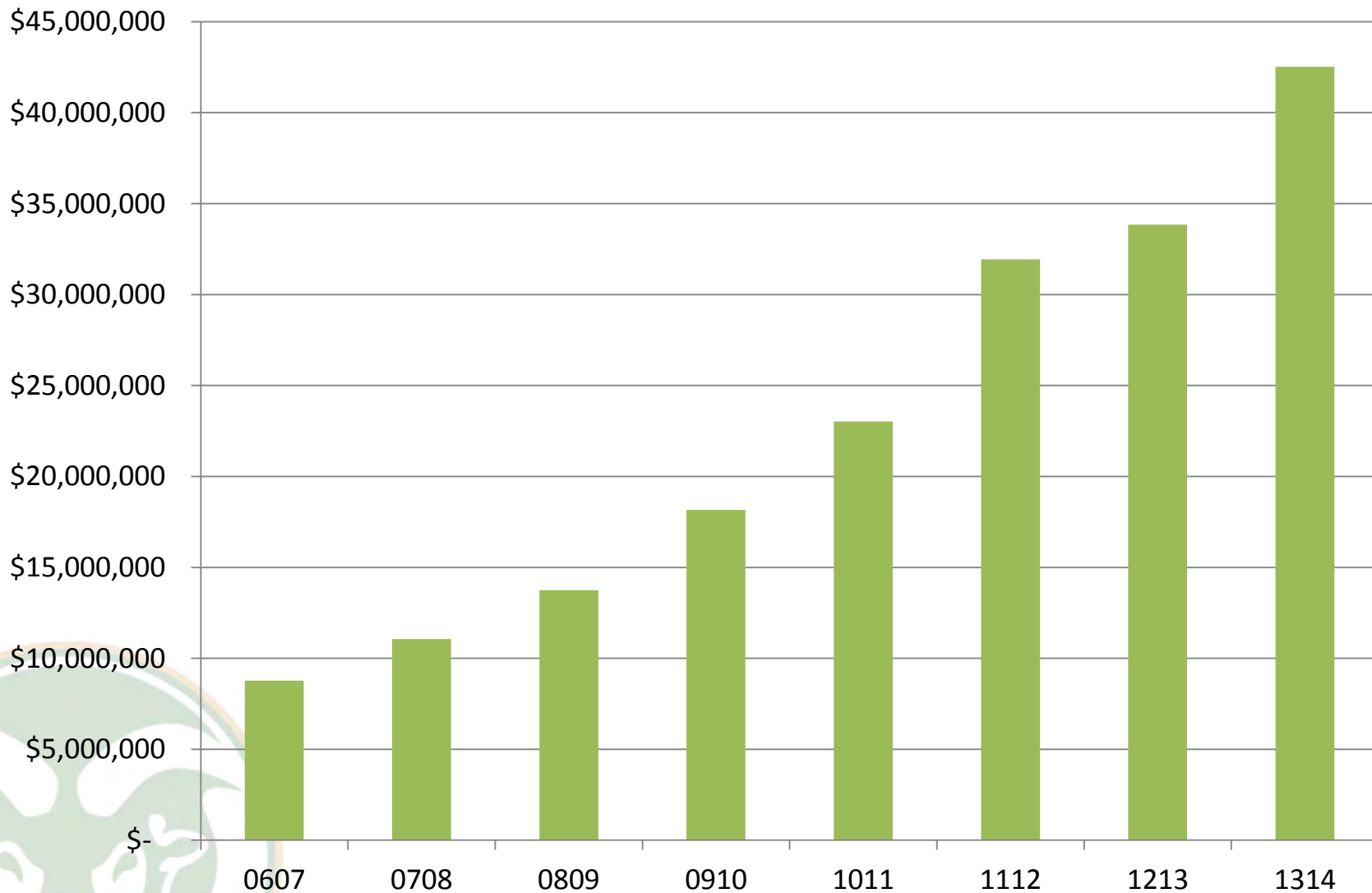


Federal Merit & Need-based Aid



Institutional Merit & Need-based Aid

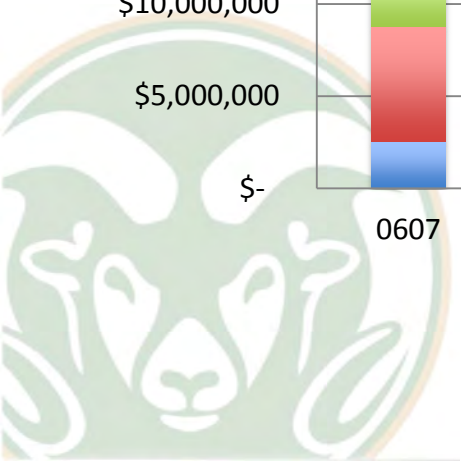
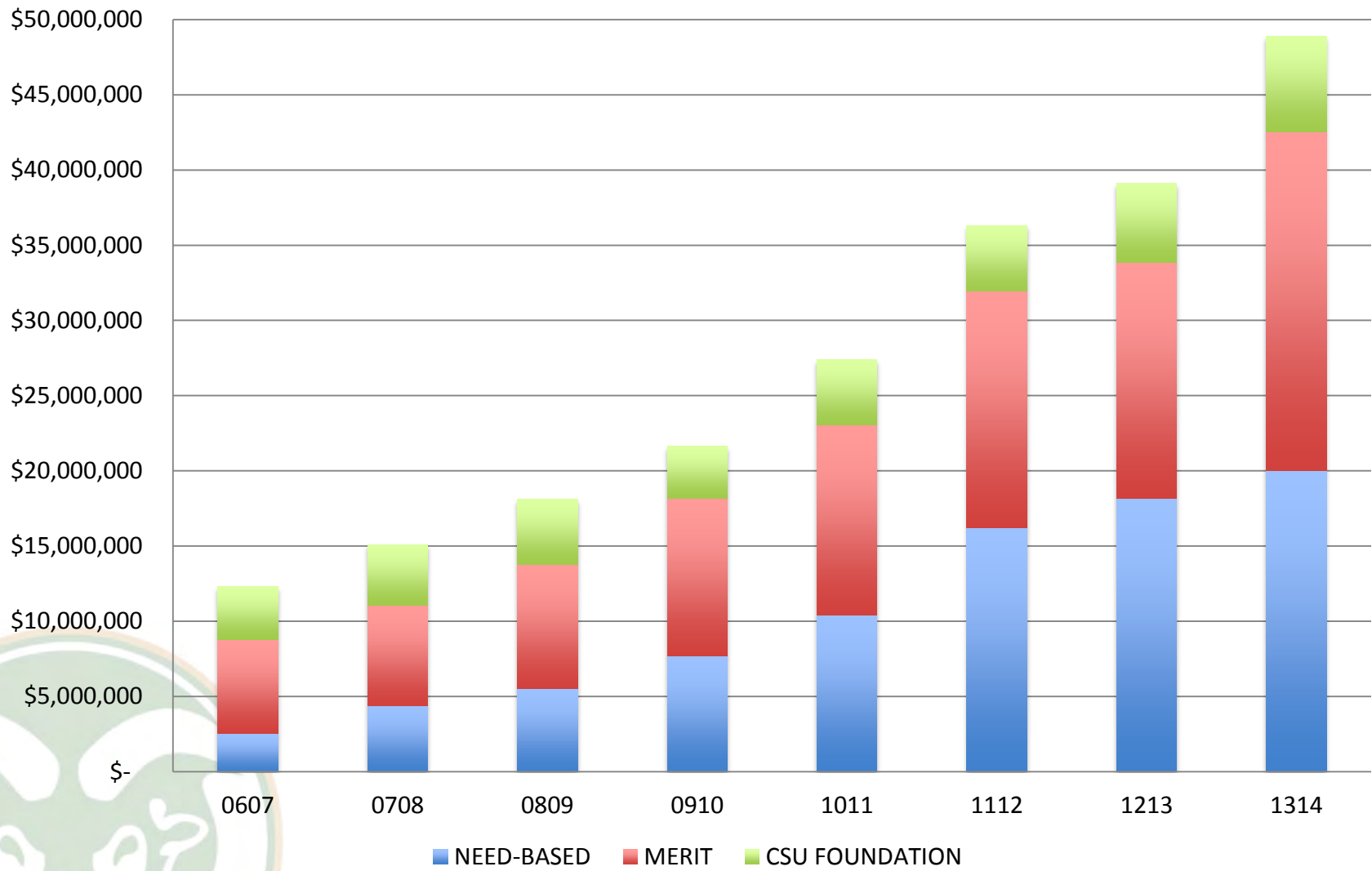
91



Institutional Res/Non- Res Merit & Need-based Aid

FY14	Resident Aid	Non-Resident Discounting
Need-Based	Commitment to Colorado <ul style="list-style-type: none"> • \$14,851,919 • Average: \$3,482 Ram Grant <ul style="list-style-type: none"> • \$4,214,388 • Average: \$2,029 Total: \$19,066,307	NA
Merit	Green & Gold Scholarship Grid <ul style="list-style-type: none"> • New – \$691,470 • Renewal – \$1,644,523 Other Scholarships <ul style="list-style-type: none"> • New – \$1,280,494 • Renewal – \$1,789,024 Total: \$5,405,511	Triple Crown Awards <ul style="list-style-type: none"> • New – \$2,785,092 • Renewal – \$3,951,204 President's: \$10,000 Provost's: \$8,000 Dean's: \$6,000 Academic Recognition Award: \$4,000 Total: \$6,736,296

Institutional Aid – Need & Merit

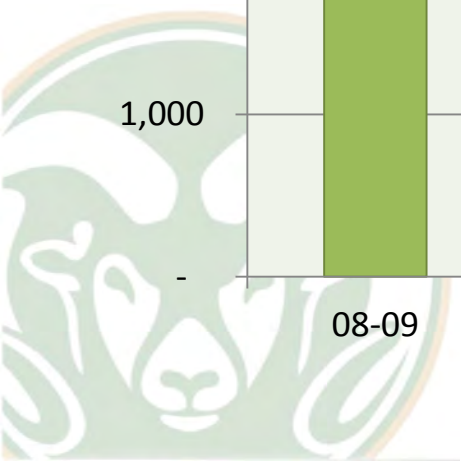
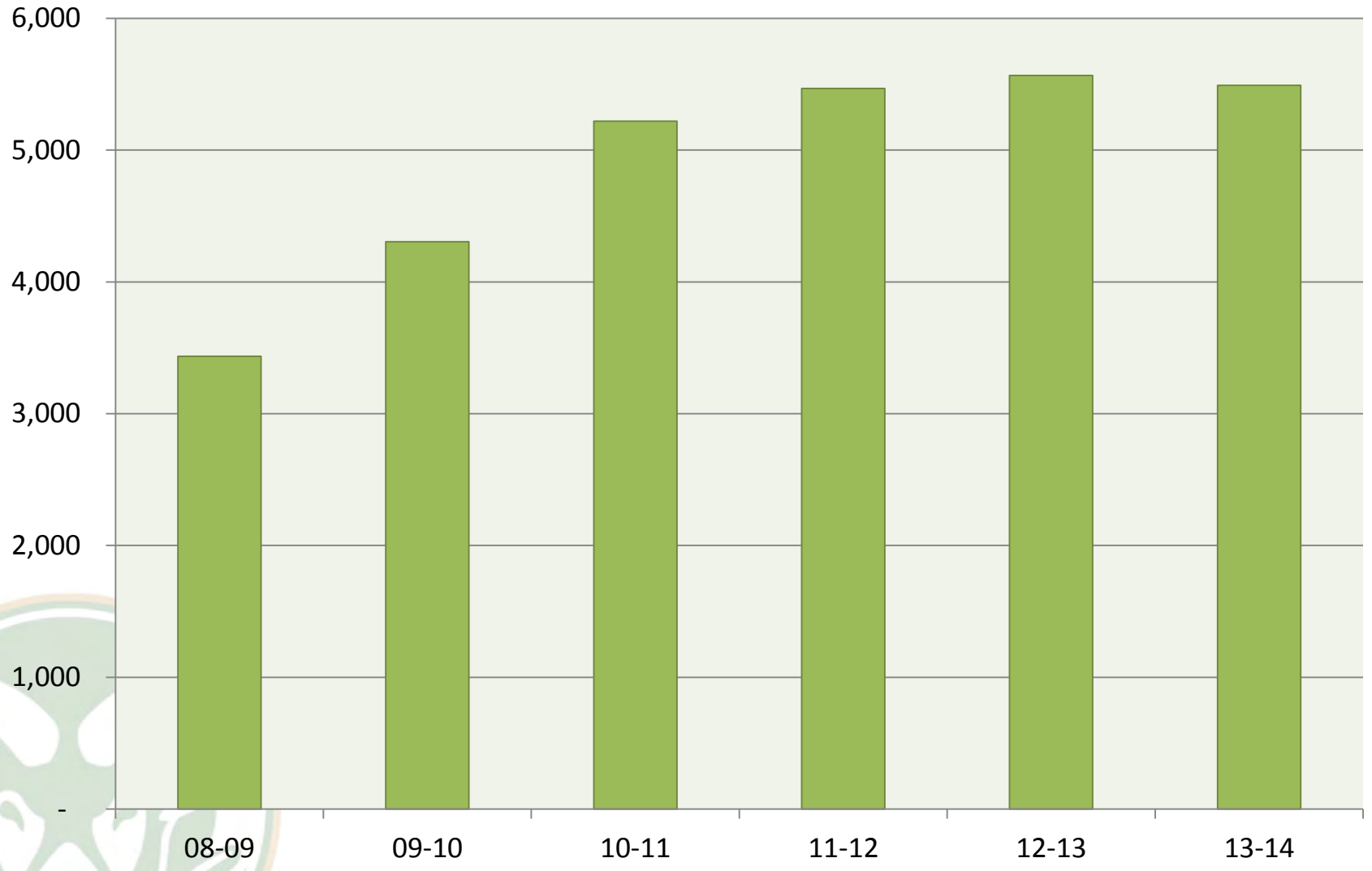


Sample Award Packages

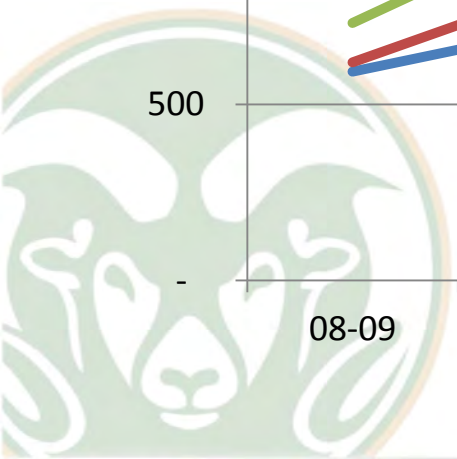
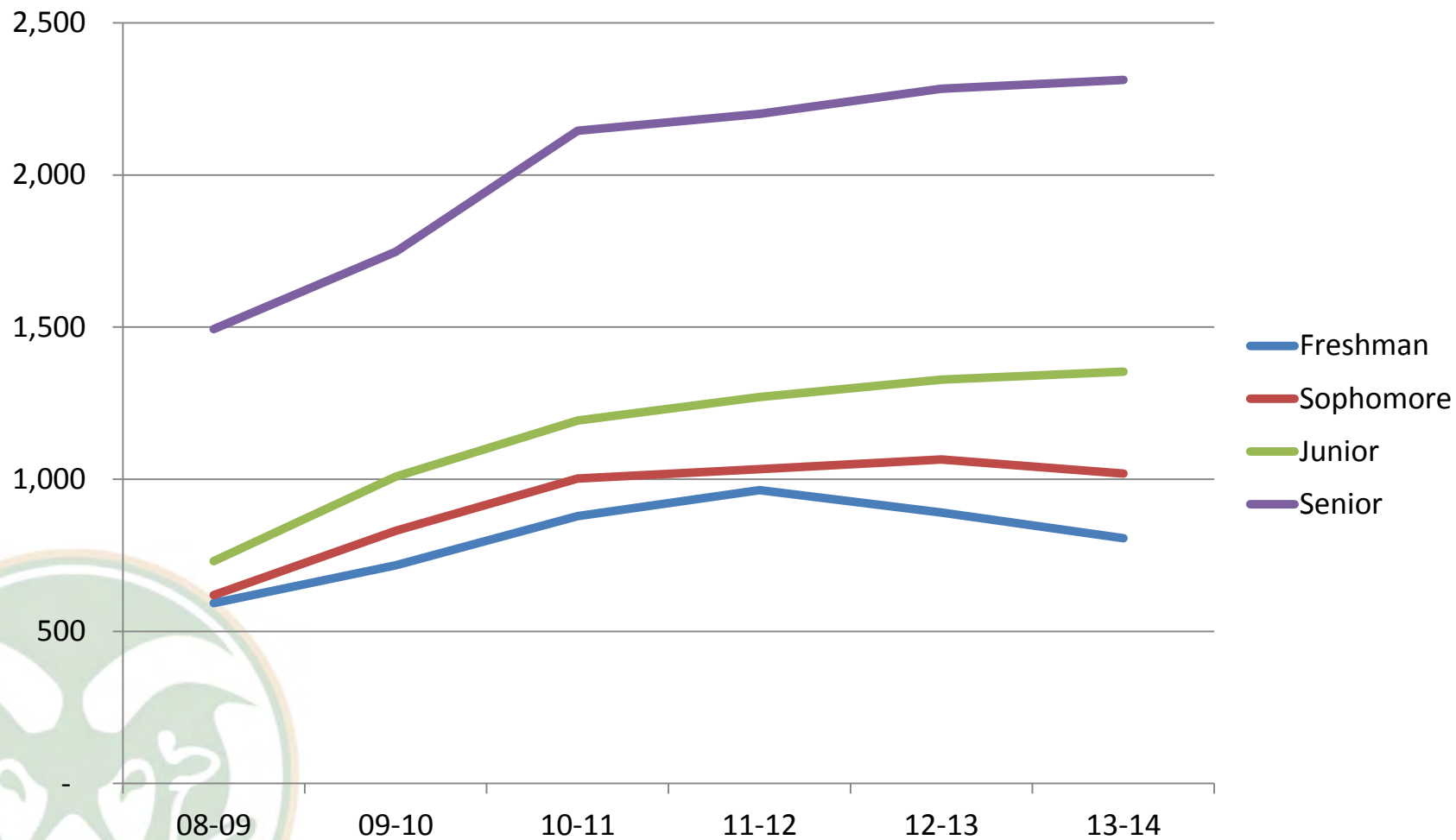
Resident Freshman, EFC = 0 (Full CTC Recipient)

AWARD		AMOUNT	
Federal Pell Grant		\$5,730	
Colorado Student Grant		\$1,600	
Commitment to Colorado		\$2,570	
Work-Study		\$3,000	
SEOG		\$1,000	
CSU Ram Grant		\$2,500	
Supplemental CSG		\$1,250	
Federal Perkins Loan		\$2,000	
Direct Subsidized Loan		\$3,500	
Direct Unsubsidized Loan		\$1,014	
Grant	Work-Study	Student Loan	Parent Loan
\$14,650	\$3,000	\$6,514	\$0

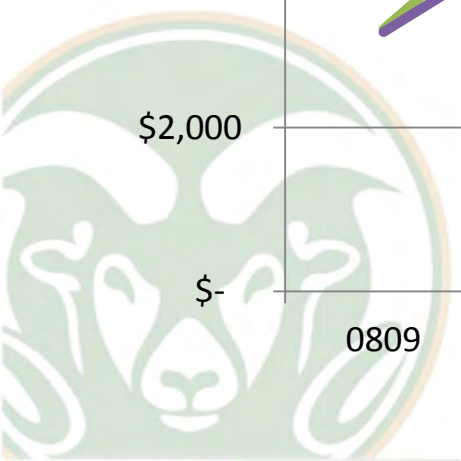
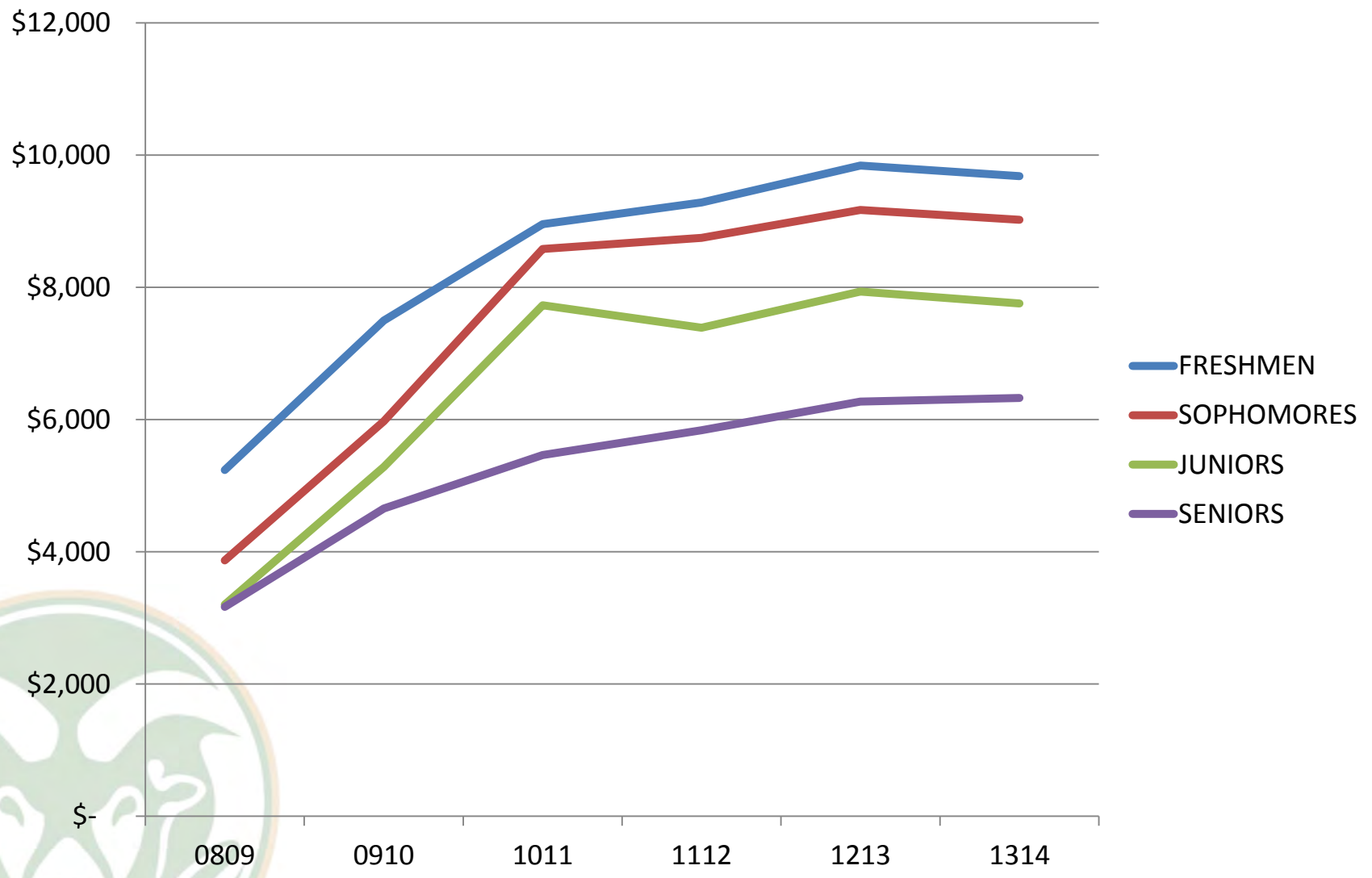
Total Pell Population



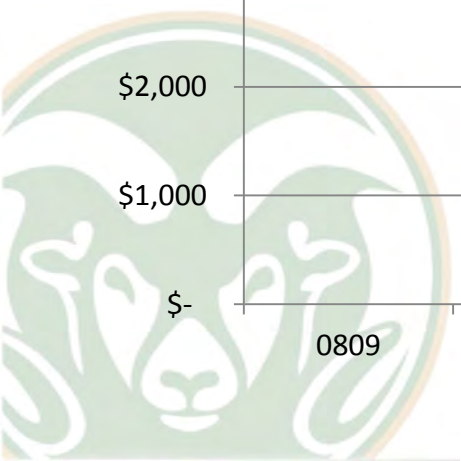
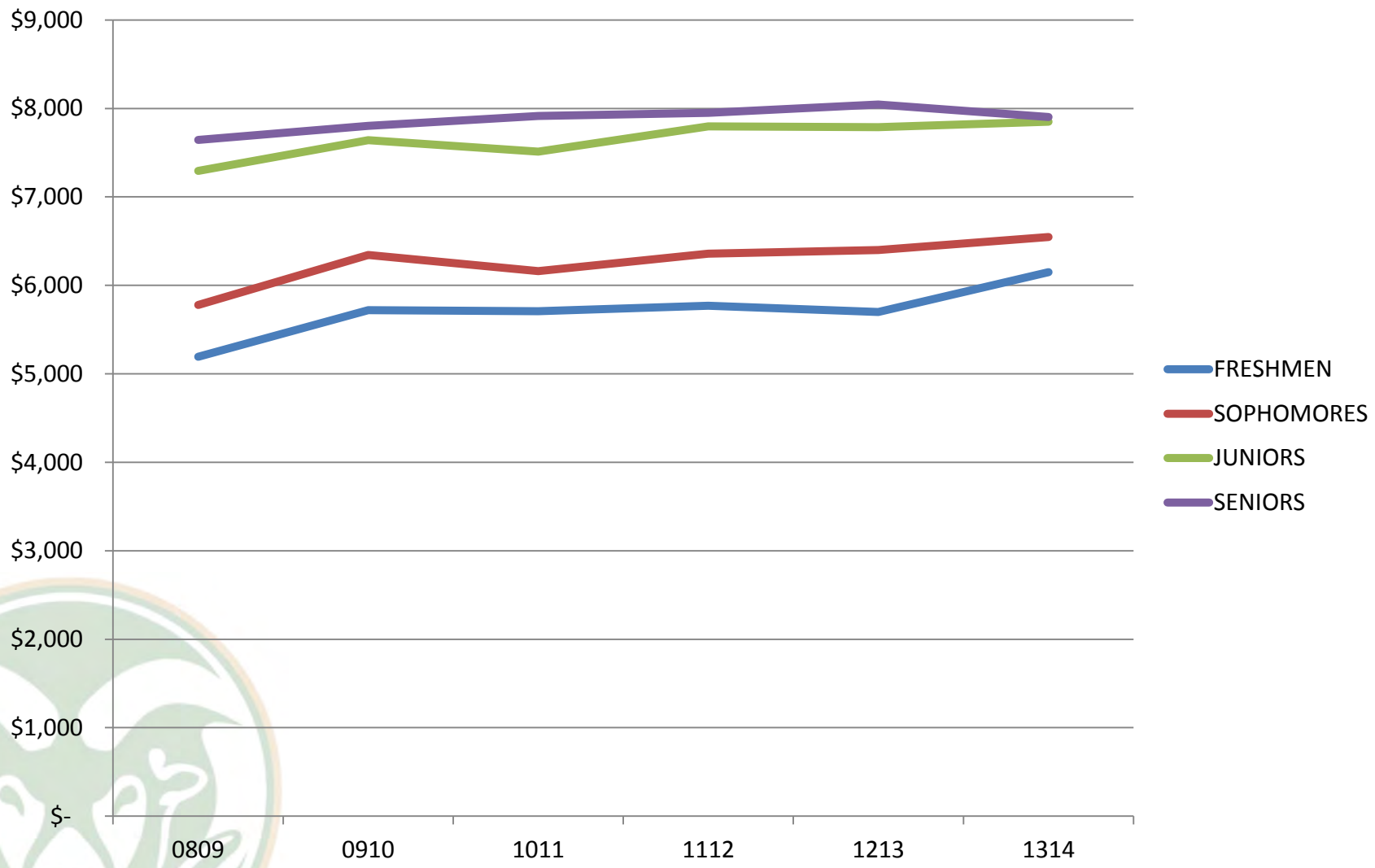
Pell Population by Class Level



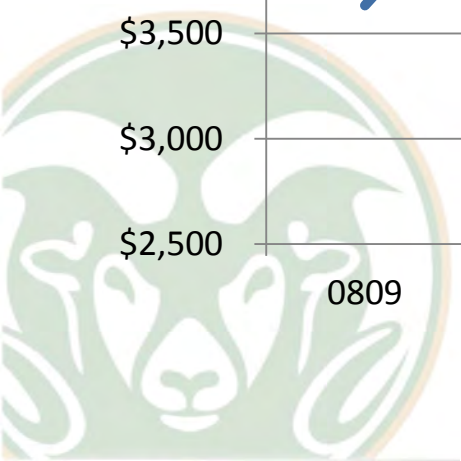
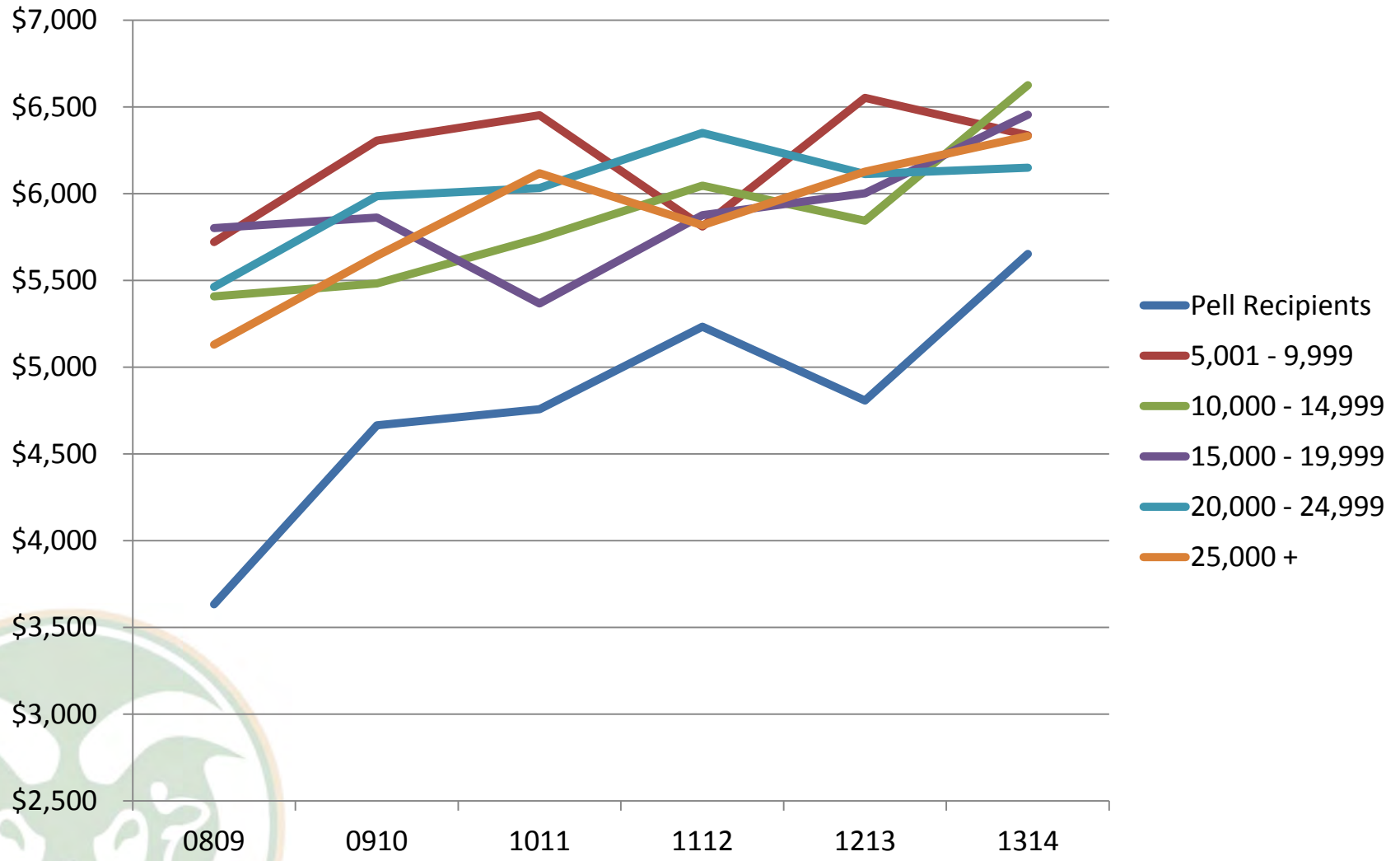
Average Need-based Grant by Class Level



Average Annual Loan by Class Level

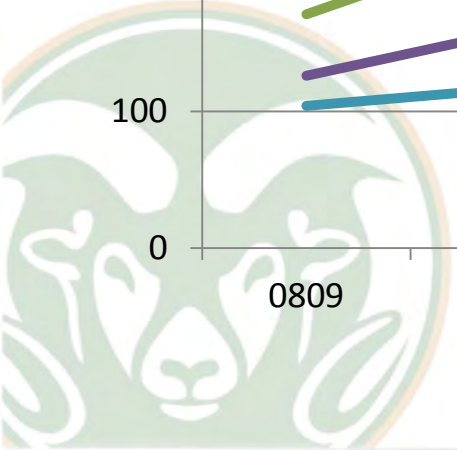
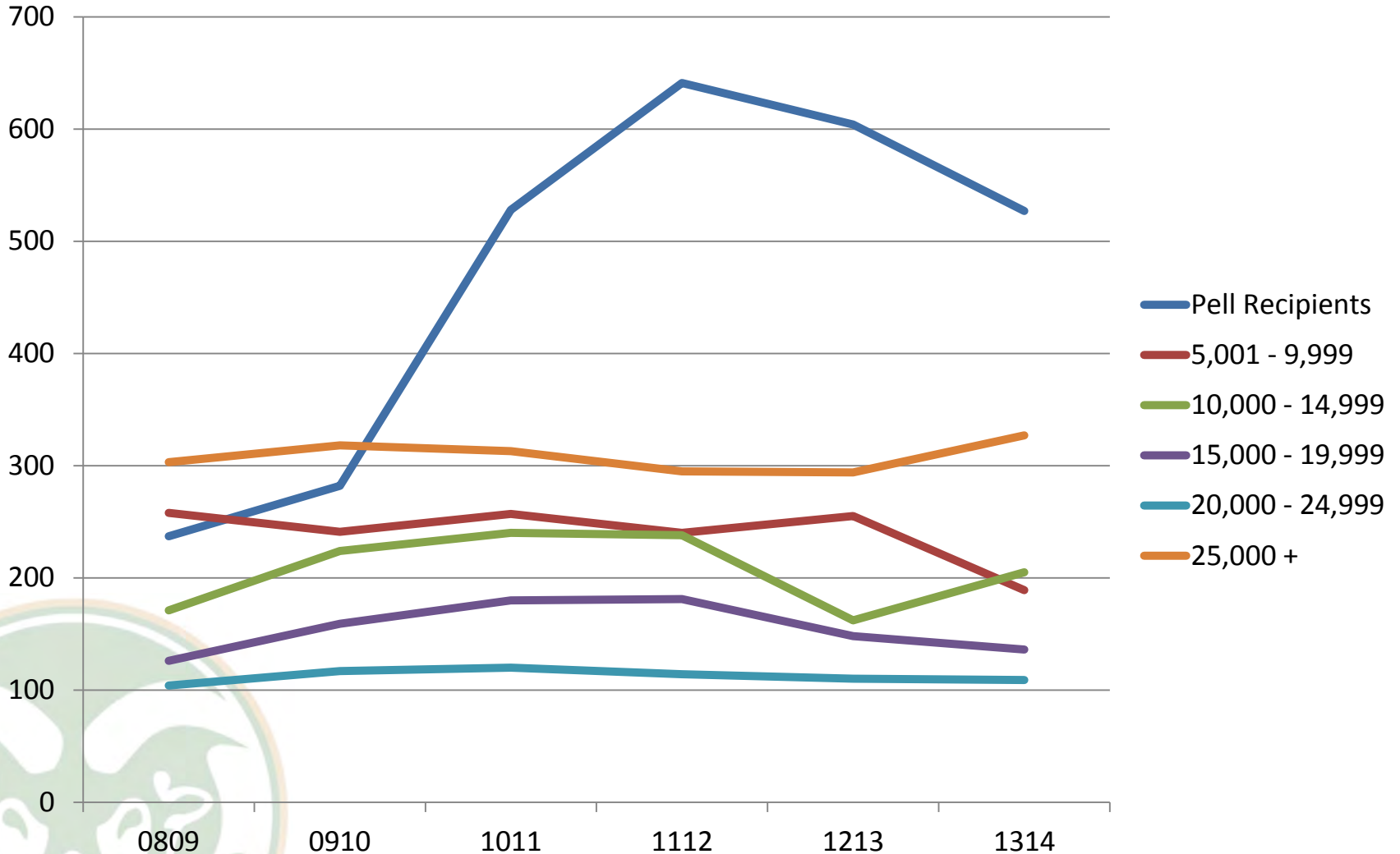


Average Freshman Loan by EFC

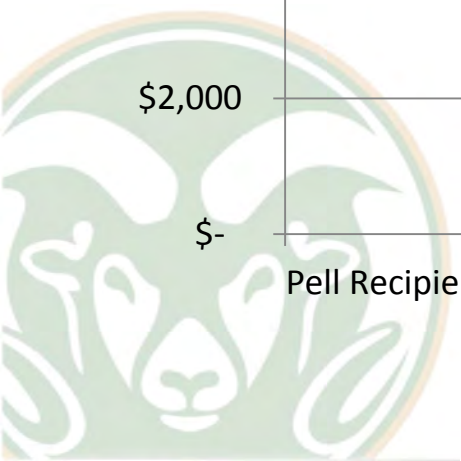
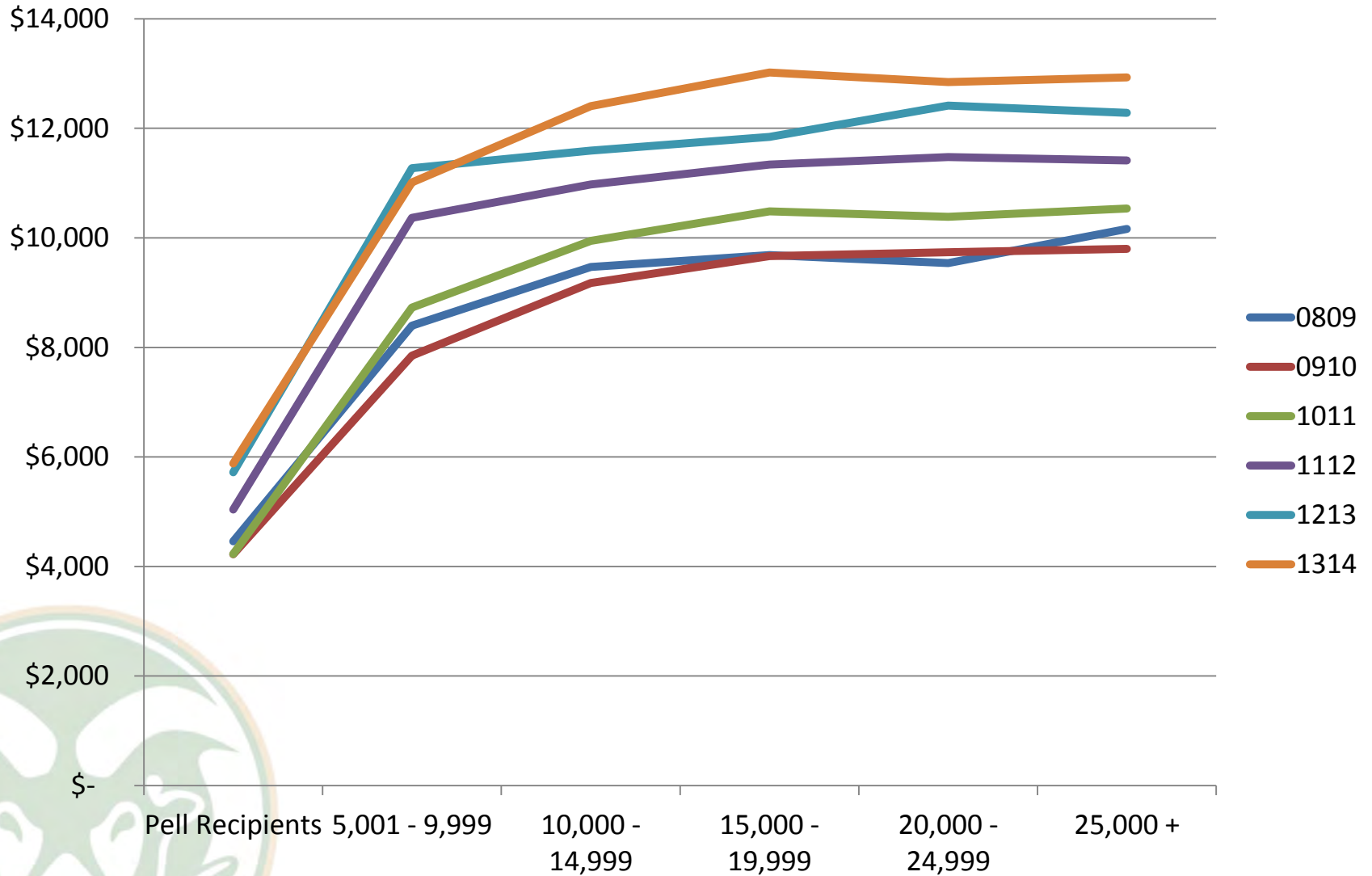


Number of Freshman Borrowers by EFC

100

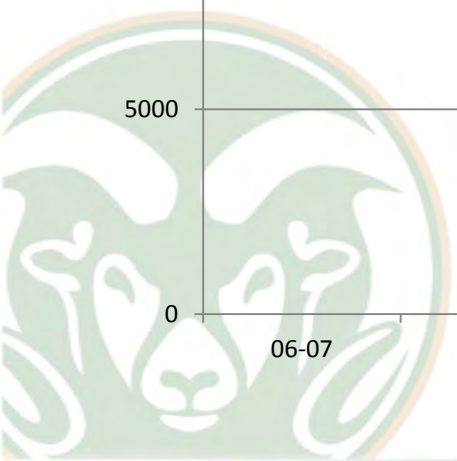
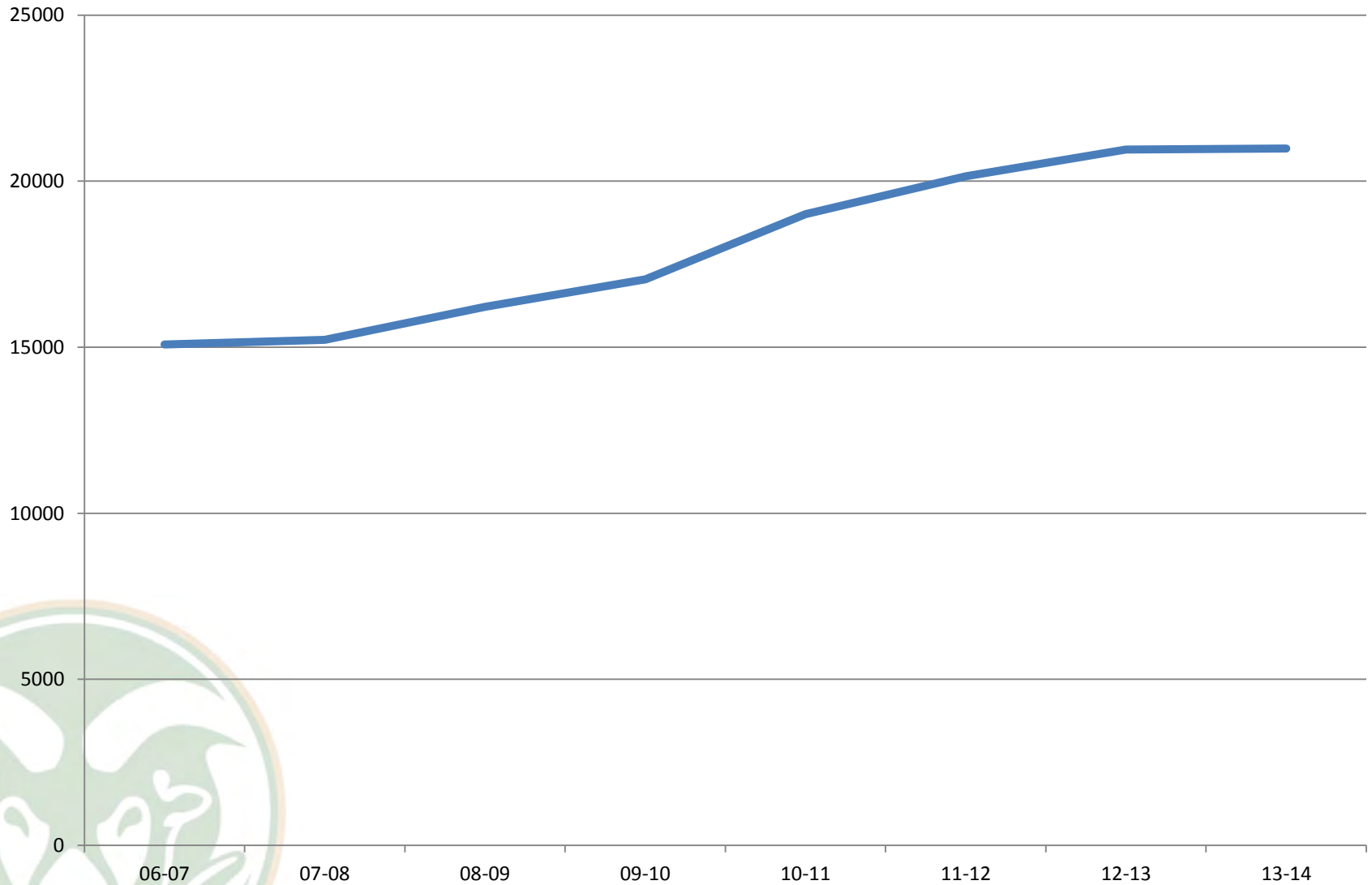


Average Annual Parent Loan by EFC

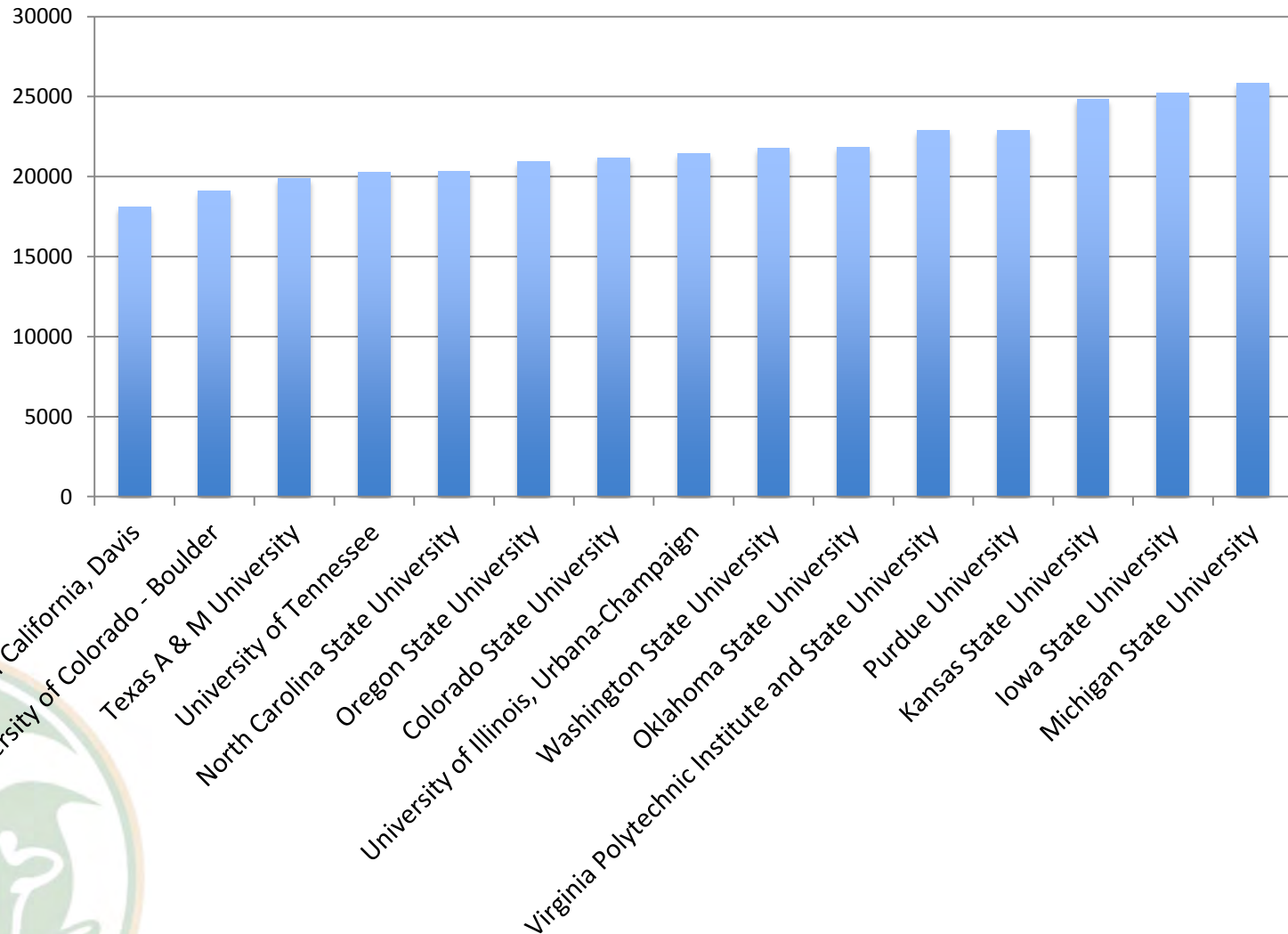


CSU Average UG Debt at Graduation

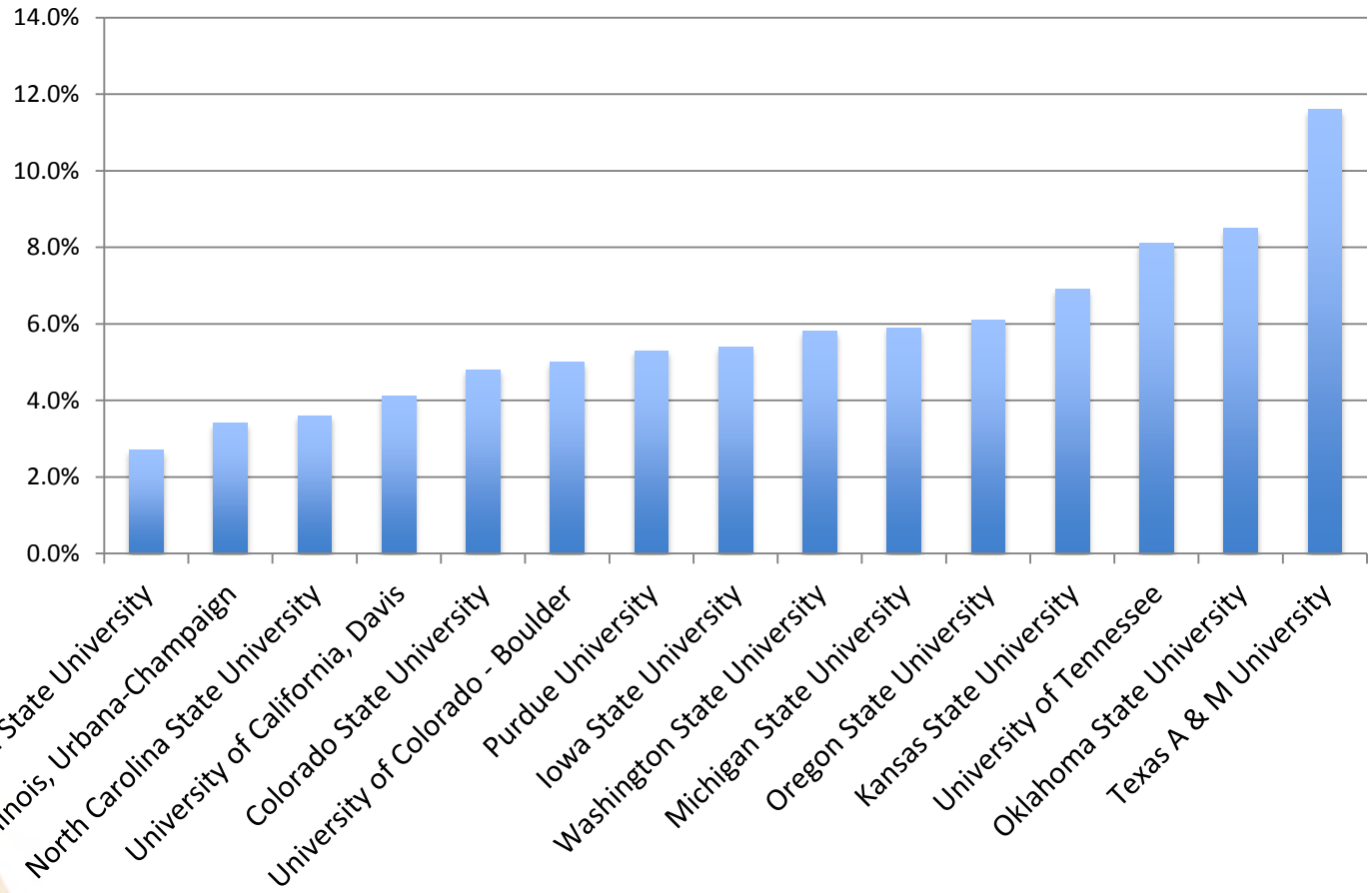
102



Peer Avg. Debt at Graduation



Peer Institution 2010 3-Year Cohort Default Rate



CSU System Board of Governors

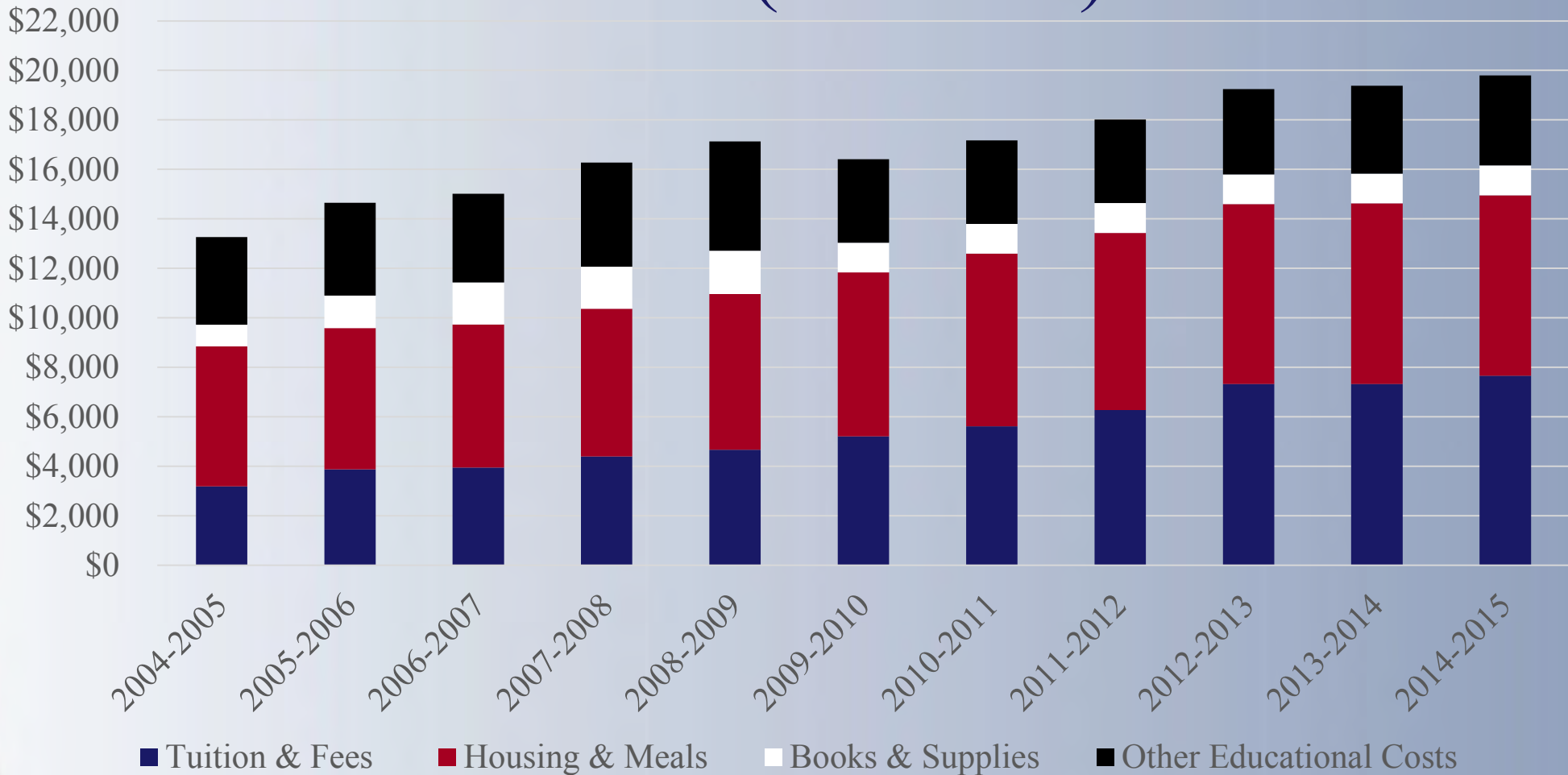
February 2015 Retreat

Financial Aid Update

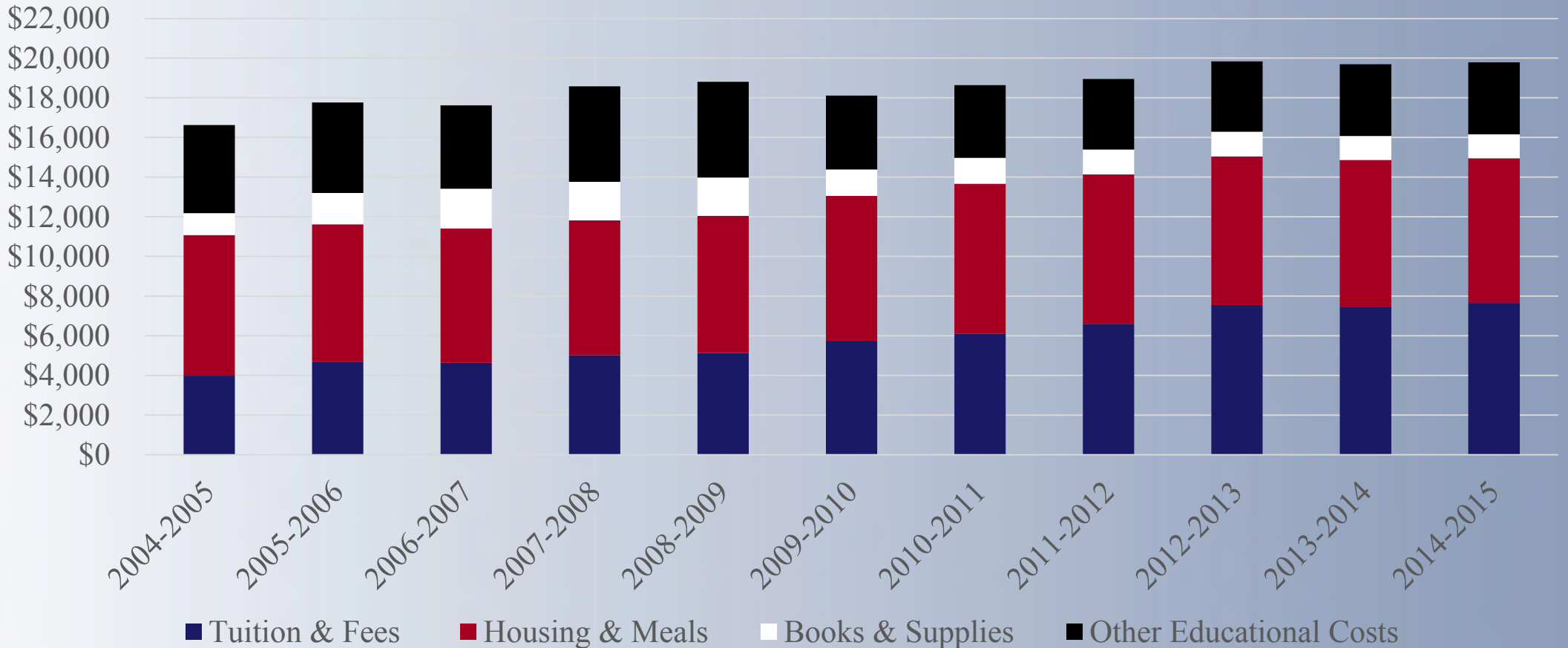
Undergraduate FA Recipient Demographics

	Fall 2013 Undergraduates	Fall 2013 Pell Recipients	Fall 2013 Subsidized Loan Recipients (No Pell)	Fall 2013 Unsubsidized or Plus (No Pell/Sub)
Degree Seeking Undergrads	4,378	2,074	771	438
Percent		47.4%	17.6%	10.0%
Race/Ethnicity				
White	50.7%	43.1%	52.5%	58.2%
Hispanic	31.0%	37.3%	31.3%	27.2%
African American	7.7%	10.2%	8.7%	5.3%
Asian	1.7%	1.9%	1.3%	0.7%
American Indian	0.7%	1.0%	0.4%	0.2%
Native Hawaiian/Islander	0.2%	0.3%	0.1%	0.2%
Two or more races	3.2%	2.7%	3.0%	5.3%
Unknown	3.4%	3.5%	2.7%	3.0%
Non-resident Alien	1.4%	0.0%	0.0%	0.0%
Gender				
Male	46.2%	43.9%	43.7%	49.5%
Female	53.8%	56.1%	56.3%	50.5%

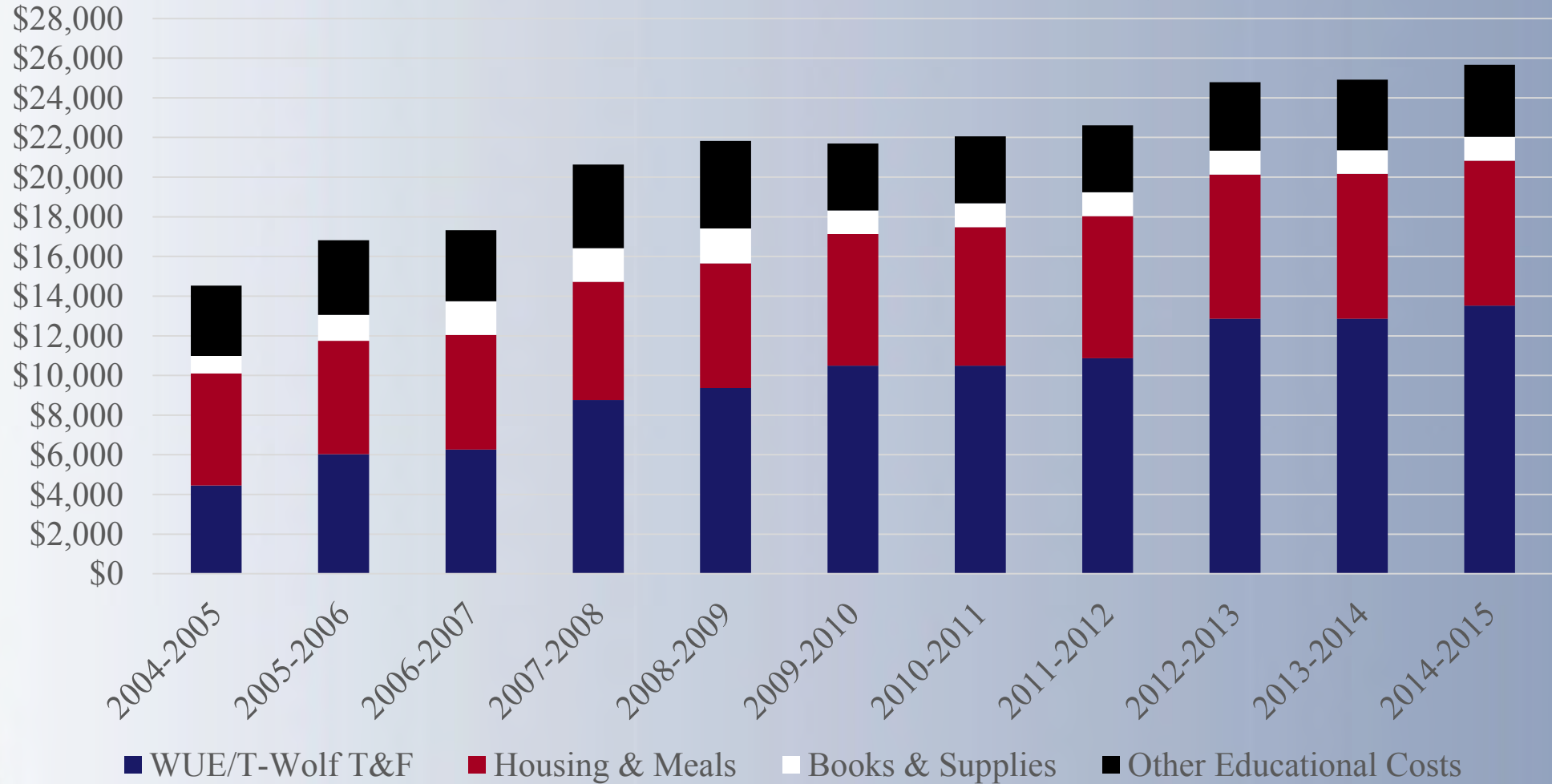
Cost of Attendance in Nominal Dollars (Resident)



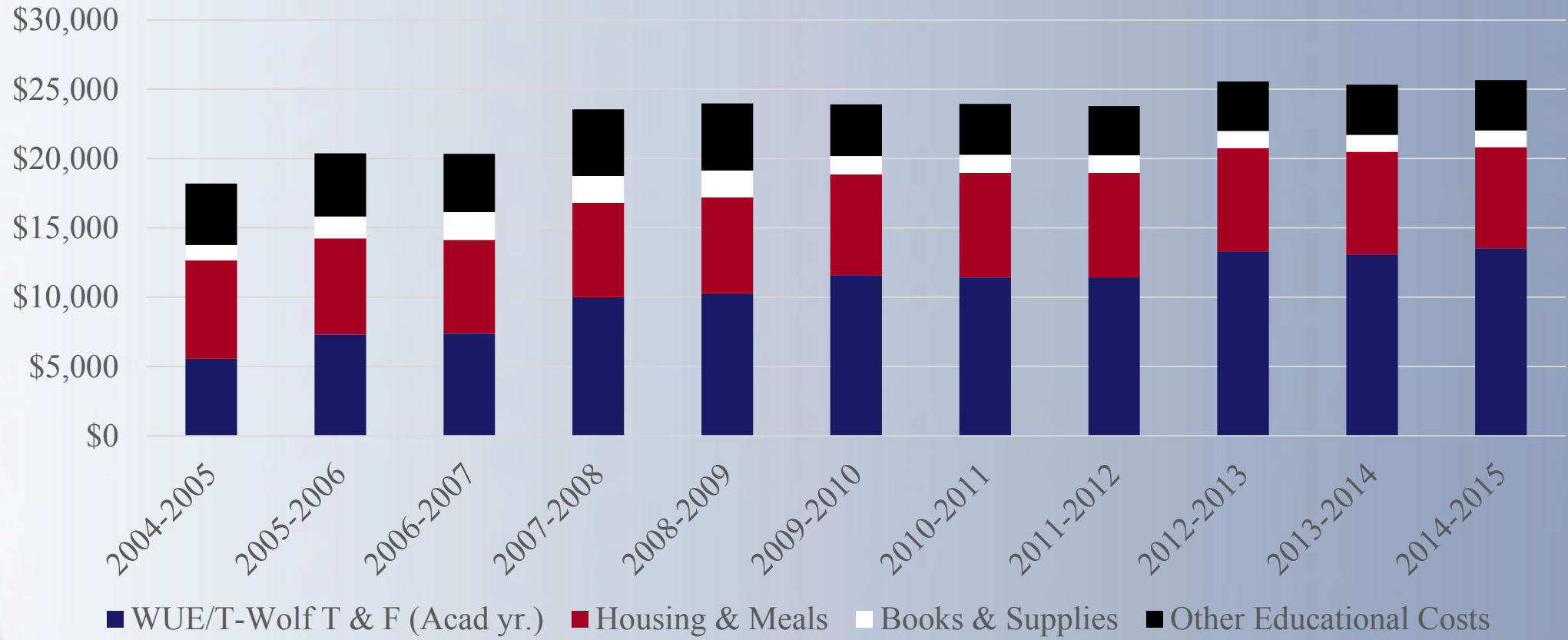
Cost of Attendance in Real Dollars (Resident)



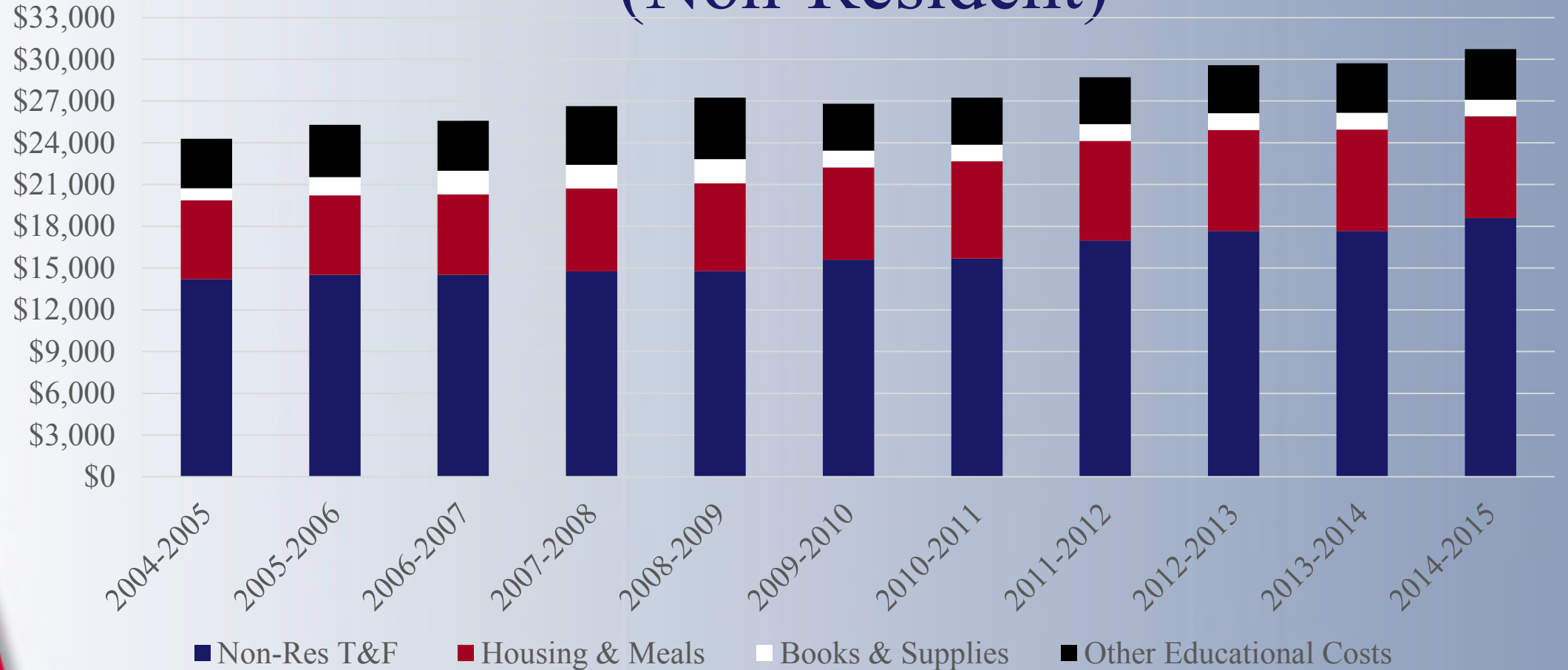
Cost of Attendance in Nominal Dollars (WUE/T-Wolf)



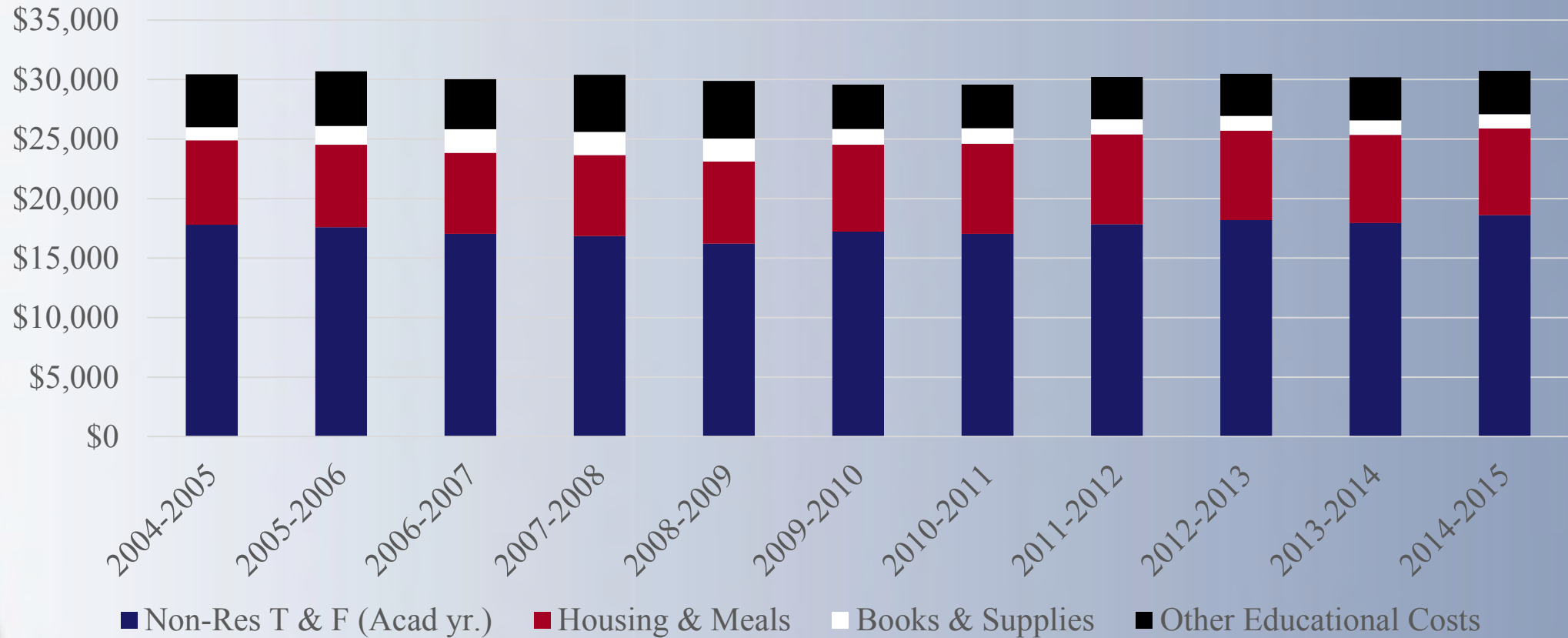
Cost of Attendance in Real Dollars (WUE/T-Wolf)



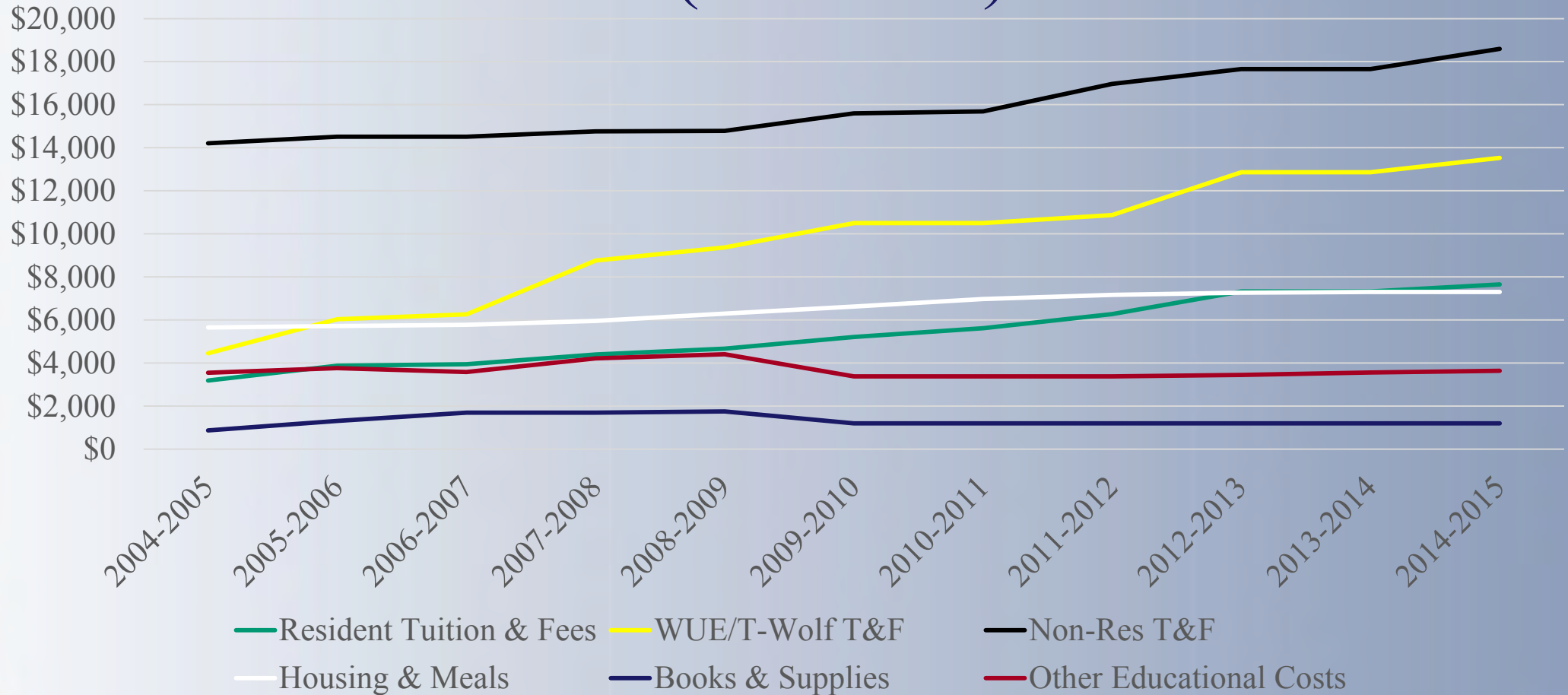
Cost of Attendance in Nominal Dollars (Non-Resident)



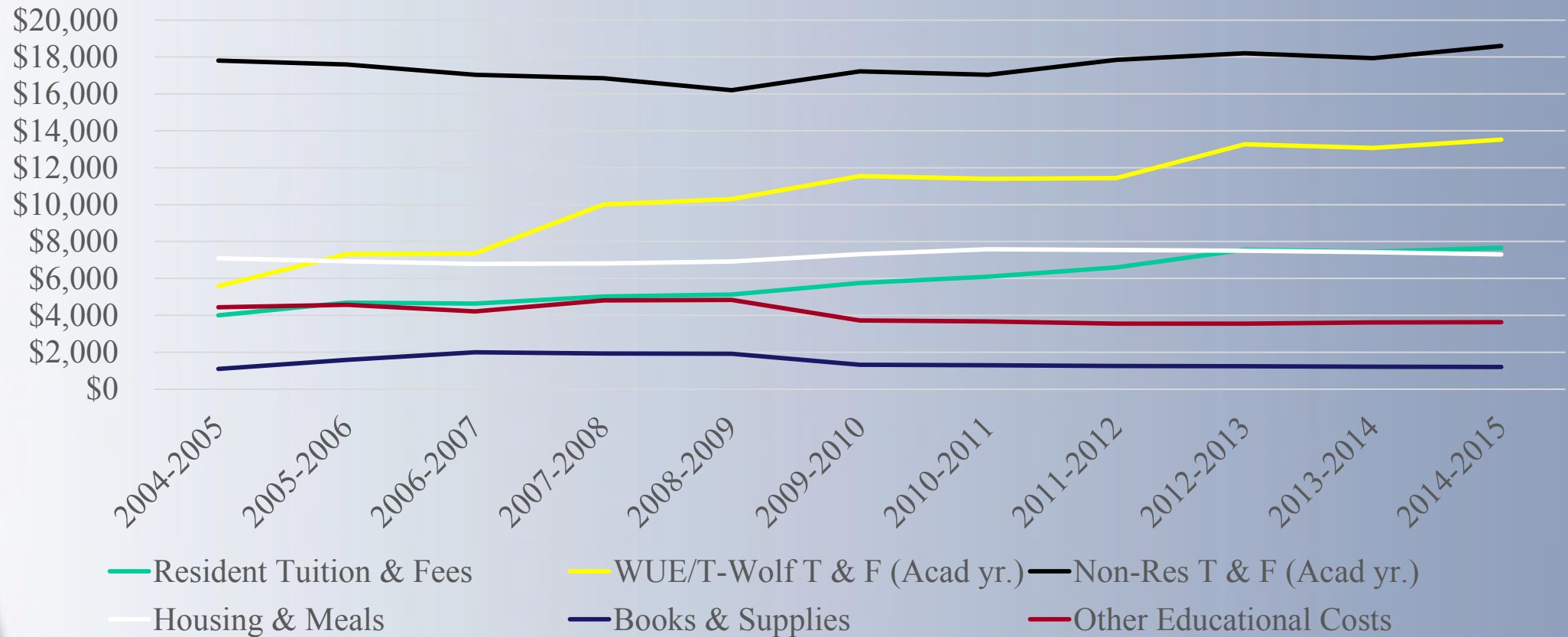
Cost of Attendance in Real Dollars (Non-Resident)



Cost of Attendance by Component (Nominal)



Cost of Attendance by Component (Real)



2014 - 2015 Sample Budgets

Resident UG	On-Campus	Off-Campus
Tuition & Fees	\$7,656	\$7,656
Room & Board	\$8,600	\$8,982
Books & Supplies	\$1,200	\$1,200
Transportation	\$1,296	\$1,296
Miscellaneous	\$2,340	\$2,340
Total	\$21,092	\$21,474

WUE/TWOLF UG	On-Campus	Off-Campus
Tuition & Fees	\$13,526	\$13,526
Room & Board	\$8,600	\$8,982
Books & Supplies	\$1,200	\$1,200
Transportation	\$1,296	\$1,296
Miscellaneous	\$2,340	\$2,340
Total	\$26,702	\$27,084

Non-Resident UG	On-Campus	Off-Campus
Tuition & Fees	\$18,858	\$18,858
Room & Board	\$8,600	\$8,982
Books & Supplies	\$1,200	\$1,200
Transportation	\$1,296	\$1,296
Miscellaneous	\$2,340	\$2,340
Total	\$32,034	\$32,416

Need Analysis

- Determine a household's ability to pay
 - Expected Family Contribution (EFC)
 - Provided via the Free Application for Federal Student Aid (FAFSA)
 - Other Resources
- Establish the Student's Cost of Attendance (COA)
- Calculate Gross Need
 - $COA - EFC - \text{Other Resources} = \text{Gross Need}$
 - **Example:** $\$24,164 - \$7,028 - \$1,000 = \$16,136$
- Unmet Need
 - Dollar amount remaining after financial aid has been awarded

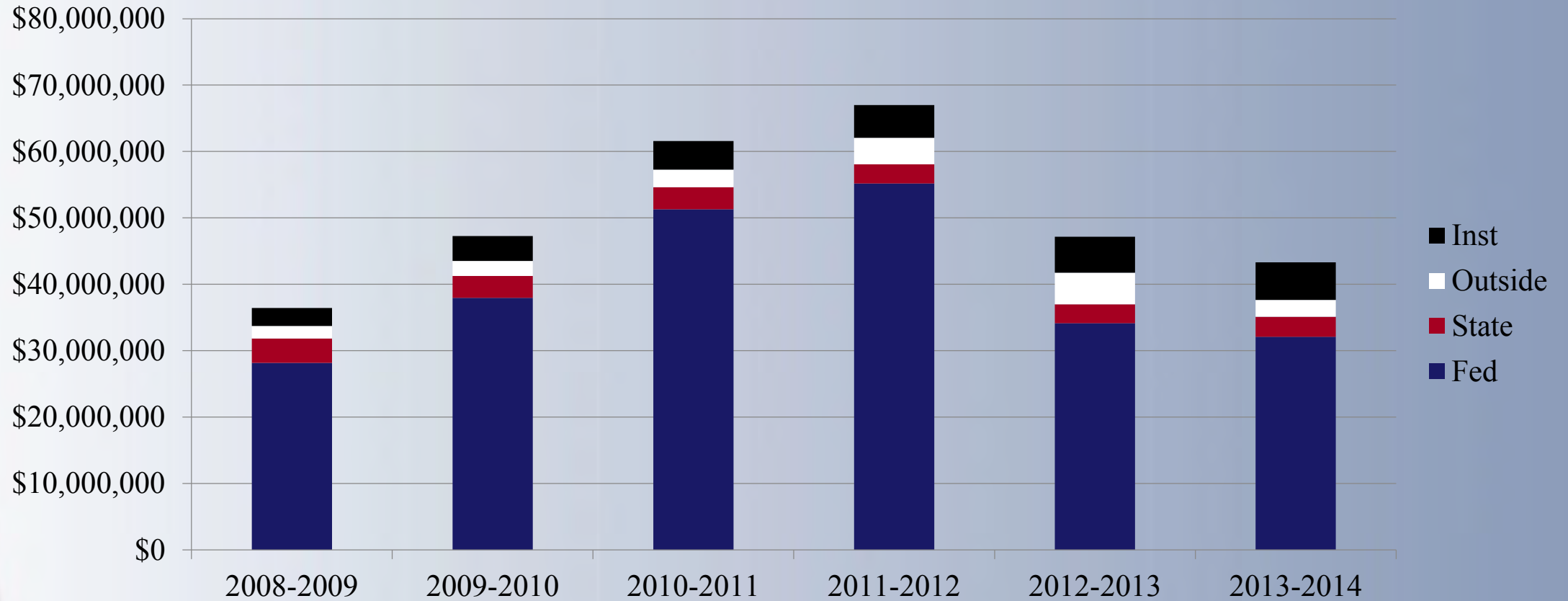
Avg. Undergraduate Expected Family Contribution (EFC)



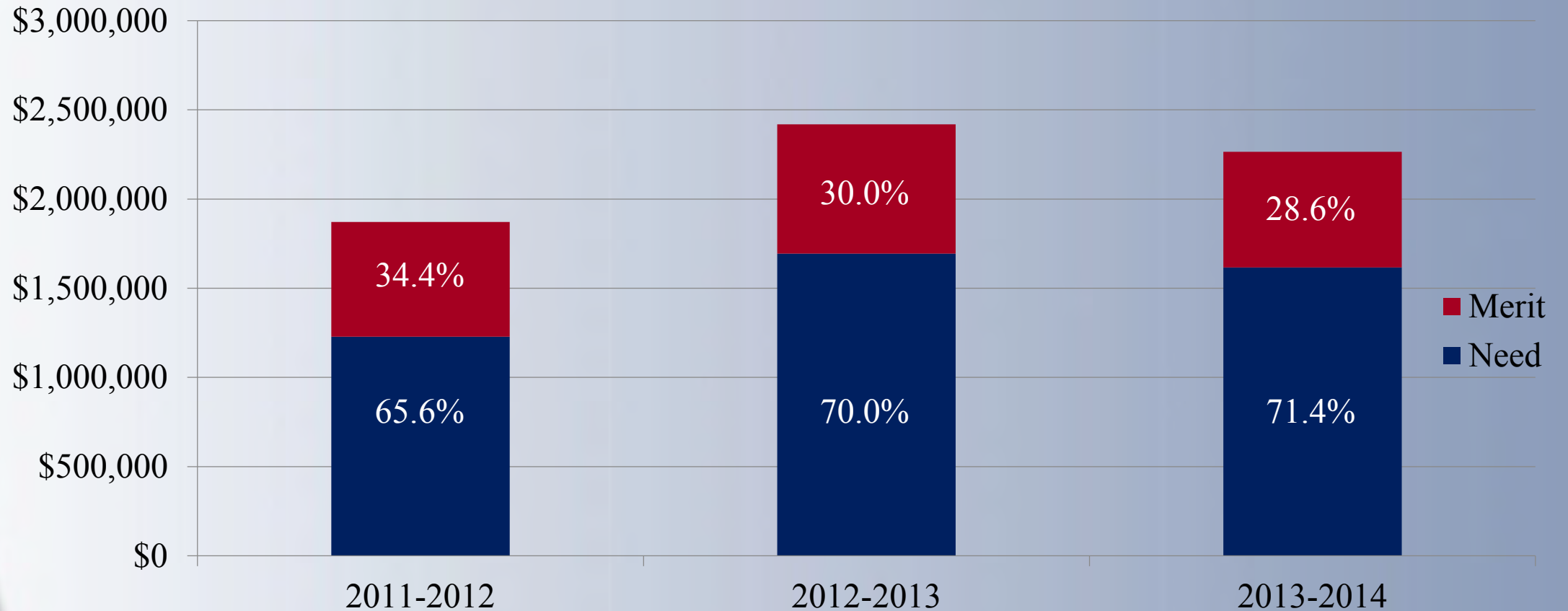
Sources for Resident Need-Based FA

- Federal (\$9,452,495 in FY14)
 - Pell Grant & Supplemental Educational Opportunity Grant (SEOG)
 - No flexibility in awarding
- State (\$2,292,110 in FY14)
 - Colorado Student Grant (CSG)
 - Targeting lowest income students (Pell-eligible)
- Institutional (\$1,615,863 in FY14)
 - Commitment to Colorado (CTC)
 - \$482,799 FY14
 - Pell Grant recipients only
 - CSU-Pueblo Grant
 - \$726,218 FY14
 - Reduces any unmet need
 - Remaining \$406,846 goes towards 1st Generation Scholarship and need-based matching programs (Denver Scholarship Foundation, Gear-Up)

Total Aid Disbursed by Source



Institutional Aid – Need & Merit



Freshman Merit-based Scholarships

Scholarship	Award Amount Per Year	GPA	ACT/SAT	Class Rank	GPA Required to Renew
Presidential Scholar	\$8,000	4.0	30/1340	Top 2%	3.75
Distinguished Scholar	\$5,000	3.75	27/1220	Top 5%	3.5
Promising Scholar	\$2,500	3.5	25/1150	Top 15%	3.5
Welcome to the Pack	\$1,000	3.2	22/1030	Top 20%	3.2

Other Scholarships

	Requirements	Amount	Renewal Criteria
1 st Generation	1 st generation student, 3.0 HS or transfer GPA and are full-time	\$1,000	3.0 GPA
Honors Program	Admitted to the Honors Program	\$1,000 for room and board	Continue in the Honors Program
Destination Scholarship (Transfer students)	Completed AA or AS with at least a 3.0 GPA	\$2,000 per year for up to two semesters	3.0 GPA
Kane Scholarship (Graduates from Pueblo County high schools)	Competitive; based on completed scholarship application, high school records, essays and interviews	Tuition, fees and books	Continuous enrollment at CSU-Pueblo
Robert Noyce Scholars	Must complete scholarship application, be a math major and commit to teaching in a high-need school district	Varies	Continuous enrollment at CSU-Pueblo

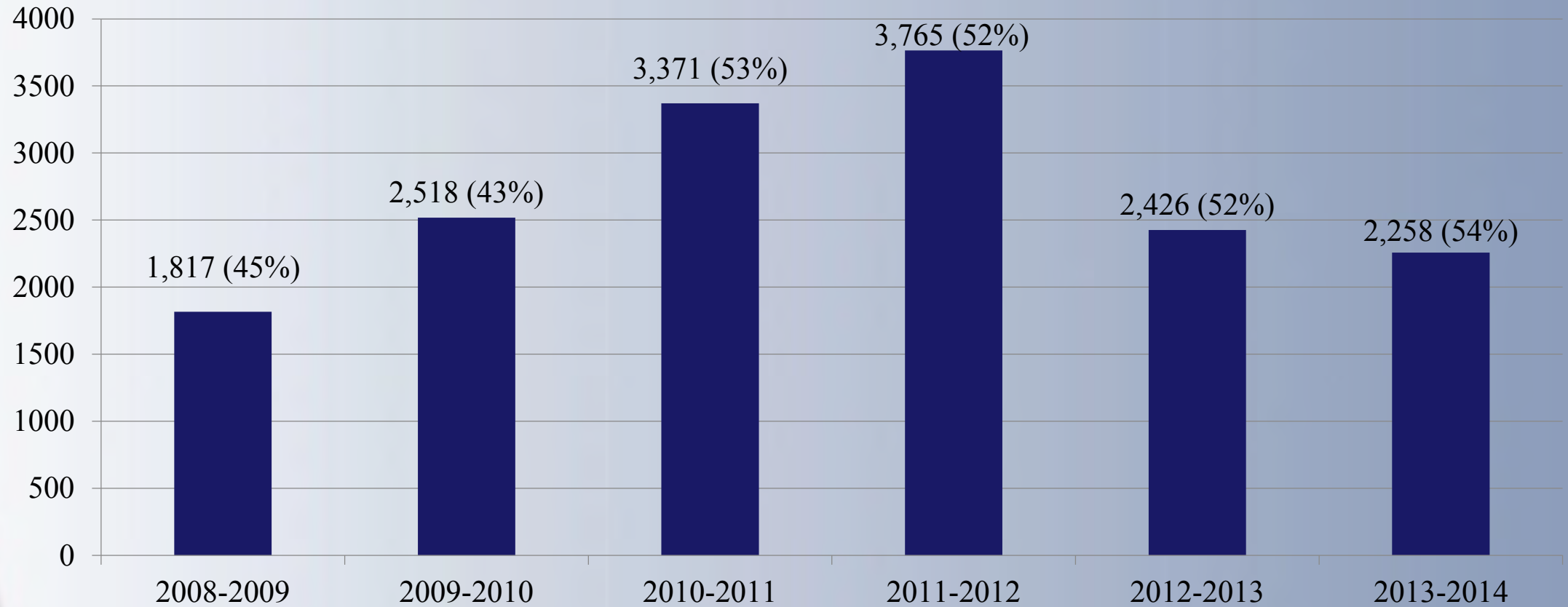
Programs to Reduce Costs for Non-Residents

- WUE and T-Wolf Tuition Rates
 - T-Wolf rate covers Kansas, Oklahoma, Texas and Florida
- Freshman and Transfer merit scholarships can be awarded to both WUE and T-Wolf rate students
- Living-Learning Incentive
 - \$2,000 discount to non-resident students who live on campus

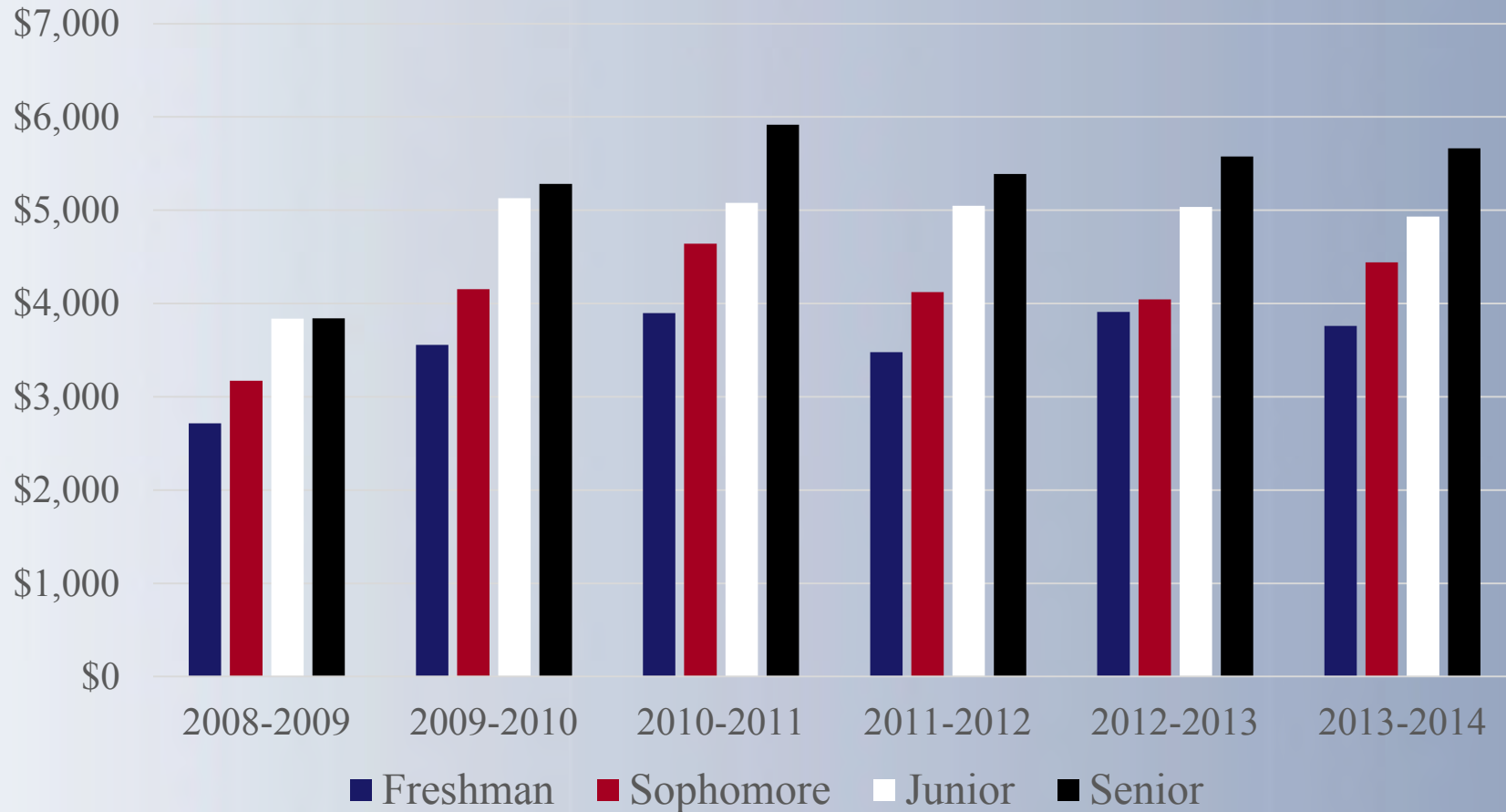
Sample Award Package

Resident Freshman, EFC = 0			
Award		Amount	
Federal Pell Grant		\$5,730	
Colorado Student Grant		\$2,000	
Commitment to Colorado		\$1,000	
Work-Study		\$3,000	
Supplemental Educational Opportunity Grant (SEOG)		\$500	
First Generation Scholarship		\$1,000	
Direct Subsidized Loan		\$3,500	
Summary			
Grant	Work-Study	Student Loan	Parent Loan
\$10,230	\$3,000	\$3,500	\$0

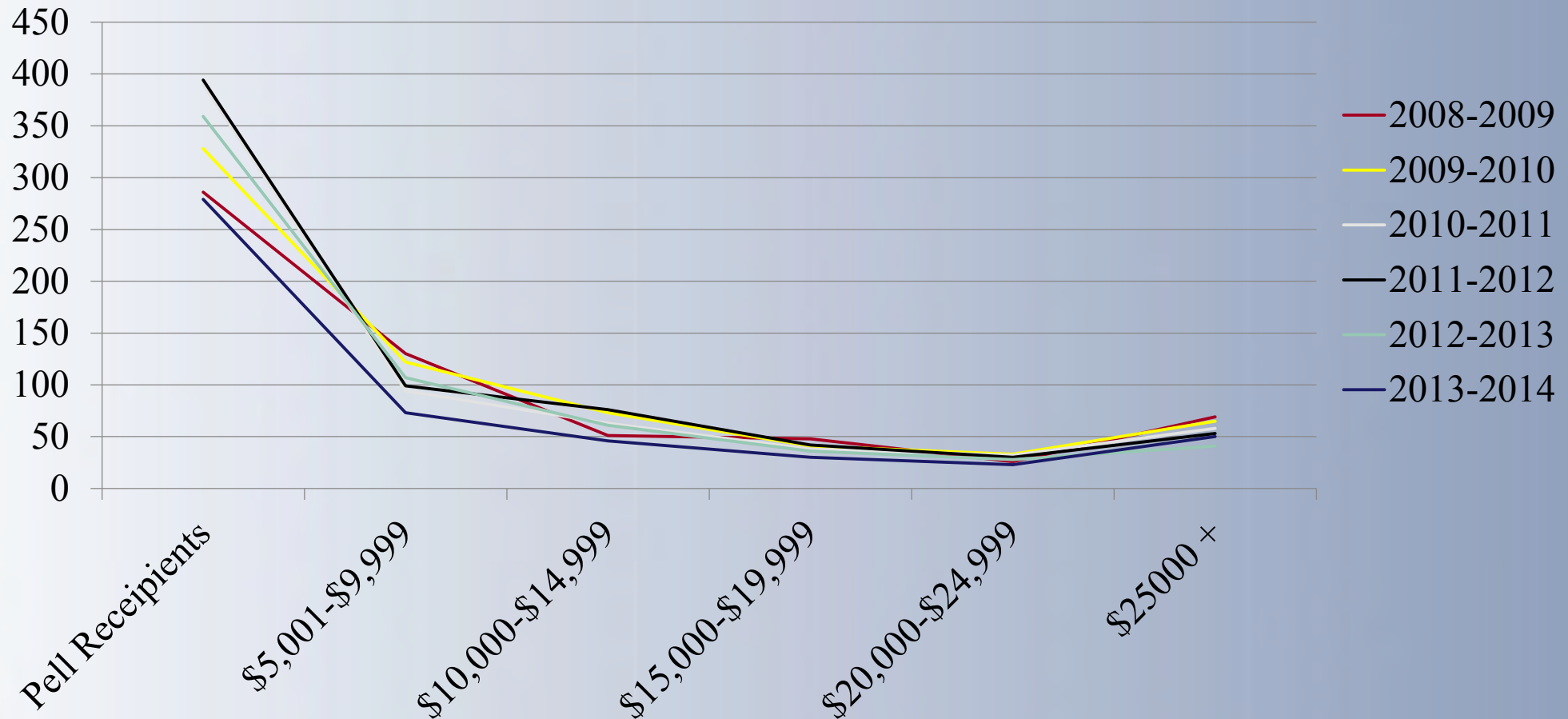
Total Pell Population (Unduplicated: Fall, Spring, Summer)



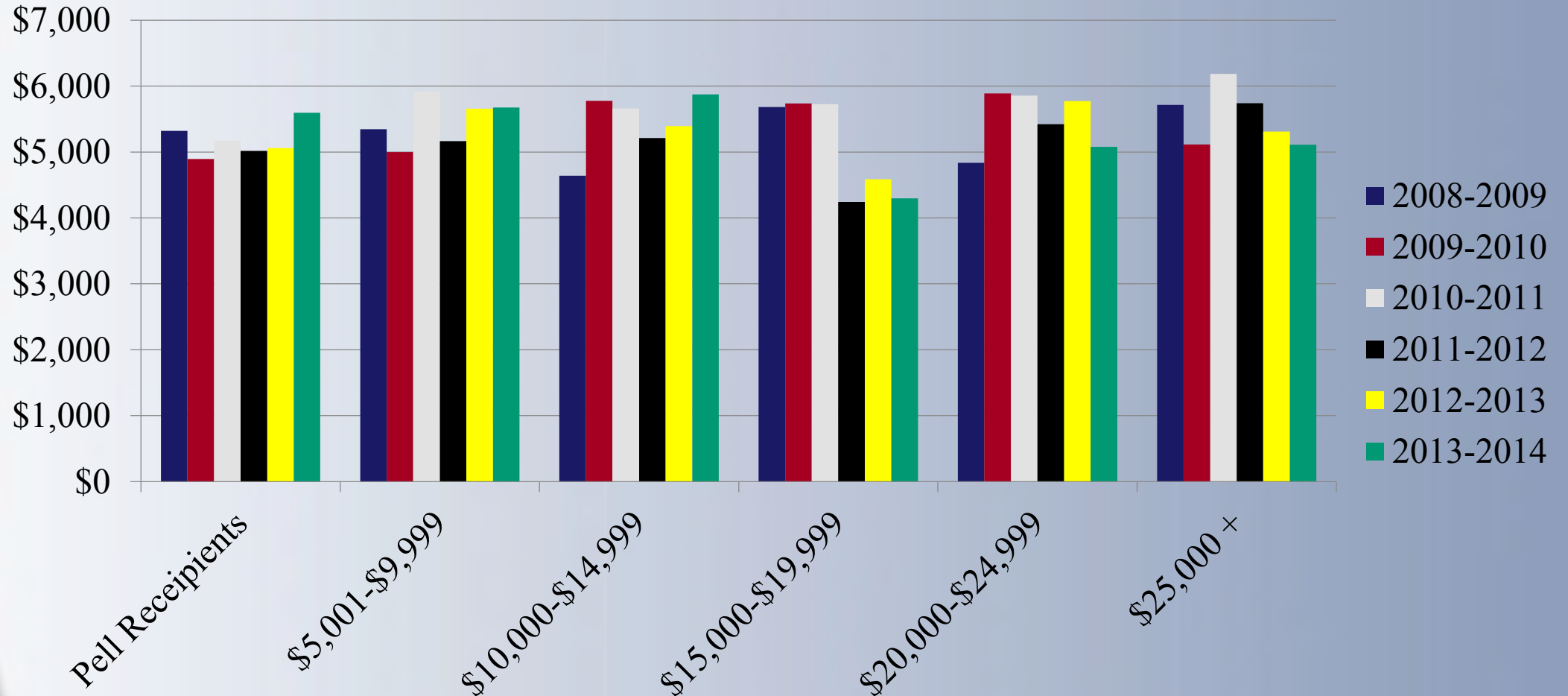
Avg. Annual Loan by Class Level



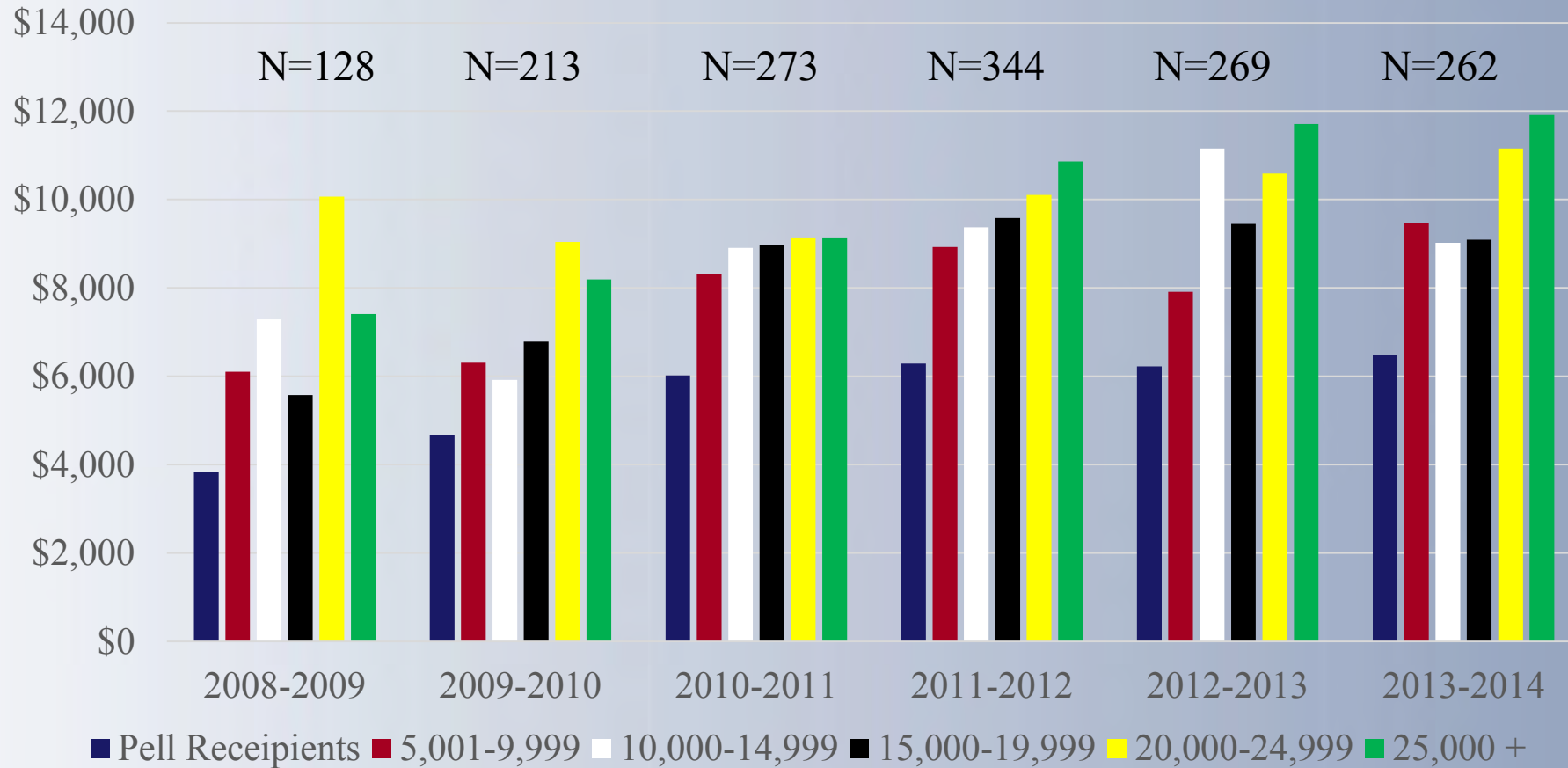
Number of Freshman Borrowers by EFC



Avg. Freshman Loan by EFC



Avg. Annual Parent Loan by EFC



* Calculation is based on students who borrowed a Plus Loan

**Excludes students without any loan

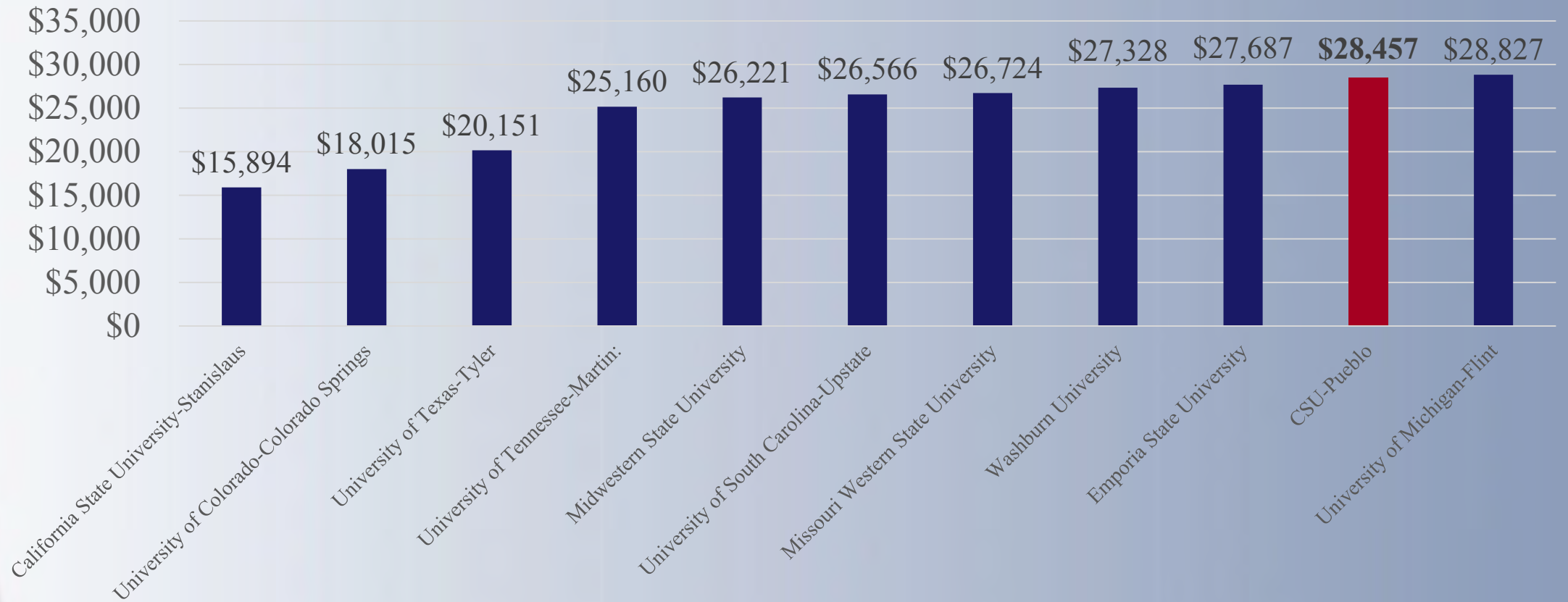
Average Debt of Graduates

Max Debt for Dependents = \$32K (Sub & Unsub Fed Loans)

Max Debt for Independents = \$56K (Sub & Unsub Fed Loans)

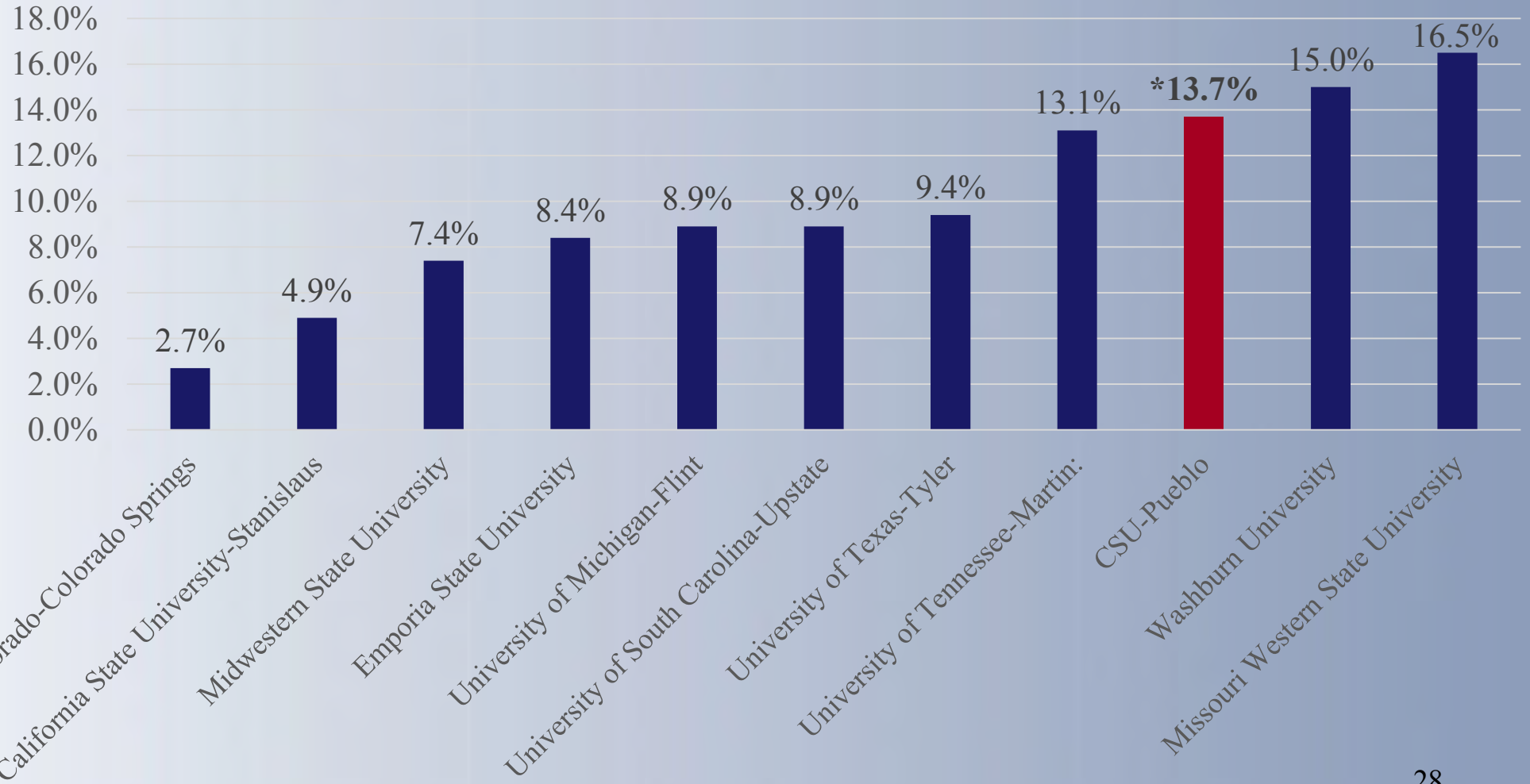


Peer Avg. Debt at Graduation (2012-2013)



Peer Cohort Default Rate (2011 Cohort)

OJC = 34.6%
 LCC = 32.8%
 PCC = 30.3%
 TJC = 30.0%



*Down from 15.5% in previous year

Fall 2015 Packaging Strategy

*Academic Points	Non-Aid Applicants		\$0 Need		\$1–\$14,999		\$15,000–\$20,999		\$21,000 or more	
	Merit	% Need Met	Merit	% Need Met	Merit	% Need Met	Merit	% Need Met	Merit	% Need Met
0	\$0		\$0		\$0	20%	\$0	20%	\$0	20%
24-25	\$1,000		\$1,000		\$1,000	30%	\$1,000	30%	\$1,000	30%
26	\$2,500		\$2,500		\$2,500	40%	\$2,500	40%	\$2,500	40%
27-28	\$5,000		\$5,000		\$5,000	40%	\$5,000	40%	\$5,000	40%
29 -30	\$8,000		\$8,000		\$8,000	40%	\$8,000	40%	\$8,000	40%

*Academic Points are calculated in two stages, first calculating HS points and then adding test points. To calculate HS points, GPA points and class rank points are summed. AP = HS points + test points

Determining Academic Points

HS GPA Points		HS Rank Points		ACT Score Points	
GPA of at Least:	Points	HS Rank of at Least:	Points	ACT Score of at Least:	Points
0	0	0	0	0	0
.01	1	0.1%	1	1	1
2.52	2	33.0%	2	17	2
2.73	3	40.0%	3	18	3
2.90	4	49.0%	4	19	4
3.05	5	56.5%	5	20	5
3.21	6	63.5%	6	21	6
3.38	7	70.5%	7	22	7
3.56	8	77.5%	8	23	8
3.76	9	84.0%	9	25	9
4.00	10	92.0%	10	27	10

Order of Packaging

- 1. Calculate Merit and Need-based Targets** based upon the award grids
- 2. Determine student eligibility for other non-need based grants**
 - The following awards are stacked on merit and need-based targets.
 - *First Generation Scholarship* (\$1,000)
 - *Foundation Scholarships*
- 3. Determine Pell Award Use Federal Tables.**
- 4. Determine SEOG Award Use internal policy.**
- 5. Determine state-based grant Use state guidelines and internal policy to determine Colorado Student Grant.**

Order of Packaging

- 6. Calculate the Total Grant:** Add together the institutional merit aid, Pell, SEOG, and any state dollars to determine the total grant. Does the total grant exceed the need-based target? If so, do not award need-based grant. Otherwise, subtract the total grant from the need-target to determine the need-based grant amount. Finally, add any stackable awards, such as the First Generation or Foundation Scholarships, to the institutional gift aid total.
- 7. Determine Work Study Eligibility** Use internal policy.
- 8. Package Direct Loans**

CSU System Board of Governors February 2015 Retreat



Colorado State University
GLOBAL CAMPUS

— CSUGlobal.edu —

The Starting Point: CSU-Global Tuition

Fiscal Year	Undergrad Tuition Per CH*	Graduate Tuition Per CH*
2015-14	\$ 350	\$ 500
2014-13	\$ 350	\$ 500
2013-12	\$ 350	\$ 500

* Subject to 10% Affiliate discount
No Student Fees

What We're Doing to Ensure Degree Affordability

- **CSU-Global's Business Model**

- Tuition Guarantee & No Student Fees
- Tuition Planning toward graduation

- **Acceptance of Transfer Credit for Undergrad students**

- 13 CCCS Colleges for 136 total articulated degree programs
- 61 colleges outside of Colorado for 191 total articulated degree programs

- **Alternative credit options for Undergrad students**

- Competency-based credit
- Prior Learning Assessment
- ACE & CLEP/DSST credit



Our Costs & FFA Relative to Peers: Undergraduate

Sector (nontraditional student-serving)	Ave. Cost 24 CR/Yr Tuition and Fees	Ave. Fed Loans per Academic Yr/24 CH
National Public NP	\$9,824.00	\$7,616.00
Private Regional NP	\$14,977.00	\$8,688.00
National For Profit	\$11,504.00	\$8,045.00
Colorado NP & FP	\$12,550.00	\$7,608.00
CSU-Global Campus	\$8,400.00	\$5,190.00

(1) Data derived from National Center for Education Statistics via the IPEDS Data Center and College Navigator Sites

(2) Calculations here use in-state tuition rates when IHE has both in state and out of state tuition rates

(3) Data derived from ED Scorecard

CSU-Global Fed Financial Aid Student Data

	Prelim		
	2015-14	2014-13	2013-12
Pell Grants (UG) Recipients	29%	31%	31%
Federal Loans (UG/Grad) Recipients	46%	51%	55%
Federal Aid (UG/Grad) Recipients Racial/Ethnic Minorities	27%	26%	27%
Male - Federal Aid (UG/Grad) Recipients	40%	41%	42%
Female - Federal Aid (UG/Grad) Recipients	60%	59%	58%
Average Debt on Graduation - UG	\$23,103	\$23,487	\$20,070
Average Debt on Graduation - Grad	\$36,016	\$34,630	\$32,441
Average Debt on Departure - UG	\$7,701	\$8,168	\$6,519
Average Debt on Departure - Grad	\$8,186	\$10,211	\$10,638
	2011	2010	2009
3 YR Loan Default Rate	4.8%	4.8%	3.1%

CSU-Global U/G FFA Recipient Demographics

	2013-14 Undergraduates	2013-14 PELL Recipients	2013-14 Subsidized Loan Recipients (no PELL)	2013-14 Unsubsidized or PLUS (No PELL/Sub)
Number of Undergraduates	7435	2,272	1,421	680
Percent of Degree Seeking UG	--	31%	19%	9%
Race/Ethnicity				
American Indian/ Alaskan Native	0.9%	1.0%	1.4%	0.7%
Asian	2.9%	2.7%	3.0%	1.3%
Black or African American	5.5%	7.6%	5.8%	3.4%
Hispanic/Latino	11.5%	13.7%	11.6%	9.9%
Native Hawaiian /Pacific Islander	0.5%	0.8%	0.3%	0.7%
White	69.2%	65.2%	69.7%	75.3%
Two or more races	1.5%	1.8%	1.6%	1.2%
Race/ethnicity unknown	8.1%	7.3%	6.5%	7.5%
Non-resident alien	0.0%	0.0%	0.0%	0.0%
Gender				
Male	49.7%	39.7%	45.4%	48.1%
Female	50.3%	60.3%	54.6%	51.9%

How We Help Students Manage Debt

- **Student Tuition Planning process**
- **FA awareness counseling prior to loans**
- **Counseling on repayment options at time of departure and graduation**
- **Counseling for all SAP status and re-entry students**



CSU-Global Fed Financial Aid Programs

- **Experimental Programs**
 - Reduced Unsubsidized Loans (tuition & books)
 - Limited Direct Assessment (CBE)
 - Prior Learning Assessment



CSU-Global Aid Programs



- **Merit-based Aid Programs**

- 12 scholarships awarded each trimester of 12 undergraduate or 6 graduate credits (totaling over 425 credits in FY14)
- \$876k projected for CSU-Global scholarships in FY15 (1.4% of Tuition Rev)
- Colorado Rural County Scholarships

- **Need-based Aid Programs**

- 10 Daniel's Fund Boundless Opportunity Scholarships (79 credits/ \$28k) awarded to Colorado residents in FY14
- Degree completion hardship – CBE and PLA grant funds

- **Tuition Cost Reduction Programs**

- Affiliate 10% Discount: Military, State employees, community college staff, businesses etc.
- Active Duty Grants (\$65 per credit for 18 credits)

CSU-Global's *Commitment to Colorado*



- **Full Transfer of AA and AS degree credit from Colorado Community Colleges (60 credits)**
 - 13 CCCS Colleges for 136 degrees including select AAS (64 credits)
 - Letter Intent with Tuition Lock 1 year prior to graduation
 - 10% Tuition Discount for all CCCS graduates

Program Options to Increase Affordability

- **Colorado Resident Grants for UG (in lieu of COF) & Grad @ \$75/CH**
 - \$8-11M per year of less net operating income for FY16 projected CO student count
- **Self-funded/NewCo-funded lending program**
- **New low cost pathway to select bachelor's degree programs = \$12,200 for full degree**
 - 30 credits Standard Online Courses = \$7200 (CO Resident Grant +10% affiliate discount)
 - 30 credits CSU-Global PLA program credit = \$1500
 - 30 credit CSU-Global Competency-based credit = \$2500
 - 30 credits CLEP/DSST = \$1000



Summary: Executing the Mission of CSU-Global

- **CSU-Global provides students with a high quality online education at a market-competitive tuition cost**
- **We have programs that help all students manage their debt**
 - our Federal loan default rate is low at 4.8% for the last 2 years in a row
- **We have special financial aid programs and innovative ways to reduce the cost of higher education**
 - Reduced Unsub Loan, CBE & PLA Programs, Merit, Need, Discounts
- **Our *Commitment to Colorado* remains strong and we are investigating ways to institutionalize new pathways to increase our affordability for Colorado residents**
 - We will be back to the Board with our FY16 Budget with such pathways.

Section 1

Public Comment

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CSU council should give president Tony Frank the boot



2/1/2015
We will soon vote for new city leadership. I urge the CSU Faculty Council to do the same and vote for new leadership at

the university. CSU needs a leader who focuses on its real customers — the students. Right now, President Tony Frank does not seem to be the right candidate.

Frank increased the Colorado State University System's total bonded debt from \$76.6 million in 2004 to a record \$784 million in 2014 — a 10-fold increase, according to a June 23 Coloradoan article. His proposed stadium will push the debt to \$1 billion!

The students bear the brunt of debt through increased tuition and fees. We, the city taxpayers, could pay \$10 million to \$20 million for utility and traffic upgrades. So why not instead spend a fraction of the new stadium cost maintaining Hughes Stadium?

It must be because the new stadium is Frank's personal dream and obsession. Starting about two years ago, he told us the stadium would be financed with donations. He also told us general funds would not be used for the stadium. Now he says he never used the word, "would," but instead, said "should." This devious parsing of words indicates Frank knew he needed a strategy for selling the stadium idea using private funds, but building it with general funds.

"Polls and surveys have shown roughly 60 percent of the residents of Fort Collins are opposed to an on-campus stadium. Surveys and polls of students, faculty and staff that have been conducted over the past two years have found opposition in similar or even greater numbers," as reported by the Coloradoan in September.

Here are some questions I'd like to pose regarding Frank's intentions and integrity.

Why did Frank hire an athletic director with no prior experience, without a national search, and then fire him without explanation? Does CSU hire professors with no qualifications? I don't think so.

Why does Frank keep beating the same tired drum, telling us that CSU is expanding to 35,000 students? In reality, freshman enrollment has dropped two percent each of the past two years.

Why does Frank live in Loveland? Perhaps to get away from problems that reflect poorly on him. In Loveland he doesn't have to worry about the home next door being rented to students. Due to CSU indifference and inaction, "That area (Avery Park/Campus West) has become ground zero for the home owner-partier confrontations." Noise complaints and party calls police responded to since students returned to campus "skyrocketed," according to an August Coloradoan article.

Finally, why is a stadium more important than the adjunct faculty at CSU? The faculty brings in substantial revenue to CSU and gets little in return. I believe the adjunct faculty should announce they are taking a "sabbatical" unless the stadium proposal is dropped and adjunct faculty salaries are increased.

I urge the CSU Faculty Council do two things: drop their president and cancel the stadium.

Richard Thomas lives in Fort Collins.

TO: CSUS BOARD OF GOVERNORS
CSU PRESIDENT TONY FRANK

FROM: LINDA VROOMAN
FORT COLLINS, CO

SUBJECT: CSU PROPOSED STADIUM

FEBRUARY 5, 2015

LETTERS TO THE EDITOR,
COLORADOAN, 2/1 - 2/4/15

CSU stadium project about 'power and money'

What a disappointment, though not a surprise, that the Edwards have donated their multi-million dollar house to CSU. It has seemed clear to me for some time that the only way to stop the proposed stadium from being built would be for all the wealthy donors to CSU to refuse to continue giving money to any CSU department or project until President Tony Frank dropped his plans to build this stadium that will be a social, environmental, and financial disaster. This stadium is all about power and money supporting power and money. Once again the wealthiest 1 percent treats the rest of us with contempt.

Judy Berndt lives in Fort Collins.

2/2/2015

LETTERS

Does CSU President Tony Frank demonstrate integrity?

2/3/2015
The letter to the editor from Harland Ranney, on Jan. 27, made very clear that wealthy intellectuals need to study the skewed priorities of a university president who pays their head football coach far more than they pay the most creative and outstanding academic professors; in their own home town! What kind of integrity is demonstrated by President Tony Frank? For what reasons? For whose benefit? For how long?

Where can we learn the answers to these key questions? Where can we go to learn with true integrity? Why travel far away to learn with true integrity? How can we most helpfully tell what is really true? Who will listen?

Paul A. Smith lives in Fort Collins.

There's something wrong with the CSU stadium picture

The question is: Who wanted the 162 acres of land under Hughes Stadium in the first place? We didn't learn that the land sell-off was part of the stadium finance deal until after the private donation story fell apart. Now the whole thing will be financed, as intended, on the backs of students and faculty, and the last big parcel of land west of this city — land that overlooks the city — will be transferred to private hands. Our "land grant" university is selling off its land, and going deep into debt, and costing everyone in the city their tax dollars for the infrastructure to support the stadium and costing everyone in the vicinity of campus their quality of life.

All of this was decided, behind closed doors, by two, unelected individuals, one who was later fired by the first. The decider doesn't even live in Fort Collins (no skin off his nose). What is wrong with this picture? And who gets the land? Will they mind the students wandering around on their property with buckets of paint?

Bill Eckert lives in Fort Collins.

LETTERS

CSU governing board's role is to question president, not trust him

2/4/2015
On Dec. 5, I attended a meeting of CSU's Board of Governors in Denver during which the board approved President Tony Frank's plan to build a new on-campus stadium. Several board members said they did not understand how the stadium would be financed but that they trusted Frank. This brought back memories of 2001, when I lived down the road from an Enron board member. When Enron went bankrupt, media began interviewing board members, including our neighbor, about their role in the scandal. Many Enron board members said they did not understand what was going on but that they trusted Ken (Kennedy Lay, founder and president of Enron). The Enron scandal also led to the dissolution of the well-respected accounting firm Arthur Anderson.

The role of any governing board is not to trust the chief executive. The role of a board is to question and double-check everything the chief executive says. It was clear to me that CSU's Board of Governors is not doing this and may not be capable of doing this. They have ignored serious issues raised by several renowned sports economists. When the new stadium funding brings the university to the point of financial ruin, people will blame President Frank. I predict the board members will claim they bear none of the responsibility because they just trusted Frank. They will deserve blame — and so will the governor who appointed them.

Bob Vrooman lives in Fort Collins.

Why haven't faculty expressed lack of confidence in president?

I am a graduate from CSU, as well as two other universities, and have always supported higher education. However, as a CSU alumna, I am ashamed of CSU's president. It is difficult to overlook President Tony Frank's disrespect and disregard for many Fort Collins concerned citizens who have presented sound, reasonable and thoughtful arguments against building a new stadium on campus and, instead, remodeling our present stadium.

Why doesn't CSU have a president who is willing to appropriate millions more into research and development within the CSU faculty to come up with innovative ways to stop global warming and climate change? Instead, he wants to borrow \$220 million, with \$10 million per year in interest fees, to build a new stadium for entertainment purposes. Where is the outcry from the CSU faculty and their advocacy for academic values? Why haven't they called for a vote of no confidence in their president?

Shouldn't the CSU Board of Governors be replaced when they show they are unworthy of guiding CSU's legacy? Just because a person has the title of president in front of their name doesn't mean they deserve it.

Diana Zweygardt lives in Fort Collins.

2/4/2015

Please discuss this at Tuesday's work-session:

1) Public Expectations and consequences of failing to represent us

<http://www.coloradoan.com/story/opinion/2015/01/07/fort-collins-can-still-bow-cs-u-stadium-folly/21418597/>

COMMENT: Now that CSU made it's decision, the city needs to decide how to pay the estimated \$30M to \$50M for it's share. I see three options:
1) Council votes to use reserves and the general fund to promote this unpopular special interest project over more community-focused projects.
2) We vote in a new tax to pay for it (BOB3?) 3) We order the City Manager to use every tool in his tool box to make CSU pay for it.
Personally, I support option 3, which also means voting NO to BOB2 and Street Maintenance in April. If we vote \$70M in special taxes, that's \$70M in general taxes the council has for option 1. The city is rolling in money with an extra \$16M last year. We need to make sure that \$16M goes to city-wide projects not the stadium.

2) BOG SUMMARY

CPD) 0H:29M Martin -- Yes, No without a middle-ground. Important for people to their reps working though the problem. Tony ignored the public input from this process and went forward with his plan. This is Tony starting the conflict and confrontation.

A) 3H:05M students strongly opposed, but student rep essentially called students not smart enough to answer correctly. If you go against us, are we going to see you as calling us stupid and react appropriately at election time.

B) 3H:13M staff rep shows that informed staff opposed to stadium, showing that student rep was wrongly interpreting student survey.

C) 3H:20M Bob -- opposition about emotions, reference past positive experience with on-campus stadium and negative impacts with off-campus

D) 3H:25M Chancellor -- "more equally support academics" what is more equally. Reference past positive experience with on-campus stadium and negative impacts with off-campus

E) 3H:28M Unknown -- only guy with good argument

F) 3H:31M Johnson -- Hughes not fixable, "not a question of if but where." Hughes tour showed only superficial (non-structural) issue. If CSU can really get the 4% bond rate they claim, that 2.8M/yr for \$50,000,000 bond. They only need about \$30M, or \$1.7M/yr re-new Hughes is possible, just ignored. Nothing about the plan addresses making sure we don't repeat this in 50-years. In 50-years, where we the newer on-campus stadium go.

G) 3H:35M Dennis? -- Tony has never mis-lead us and always told us the truth. What about the truth about my filming the May CDDAC meeting?

H) 3H:39M Gene -- Mentioned her pre-board tail gating business showed her communities benefit from an on-campus stadium.

I) 3H:41M Zimwick -- Mentioned South Bend past experience.

J) 3H:46M (couldn't hear name) -- need a new stadium, and thus must be on-campus.

K) 3H:47M Mon? -- reject independent auditor, we trust our experts. we need to make best decision for the state, not the city.

L) 3H:54M ViceChair -- 6 top priorities, none are student or athlete safety. Past experience showed on-campus stadiums are a gather place.

M) 4H:08M Chair -- 40 or 50 year decision. What is the plan then? No one is thinking about the future.

RESOLUTION: Build stadium of record to finances of record. No order to incorporate CPD or CDDAC findings or to negotiate IGA with city.

By my count 7 board members justified support as either past positive experience with on-campus or a "where not if". To that is pre-determined. If space aliens carried Hughes away, I think everyone would be on-board with "AN" on-campus stadium for the replacement, but still have strong opposition to "THIS" on-campus stadium.

While it is probably too late, what we needed was your strong leadership three years ago to tell Tony to use an open competitive process to build Fort Collins Filed at CSU stadium. If you had done this, we would already be building an on-campus status with overwhelming public support.

Why did the board ignore the following: 1) Hughes deteriorated under Tony's perfect leadership. 2) CSU made #8 on the Playboy party list. 3) CSU made the national sexual assault naught list. As for #2, most of that is due to off-campus night-life in the downtown square and off-campus parities in Campus West. In many way Fort Collins is Playboy' #8 party city. Is that a reputation you want to continue to fight.

3) CDDAC FILMING (0H:33M):

The true history is that I asked CSU/city to film and all said no. I used my time and money to get certified on FC Public Media (then FCPAN) equipment to film May meeting for public TV. I was the visionary that saw the critical public need. I implemented the solution. It was only after I got involved that you started to film. Why did Tony not film? Why did CDDAC chair recognizing you for filming, but not me. Why did Perfect Tony not acknowledge me? If they are willing to hide my effort what else are they willing to hide? Are you willing to public recognize my contribution? FURTHER, why did SOSH, not the city have to pay for the survey? You are failing us. You are embellishing Tony's greatness and downplaying the opposition's concerns and dragging your feet when you should be very vocal and firm in your commitment to protect the community from stadium detriment.

0H:35M:27 "all meeting televised" -- not true

4) CONFLICT OF INTEREST:

Does Gerry Horak have a conflict? My understanding is that his wife works for the university and received some type of award a year or two ago. Gerry seems uncharacteristically harsh on citizens (myself and others) that show data supporting concerns about Tony, but doesn't present data to support his view. In the military, for Colonel and above, your spouse can make or break your career.

"Board Treasurer Joe Zimlich, who abstained, said he could not support the stadium over concerns about cost" -- Vice Chair Mosher said at 4H:01M:25S into the December BOG meeting, "I have huge respect for Joe Zimlich ... probably the guy I trust the most ... I HOPE Joe is wrong."

"projections of the new stadium generating between \$9.8 million and \$14.8" -- Yet, on Dec 8th ("CSU board approves on-campus stadium"), "Financial estimates he presented to the board showed annual bond payments of \$12.1 million on a \$195 million debt and \$13.7 million on a \$220 million debt." Both debt payments are under revenues, but when board policy 202(D)(3)(c), is account for: "revenues for the project [must] exceed EXPENSES and DEBT payments by a MINIMUM of twenty five (1.25) percent." I don't know where the BOG and Tony Frank learned to do math, but just the debt (not including expenses) is \$15M (12.1×1.25) to \$17M (13.7×1.25). Both of these are greater than the \$14.8M high-end revenue projection. How is the stadium financially viable if it doesn't meet their own finical policy? That right, as Vice Chair Mosher said, "HOPE!"

SUNDAY COLORADOAN

February 1, 2015

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STADIUM COST PROJECTIONS

The estimated cost to build an on-campus stadium at Colorado State University has varied widely from the initial estimate provided in February 2012. Here's a look:



CSU STADIUM FIRST AND

\$220 MILLION

It took CSU three years to decide how to fund the building of an on-campus stadium. Now, as construction looms, those choices have changed the project's scope.

By Nick Coltrain
NickColtrain@coloradoan.com

As first envisioned, Colorado State University's on-campus stadium would have seated up to 50,000 people and in no way, shape or form would have drawn funding from taxes, fees or tuition received by the university.

As the CSU System Board of Governors prepares to vote on a financing proposal later this week, the planned stadium is closer to 36,000 seats and poses "minimal risk" to the university's general fund.

Since an on-campus stadium proposal helped earn Jack Graham the CSU athletic director job in 2011, the project has been winnowed, molded and remolded until it reached the version tentatively approved by the CSU System board on an 8-0 vote in December 2014.

CSU on Tuesday received approval from the Colorado Legislature to borrow \$220 million to build the stadium, even as final details of what will be built are still to be determined. CSU plans to start stadium construction on the southwest side of its main campus this summer.

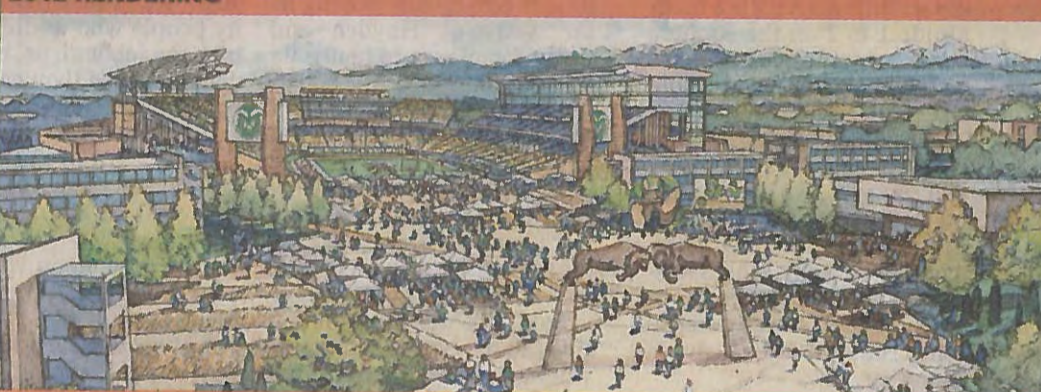
University President Tony Frank remained adamant Tuesday when he addressed the state Legislature's Capital Development Committee that the project will pay for itself over the next several decades, especially with a favorable lending market. The university expects interest rates on bonds sold for the project to be at 4 percent or less, a better rate than it pays on most of its existing bonds.

"The cost of the financing is very low," Frank said while at the Capitol. "We've got a chance to invest, not just to make up for a couple decades where we didn't invest much in the university, but to really set the stage for two to three decades going forward."

Plans to pay for the facility have gone from requiring more than \$100 million in private donations to using one-third of that amount as a backstop to repay bond financing. CSU's ability to cover the bulk of debt payments relies on projections of the new stadium generating be-

See STADIUM, Page A4

2012 RENDERING



2013 RENDERING



2014 RENDERING



RUN DOWN IN OLD TOWN? NOT FOR LONG

BUSINESS As Old Town fills up, vacant and run-down properties are attracting the attention of developers looking to grab pieces of prime real estate. » Page E1



A NEW HOME FOR VETERAN

YOUR LIFE A disabled former Marine gets the keys to a new, accessible home in Windsor thanks to some generous donations. » Page D1

INSIDE



39/20 Snow possible in morning » D6

Business	E1-3
Daily Digest	A3
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Your Week	D3

Sunday (\$1.50)



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Stadium

Continued from Page A1

tween \$9.8 million and \$14.8 million in annual revenue via ticket sales, luxury seating, naming rights and more.

And in the three years since the idea was pitched, CSU has shifted the conversation on the stadium from simply being a launching point for national prominence of its athletic programs to being the most sound option for a needed, viable venue.

As CSU System Board of Governors Chairwoman Dorothy Horrell put it, "I've come to believe that the risk of not doing this is much greater than the risk of doing it."

But for opponents, this appears to be a stadium that was predestined to be built on campus.

Bob Keller, a CSU economics professor, described the stadium project as a speeding bullet train, ready to hit its destination no matter the ob-

stacles. And one being run by people without much to lose if it crashes.

"If you're wrong in this business, the Board of Governors and Tony (Frank) end up with egg on their face, but not with any financial risk," he said.

CSU's decision to back bond financing with an undisclosed amount of private donations differs from how one of the university's NCAA peers, the University of Minnesota, paid for its new stadium. CSU and Fort Collins officials have repeatedly cited TCF Bank Stadium in Minneapolis as an example of how a university balanced stadium construction with community concerns over location and cost.

There, the university secured a \$35 million naming right from the bank before the Minnesota Legislature approved the stadium, along with the \$10.25 million per year the state would pay. The university also secured \$86 million in private donations and a \$25-per-year student

fee to pay for the \$288.5 million project built in 2009.

This week, Frank will return to the board with details of a plan to fund construction of the stadium through the sale of \$220 million in revenue bonds, largely assured that it will receive approval. To get to this point, though, CSU has navigated a twisting path of stadium ideas, in which the target for everything from seating capacity to funding sources has shifted.

Where it was

When first announced in December 2011, CSU offered few details on a potential stadium. The following February, Frank and Graham pitched a stadium of 40,000 to 50,000 seats at an undetermined location on CSU's campus.

To help determine its location, and whether building the stadium would even be possible, an advisory committee was formed with a mandate that no state appropriations, tuition, fees or taxes be con-

sidered as potential funding sources. Consultants were also hired and, in August 2012, a feasibility report was brought into the world.

The result: A facility that would cost \$246 million for the athletic portion, plus another \$51 million for an alumni center and other associated projects. It would seat 42,000.

The study and CSU leadership also set a goal for fundraising: \$125 million in private donations — or just more than half the cost for the athletics portion of the stadium — would have to be raised by October 2014 for Frank to move forward.

"If we're at \$120 million and the donations are coming in a pretty steady line, I think I'd come forward and say I think this makes sense," Frank told The Denver Post in October 2012, around the time the proposal was introduced to the Board of Governors. "If we're at \$30 million and most of that was raised in the first year, then that would lead me to a very different conclusion."

His suggestion came at a time when CSU fundraising had a full head of steam: The university had recently capped off a half-billion dollar capital campaign, the largest fundraising effort in CSU history.

It was around that time when the state of Hughes Stadium began to come into play; basic maintenance would cost \$30 million over the next decade, CSU officials said. Mothballing the 32,500-seat stadium, which opened in 1968, would cost \$20,000 per year. Bringing the structure up to the bar Frank set for a new stadium would cost \$150 million or more. And that money would need to come from the university's general fund, Frank said, as new revenue opportunities and donor interest in Hughes had dried up.

That argument helped sway Tyler Shannon, founder of pro-new stadium group Be Bold.

"It was the only thing that made financial sense and sense for the future of the university," he said recently. "I think it was inevitable ... that a stadium was going to be built."

University spokesman Mike Hooker said Frank

would not talk to the Coloradoan about the history of the stadium project and how it reached where it is today.

Horrell, the CSU Board of Governors chairwoman and the only person authorized to speak on the board's behalf, said through a spokesperson that she had nothing to say beyond the dozens of pages of minutes from the past several years and hours of recorded testimony and discussion about the stadium during the board's December meeting.

Six months into 2013, athletic officials painted a rosy picture of fundraising, though the university maintained it had entered a "quiet phase" of the process with few details made public.

That June, Graham told the Post he was close to guaranteeing fundraising goals would be met and his confidence in success was "as close to 100 percent as you can get." The next month, he talked about how successful athletic programs, like Boise State's string of Cinderella runs in football Bowl Championship Series, bolstered the university's recruitment abilities and overall success.

Tying into that, Frank

See STADIUM, Page A5



Stadium

Continued from Page A4

pitched in October 2013 the idea of including a 55,000-square-foot academic component to the stadium, at a cost of \$17.5 million, or 25 percent less than what such a facility would cost as a standalone structure.

The proposal for the academic space preceded other changes: Seating dropped to 36,000 and total cost to \$226.5 million. The university's fundraising goal likewise dipped to \$100 million.

In March 2014, Frank reiterated the need for donors to pick up a hefty part of the tab to build the stadium.

It would "be hard to justify anything other than putting the plan on the shelf and, at least for the time being, move on," if those goals weren't met, he said.

Six months later, fundraising was reportedly at half of CSU leadership's goal with the self-imposed deadline mere days away, and that financing plan was indeed shelved. Still, Frank announced the university would advance its stadium effort.

It was a move Keller, the economics professor, said didn't sit well with him or other faculty members to whom he has spoken.

"I think it's a matter of trust, quite frankly," Keller said. "It was stated pretty clearly what was going to be done, and it wasn't done and it's still proceeding."

Where it is

In a campuswide email Frank sent in advance of the October 2014 meeting, which he jokingly dubbed "How the Stadium Turns," in reference to the daytime soap opera, he laid out four options for moving forward, making clear that building a stadium on campus was still possible and that it could be paid for without private funding cresting the \$100 million mark.

"To people who see the world in a binary fashion, fail-

CSU ON-CAMPUS STADIUM TIMELINE

DEC. 2011

Jack Graham hired as CSU athletic director, at least in part due to a vision of raising \$100 million or more to build an on-campus stadium.

AUG. 2012

Advisory committee delivers 177-page feasibility study; core facility would cost \$246 million, with \$51 million in additional cost for alumni center, parking and other construction; 42,000 seats and total capacity of 44,380.

AUG. 2014

Graham fired. CSU vice president writes in an email that "the decision is completely unrelated to the proposed stadium project."

OCT. 2014

Frank proposes four options for a useable football stadium: maintenance of Hughes Stadium (\$36 million to \$42 million); major renovation and expansion of Hughes (\$149 million to \$209 million); a private-public partnership used to pay for full-vision on-campus stadium (\$225 million); or bond-funded, phased-in on-campus stadium (\$180 million to \$198 million). He asks to have until December to evaluate the options.

FEB. 2015

Frank plans to present a financing plan, in which the stadium's \$220 million cost is borrowed, to the Board of Governors during its Feb. 4-6 meeting in Greenwood Village.

DEC. 2014

Board OKs Frank pursuing financing option with an 8-0 vote and one abstention. Board Treasurer Joe Zimlich, who abstained, said he could not support the stadium over concerns about cost.

MAR. 2012

ICON Venue Group hired for \$210,000

JUN. 2013

Graham says he's close to guaranteeing the fundraising effort's success. A CSU vice president reports that \$24.2 million had been raised.

NOV. 2013

Seating reduced to 36,000.

APR. 2012

Architecture firm Populous hired for \$139,000 to site and design stadium.

OCT. 2012

Frank lays out condition of needing to raise \$125 million in private donations within two years before moving forward — though he's clear it's not a firm goal.

JAN. 2014

\$40 million reported raised for stadium project.

JAN. 2015

CSU announces plans to begin construction of the stadium, at the northwest corner of Lake and Pitkin streets, this summer.

FEB. 2012

CSU Stadium Advisory Committee meets for first time; Graham pitches stadium seating of 40,000 to 50,000; initial cost estimates of \$100 million to \$200 million; CSU President Tony Frank tells committee state appropriations, tuition, fees and taxes will not be considered as funding sources for stadium.

OCT. 2013

Stadium revisions reduce the project's projected cost by \$20 million, to \$226.5 million. An academic space of 55,000 square feet is added to plans for an estimated cost of \$17.5 million, 25 percent less than it would cost as part of a standalone building. Frank says \$37 million will be raised by year's end.

SEPT. 2014

Frank says in a report to the Board of Governors only about \$50 million has been raised. Cost of athletic portion of stadium downgraded to \$220 million.

NOV. 2014

Frank writes premeeting memo recommending pursuit of the full-vision \$220 million on-campus stadium with use of bond financing. He writes that it can meet the criteria of "the lowest risk of any negative impact on the general fund."

ing to move ahead with the financing plan I outlined in October 2012 would imply that we will now fix up Hughes Stadium," Frank wrote. "... That is a legitimate option. But it is an option that causes me great concern."

Restoring or expanding Hughes would be a poor financial decision, Frank argued, because the university couldn't recoup associated costs. And no donors would chip in, meaning such a project would be fully funded by general-fund bonds, he said.

Two other options involved a new stadium: building it in

phases with money already raised and bonds for the \$195 million estimated cost; or entering a public-private partnership for a full \$220 million build.

Shannon, of the pro-stadium group, said it threw him for a loop.

"When Tony announced the four options, it was kind of, 'Oh are we moving forward or backward now?'" he said.

While still in support of the new stadium, he argues the four options should have come out at the beginning. At the least, it could have nipped

a lot of speculation in the bud.

Frank asked the board for two months to evaluate those options and how to best proceed. And two months later, with the Hughes options and the public-private route eliminated, Frank reached a new conclusion. It was framed to the Board of Governors in December as a question: "I wanted to ask, what is the risk if we did the full \$220 million project now?"

He was given the board's blessing to proceed in December and will return to present a financing plan to the board this week. In it, all pri-

ivate money raised — \$30 million, Frank said last week — will serve as a backstop if stadium revenues fail to meet annual bond amounts. Only Sen. John Kefalas, D-Fort Collins, objected to CSU's \$220 million bond plan Tuesday. He had too many questions that went unanswered and too many concerns about the university's debt load.

Keller also asked what will happen if revenues fail to materialize or costs exceed projections — does funding start to look more like that of the University of Minnesota's stadium, with student fees and

state funding filling in gaps?

"Tony (Frank) has gotten kind of locked in that there will be no general fund used to pay for this thing and student fees will not be raised to support this," Keller said. "... Will that turn out to be true if these projections don't come true?"

But based on those projections, along with what CSU officials describe as an evolving view on the viability of Hughes, a \$246 million stadium, half-funded by private donations, has become a \$220 million bond-funded stadium three years later.

GANNETT

Section 2

Real Estate/Facilities Committee

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA
February 5, 2015 – Denver**

*Governor Nancy Tuor, Committee Chair; Governor Dennis Flores, Committee Vice Chair;
Deputy General Counsel Jason Johnson, assigned staff*

1. Colorado State University Master Plan (Amy Parsons) Action (60 min)
2. Colorado State University Amended 2-Year Cash Project List (Amy Parsons) Action (5 min)
3. Colorado State University Program Plan Approvals (Amy Parsons) Action (20 min)
 - Medical Center Building
 - Anatomy-Zoology Addition
 - University Square Parking Structure
 - South Campus Surface Parking
4. Colorado State University Naming Policy and Guidelines (Tony Frank) Action (5 min.)

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

MATTER FOR ACTION:

Approval of the Colorado State University-Fort Collins Physical Development Master Plan “Road Map for the 21st Century”

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve the Colorado State University-Fort Collins 2014 Physical Development Master Plan.

EXPLANATION:

Presented by Amy L. Parsons, Vice President for University Operations:

Colorado State University – Fort Collins requests approval of the 2014 Physical Development Master Plan, “Road Map for the 21st Century.” The legislative mandate for a campus physical master plan comes from CRS 23-1-106 (3), which requires the Department of Higher Education to “review and approve master planning and program planning for all capital construction projects of institutions of Higher Education.” Department of Higher Education policy requires campuses to update their Master Plan every ten years. The current Master Plan was approved by the Board of Governors in May 2004 and approved by DHE in April 2005. This Master Plan revision has been in progress since January 2012 and has been presented at over 150 campus and community outreach events.

The Master Plan is a document that will guide the University in sensible growth for the next ten years, while focusing on the University’s Mission and Strategic Goals. More detail can be found in the attached Summary.

The full Master Plan is posted at http://www.fm.colostate.edu/files/forms/2014_Masterplan.pdf.

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

**SUMMARY OF COLORADO STATE UNIVERSITY PHYSICAL DEVELOPMENT
MASTER PLAN**

The Master Plan is a living document that will guide the university's growth over the next ten years. The focus of the plan is in providing space, facilities, and infrastructure to support the University's mission and strategic goals as the campus grows to an eventual 35,000 resident instruction students. The plan includes vehicular, public transit, bicycle and pedestrian improvements, as well as new buildings and utility infrastructure. The University is committed to sustainable growth and will continue to construct LEED certified buildings, while also investing in sustainable energy use and increased public transportation.

Each of the major campuses (Main, South, Foothills) have a framework for growth that recognizes existing districts (types of use) and the current mix of green space, buildings and hardscape. The general intent for future growth is to increase building density while maintaining green space and views. Open space and views of the foothills provide some of the defining characteristics of the CSU campus and are intentionally maintained in this master plan. Parking will continue to move towards the edges of both the Main and South campuses as they build out. Both campuses will be increasingly pedestrian centered with improved public transit options, such as increased bus service and the "Around the Horn" shuttle service.

Recent planning efforts that have informed this document include a Housing and Dining Master Plan (January 2009), a Parking and Transportation Master Plan (April 2014) and a Bicycle Master Plan (December 2014). Several colleges have also completed plans for anticipated growth.

The Master Plan has been presented at over 150 outreach events in the City of Fort Collins and on campus. Our master plan effort has corresponded with city efforts to develop a West Central Area Plan (adjacent to main campus) and a new city-wide bike plan. We have worked closely with planning staff at both the City of Fort Collins and Larimer County to address issues that campus growth will bring to the area.

Approved

Denied

Board Secretary

Date

Colorado State University

2014 Physical Development Master Plan

“Road Map for the 21st Century”



FEBRUARY 2015



How Does the State Use the Master Plan?

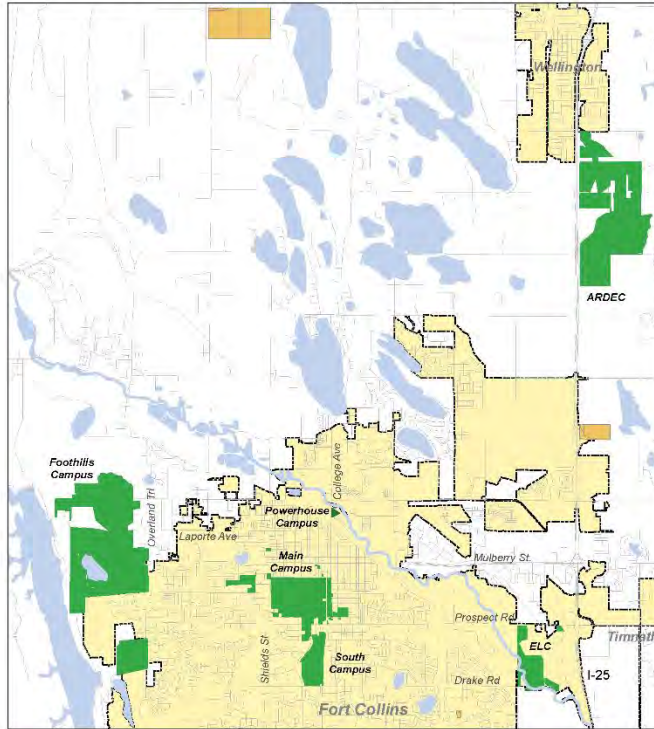
162

- The Master Plan is the guidance that ensures that future growth is well planned and anticipates that future growth development need happen within an established framework
 - *This Master Plan works within the framework of the previous Master Plans of the last 45 years, and guides the character of future growth through its companion document the “University Aesthetic Guidelines”*
- Confirmation that there has been a comprehensive and collaborative process with University stakeholders in the development of the Master Plan.
 - *Over 150 presentations to stakeholders, as well as joint CSU and City of Fort Collins planning collaborations on adjacent neighborhood plans*

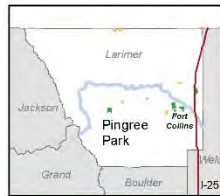


What Are the Properties Controlled by the CSU Master Plan? 163

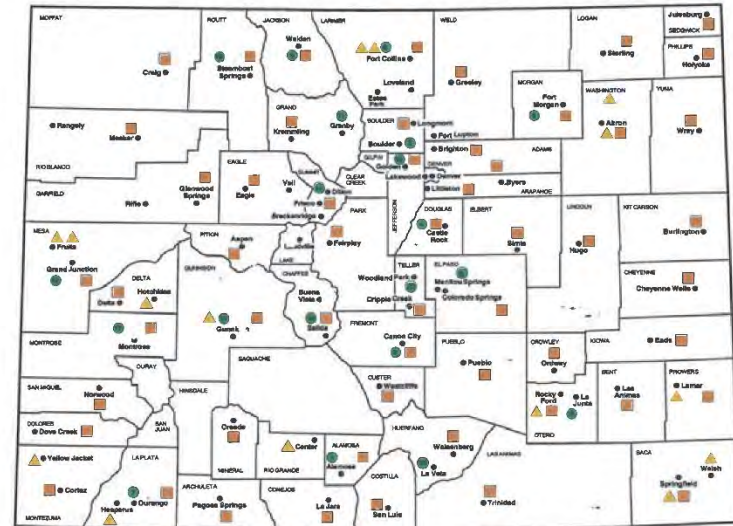
The Master Plan provides guidance for the Larimer County campuses, as well as land holdings throughout the State of Colorado.



- Local Campuses
- Other CSU Landholdings
- City Limits for Fort Collins, Wellington, and Timnath



COLORADO COUNTY MAP OF OUTLYING AREAS



- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ▲ Agricultural Experiment Stations (AES) 1. Arkansas Valley Research Center 2. Eastern Colorado Research Center 3. Fruit Research Center 4. Mountain Meadow Research Center 5. Orchard Mesa Research Center 6. Ft. Collins Research Center 7. Rogers Mesa Research Center 8. San Juan Basin Research Center 9. San Luis Valley Research Center 10. Southeastern Research Center 11. Southeastern Regional Research/Extension Office 12. Southwestern Research Center 13. USDA Central Great Plains Research Station 14. APIS/Main Station 15. Agricultural Research, Development, and Education Center | <ul style="list-style-type: none"> ● Colorado State Forest Service District Offices 1. Adams County 2. Arapahoe County 3. Archaic County 4. Baca County 5. Bent County 6. Boulder County 7. Chaffee County 8. Cheyenne County 9. Conejos County 10. Costilla County 11. Crowley County 12. Custer County 13. Delta County 14. Denver County 15. Dolores County 16. Douglas County 17. Eagle County 18. El Paso County 19. Elbert County 20. Fremont County 21. Garfield County 22. Grand County 23. Gunnison County | <ul style="list-style-type: none"> ■ Cooperative Extension County Offices 24. Huerfano County 25. Jackson County 26. Jefferson County 27. Kiowa County 28. Kit Carson County 29. La Plata County 30. Larimer County 31. Las Animas County 32. Lincoln County 33. Logan County 34. Mesa County 35. Mineral County 36. Moffat County 37. Montezuma County 38. Montrose County 39. Morgan County 40. Otero County 41. Park County 42. Phillips County 43. Pitkin County 44. Prowers County 45. Pueblo County 46. Rio Blanco County 47. Rio Grande/Saguache Counties 48. Routt County 49. San Miguel/West Mosquito Counties 50. Sedgwick County 51. Summit County 52. Teller County 53. Washington County 54. Weld County 55. Yuma County |
|---|--|---|

CSU MASTER PLAN PROPERTIES

Colorado State University

Guiding Principles

164



- **Strategically Plans for 35,000 Students (Resident Instruction Students)**
- **Colorado State University will continue to be the university of choice by Colorado High School seniors, and increase the proportion of out-of-state and international students**
- **Assumes that the physical campus will continue to be an important factor in the “total university experience”, even as online instruction grows**
- **Acquisitions of property will be targeted and limited in scope**
- **Growth will be mindful of impacts on tuition**
- **Growth will occur within a framework that provides a physical environment that encourages a sense of community between faculty, staff and students**
- **The physical campus will remain flexible towards the changing environment and needs**
- **Continuing investment in maintaining current assets is required**

Master Plan Adopts Sub-Area and System Plans 185

Foothills Campus Master Plan

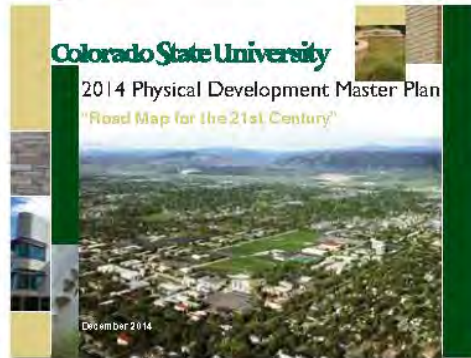
South Campus Master Plan

Bike Master Plan

Transportation and Parking Master Plan



Housing & Dining Master Plan



Master Drainage Plan



Individual College Master Plans



State Forest Service Master Plan

MASTER PLAN PROCESS

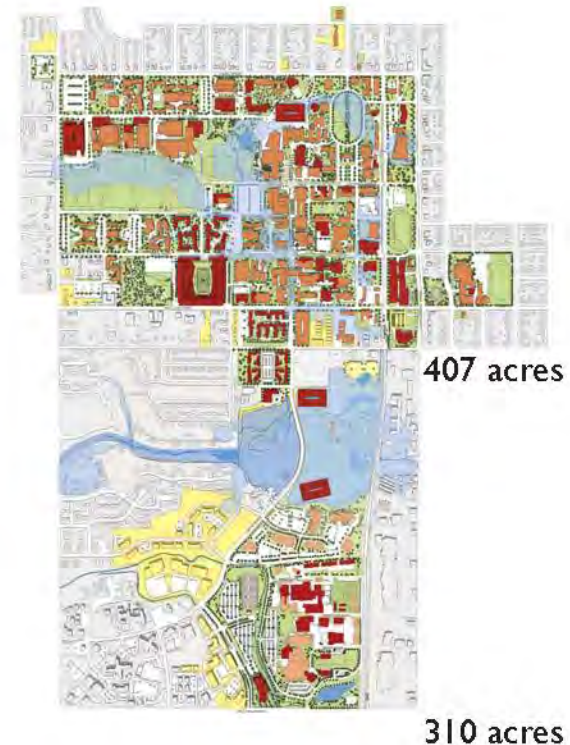
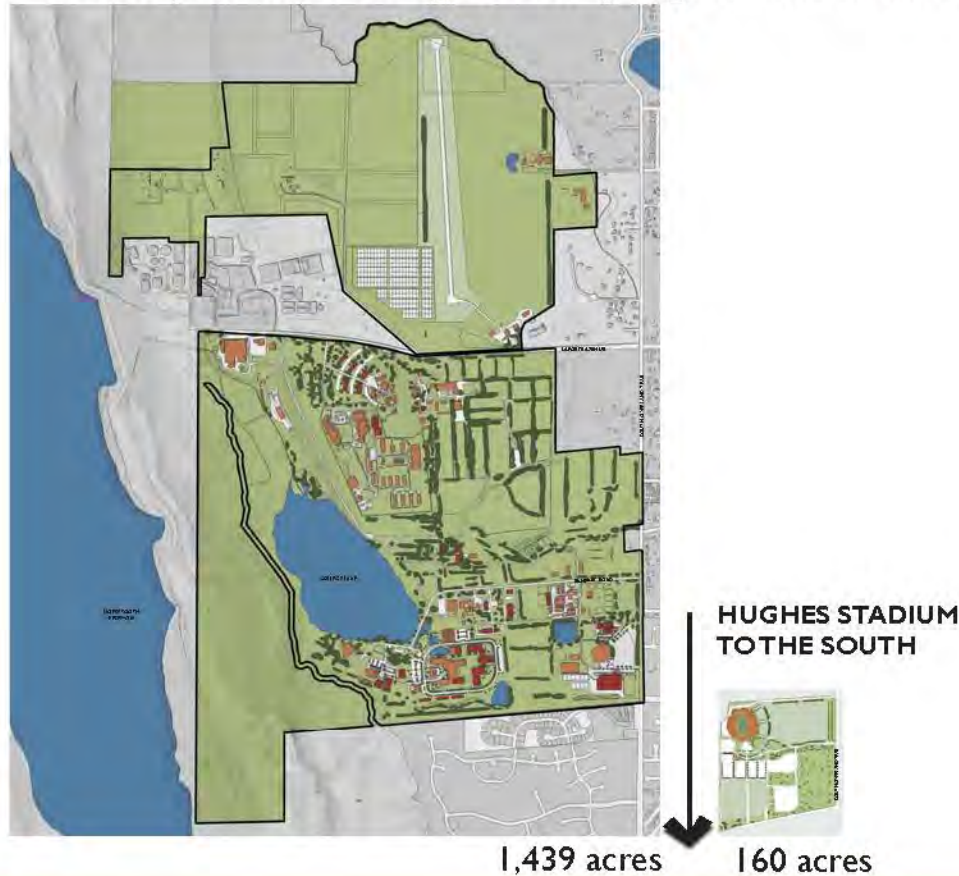
Colorado State University

FEB. 2015

With the last Master Plan update (2004), 166 the Board of Governors Set Forth Direction to:

- Improve physical facilities
- Create unified, cohesive campuses
- Engage with open spaces
- Create unified, coherent architecture and environments

Over the past decade significant progress has been made toward realizing all of these goals.



LEGEND

- | | | | |
|---|----------------------|---|--------------------------------|
|  | Existing Buildings |  | University-Controlled Property |
|  | New/Future Buildings |  | CSURF-Controlled Property |

FOOTHILLS, MAIN & SOUTH CAMPUS
MASTER PLANS 2014
Colorado State University



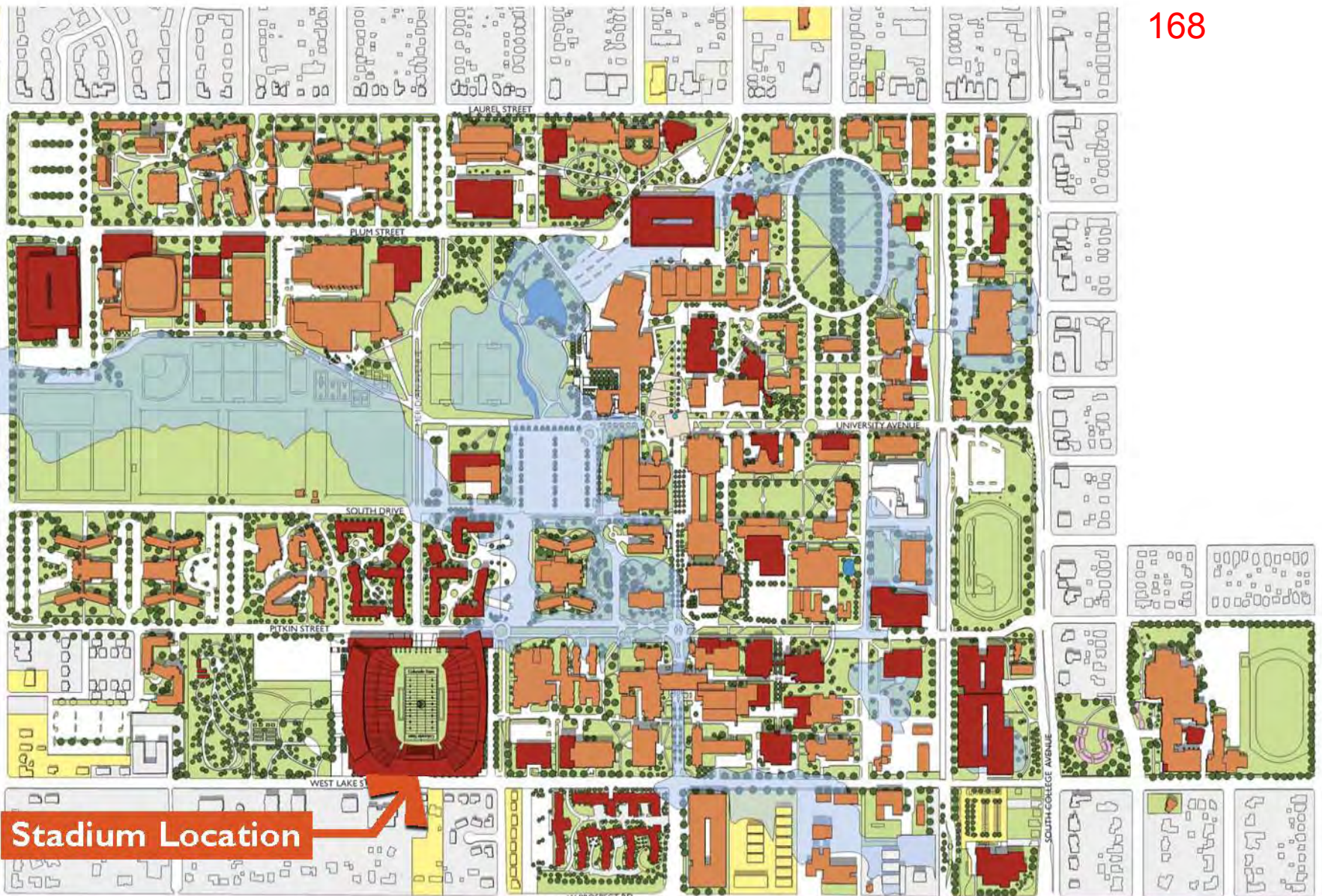
MAIN CAMPUS

GUIDING PRINCIPLES

- **75% of the Projected 35,000 Student Campus Development Will Occur on Main Campus**
- **Limited Land Acquisition**
- **Campus Will Maintain Historic Character and Setting**

IMPLICATIONS

- **Alternative Transportation Will Play a Greater Role**
- **Parking Supply Will Be Challenged**
- **Utility Infrastructure Needs Investment**
- **“Town and Gown” Relationships Will Be Even More Important**



Stadium Location



LEGEND

-  Existing Buildings
-  New/Future Buildings
-  University-Controlled Property
-  CSURF-Controlled Property

35,000 Students
**MAIN CAMPUS:
 MASTER PLAN 2014**
 Colorado State University



trees: 4,590

Trial Gardens 1%
5 acres

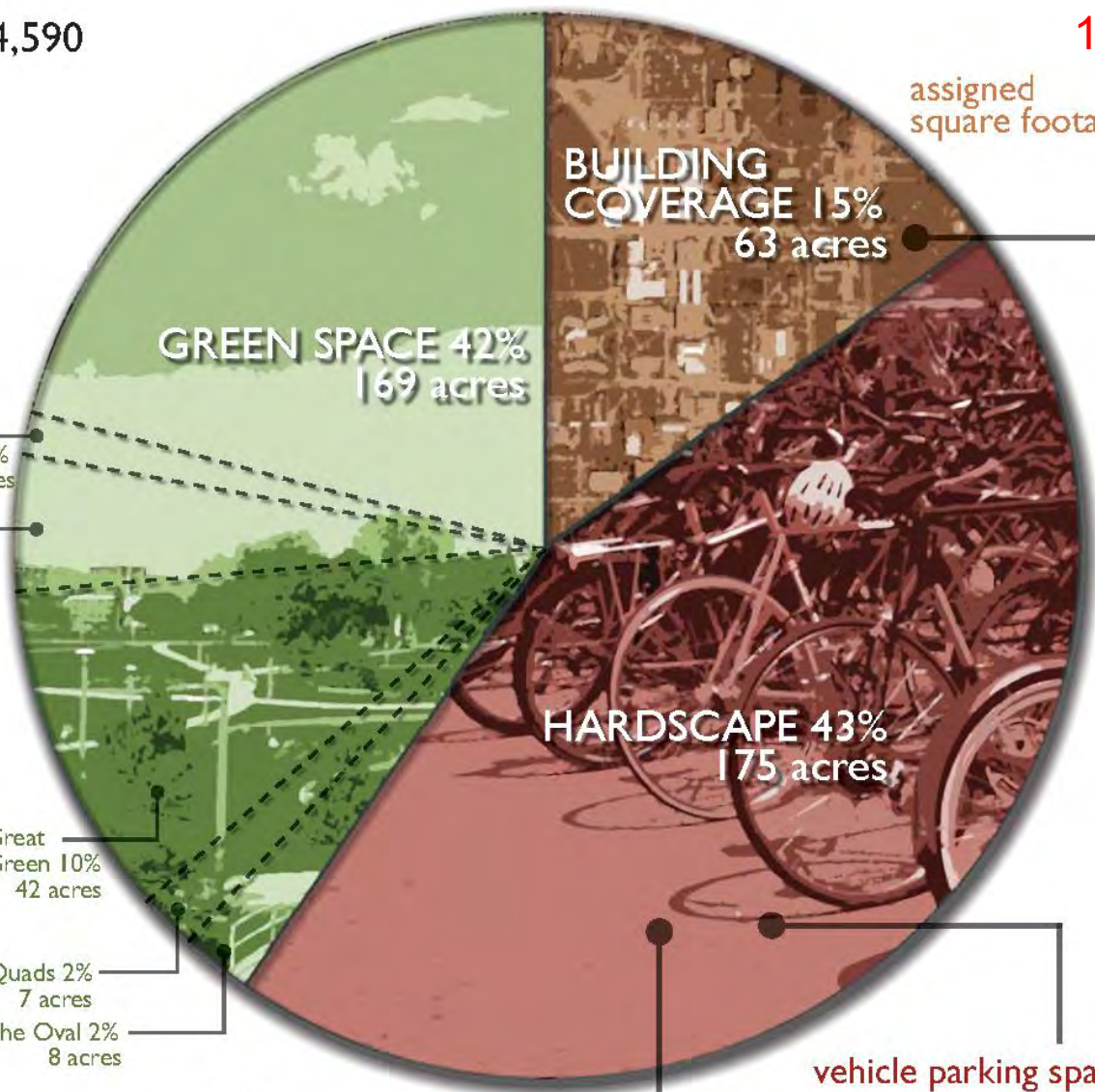
Green Edges 4%
17 acres

Great Green 10%
42 acres

Quads 2%
7 acres

The Oval 2%
8 acres

total acreage: 407



169

assigned square footage: 6,225,727

BUILDING COVERAGE 15%
63 acres

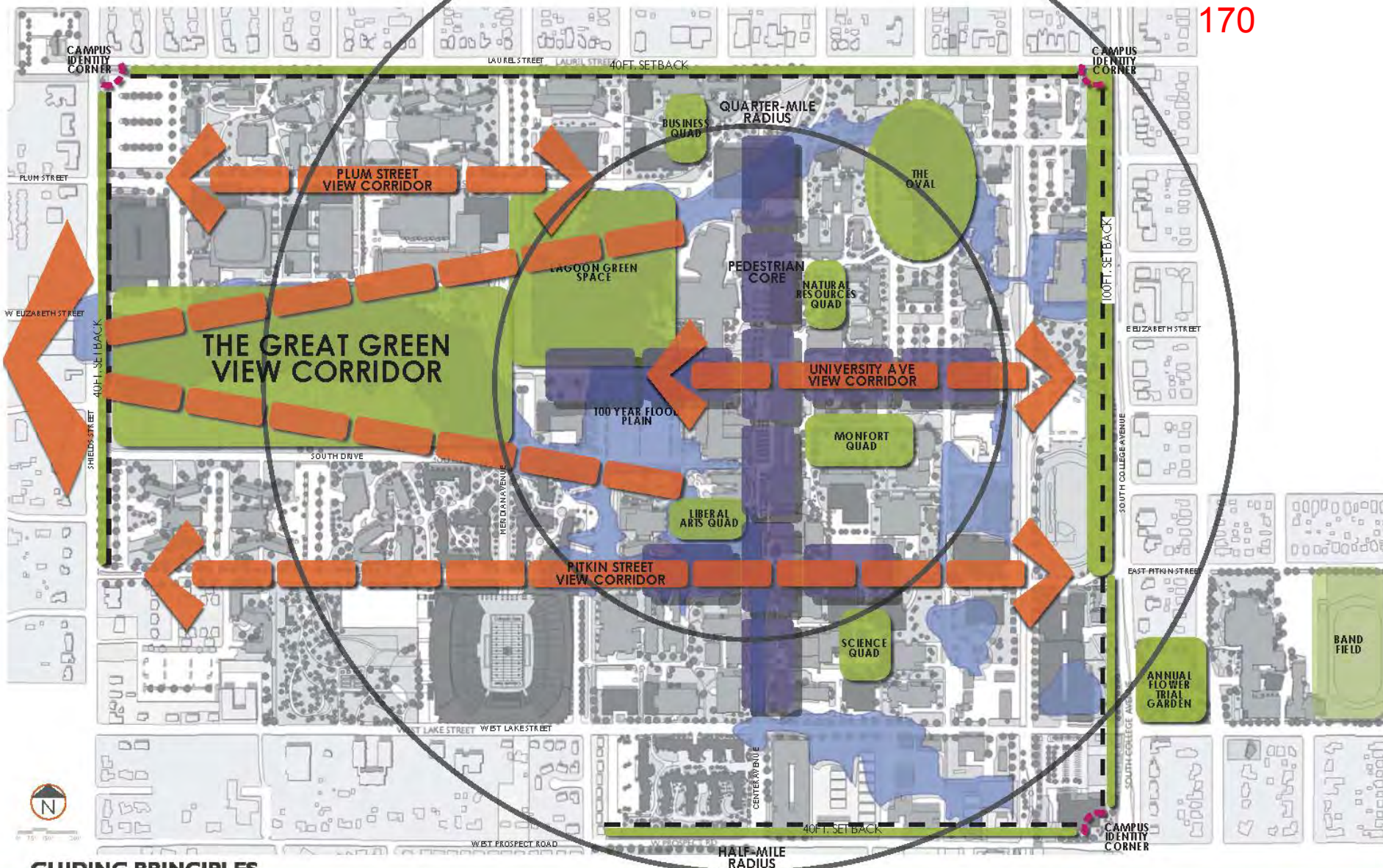
GREEN SPACE 42%
169 acres

HARDSCAPE 43%
175 acres

vehicle parking spaces: 10,798

bicycle parking spaces: 13,860

27,000 Students
MAIN CAMPUS:
CURRENT CONDITIONS 2014
Colorado State University



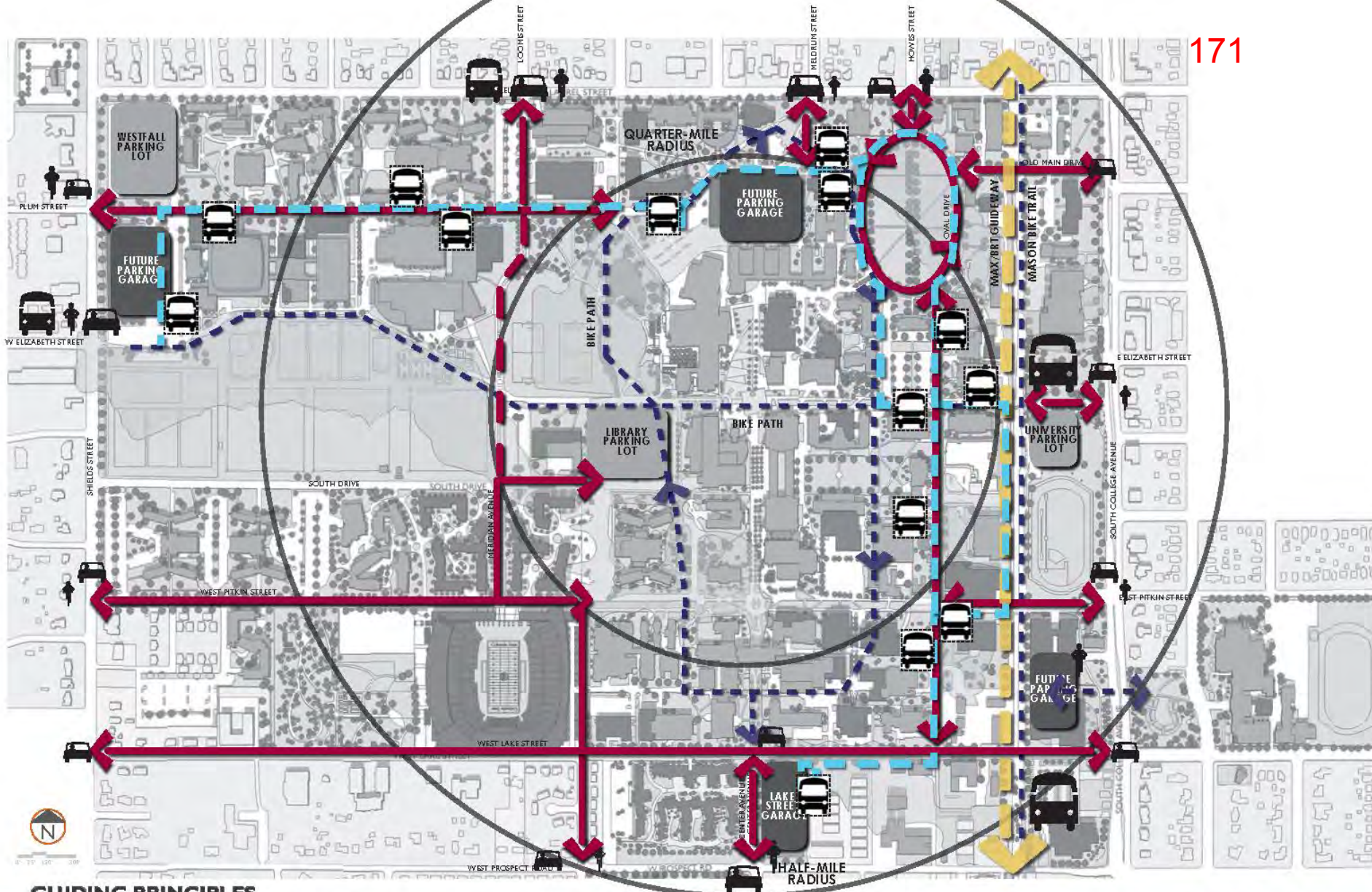
GUIDING PRINCIPLES

- Restrict Development in 100 Year Flood Plain
- Maintain + Reinforce Green Quads + Open Spaces
- Establish Green Setbacks at Campus Edges
- Expand + Reinforce Pedestrian Core/Plaza
- Preserve + Reinforce View Corridors

Pedestrian + Green Space: 35,000 Students

**MAIN CAMPUS:
FRAMEWORK DIAGRAM**

Colorado State University



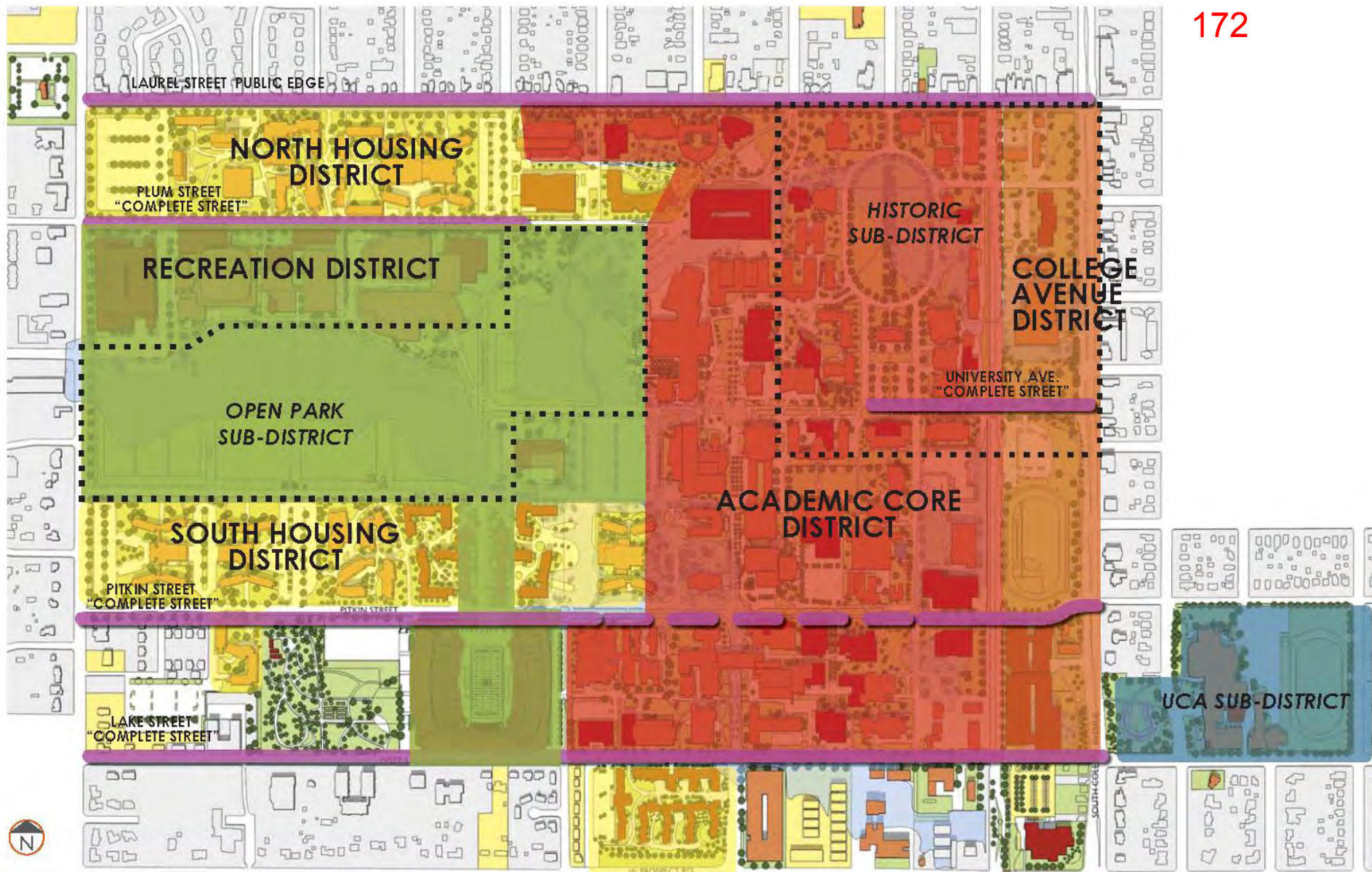
GUIDING PRINCIPLES

- Make Campus Permeable to the Community
- Maintain Vehicle Access
- Provide Parking at Campus Edges + Key Internal Locations
- Establish Mass Transit Centers
- Develop Internal Campus Transit
- Maximize Alternative Modes of Transportation

LEGEND

- Vehicular
- MAX Bus Rapid Transit
- Campus Shuttle
- Bike Path

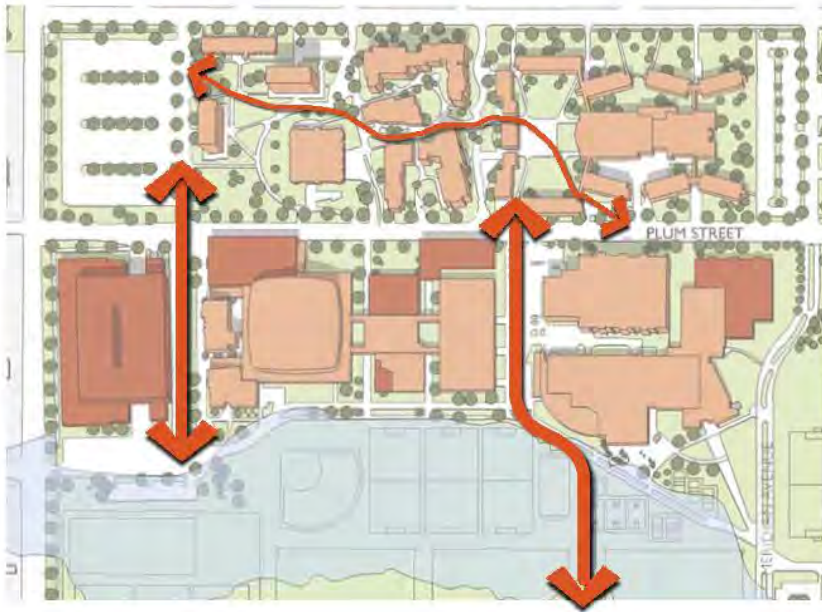
Access + Transit: 35,000 Students
**MAIN CAMPUS:
 FRAMEWORK DIAGRAM**



CAMPUS DISTRICTS

URBAN & ARCHITECTURAL
 DESIGN CONSIDERATIONS
 Colorado State University

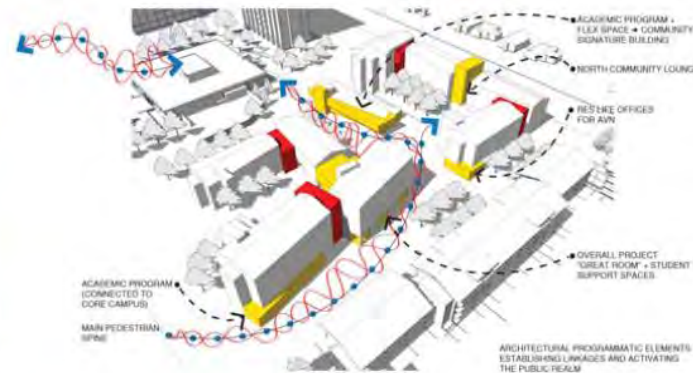
Example of Master Plan¹⁷³ Detail: “Village Way” Concept



Establish internal “mid-block” community spaces.



Create a welcoming sense of arrival and strong indoor-outdoor connections.



Locate academic, recreational, student life functions at high traffic areas. Find ways to interconnect exterior spaces with interior functions to build synergies between inside and outside.

- An internal pedestrian way activated by uses
- The Laurel Village Pavilion/Amphitheater as a mid-block community space

SOUTH CAMPUS

GUIDING PRINCIPLES

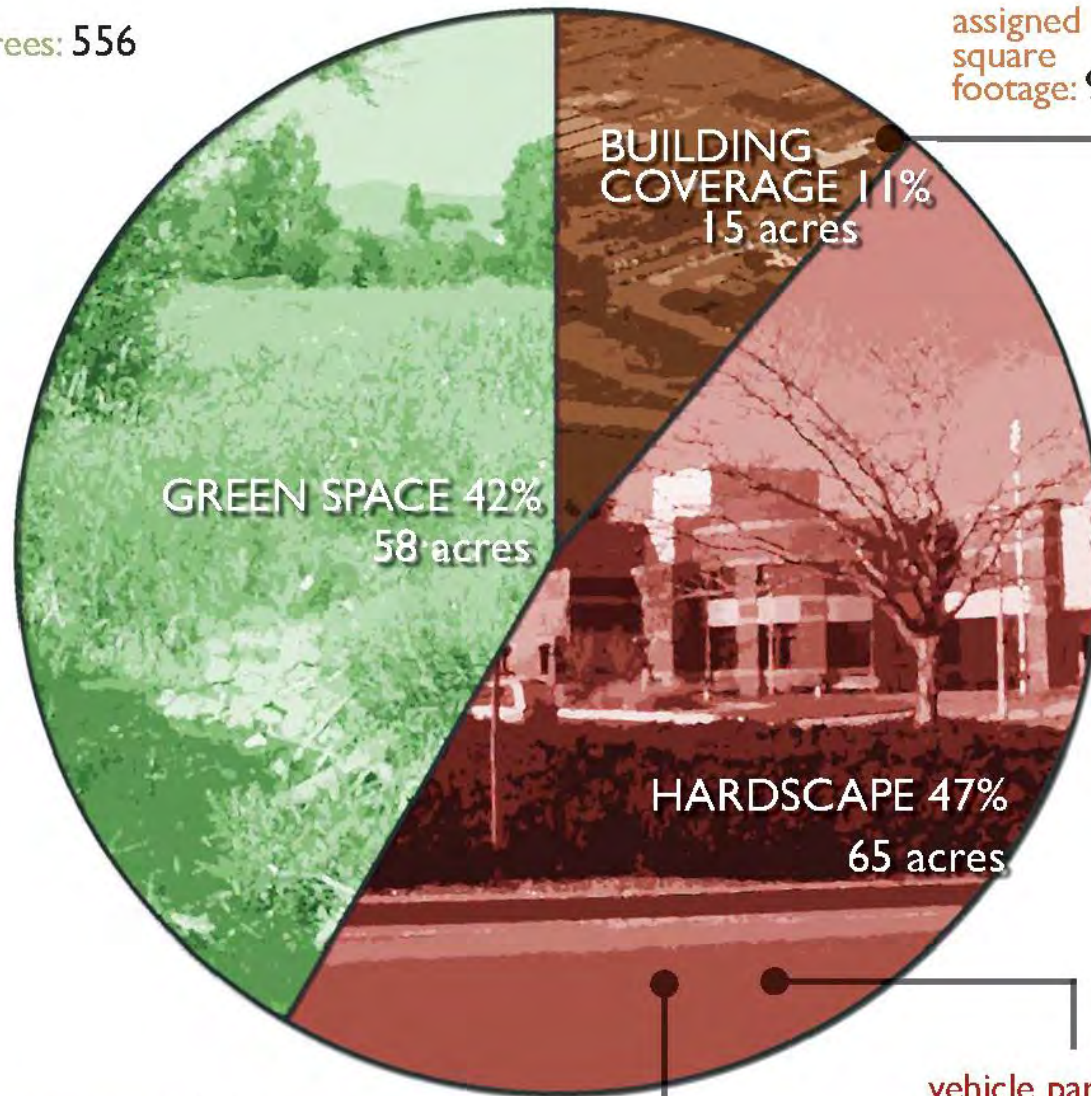
- **“Build Out” of South Campus Will Be Realized in 10 Years**
- **Future Development Will Portray a Modern Teaching and Research Hospital**
- **South and Main Campuses Should Be Further Integrated into a Unified Physical Campus**

IMPLICATIONS

- **Expansion Potential is Limited**
- **Alternative Transportation between South and Main Campuses Will Play a Greater Role**
- **Parking Supply Will Be Challenged**
- **Utility Infrastructure Needs Investment**

trees: 556

assigned square footage: 175
902,677



total acreage: 138
(VTH Campus)

vehicle parking spaces: 879

bicycle parking spaces: 172

27,000 Students
SOUTH CAMPUS:
CURRENT CONDITIONS 2014
Colorado State University





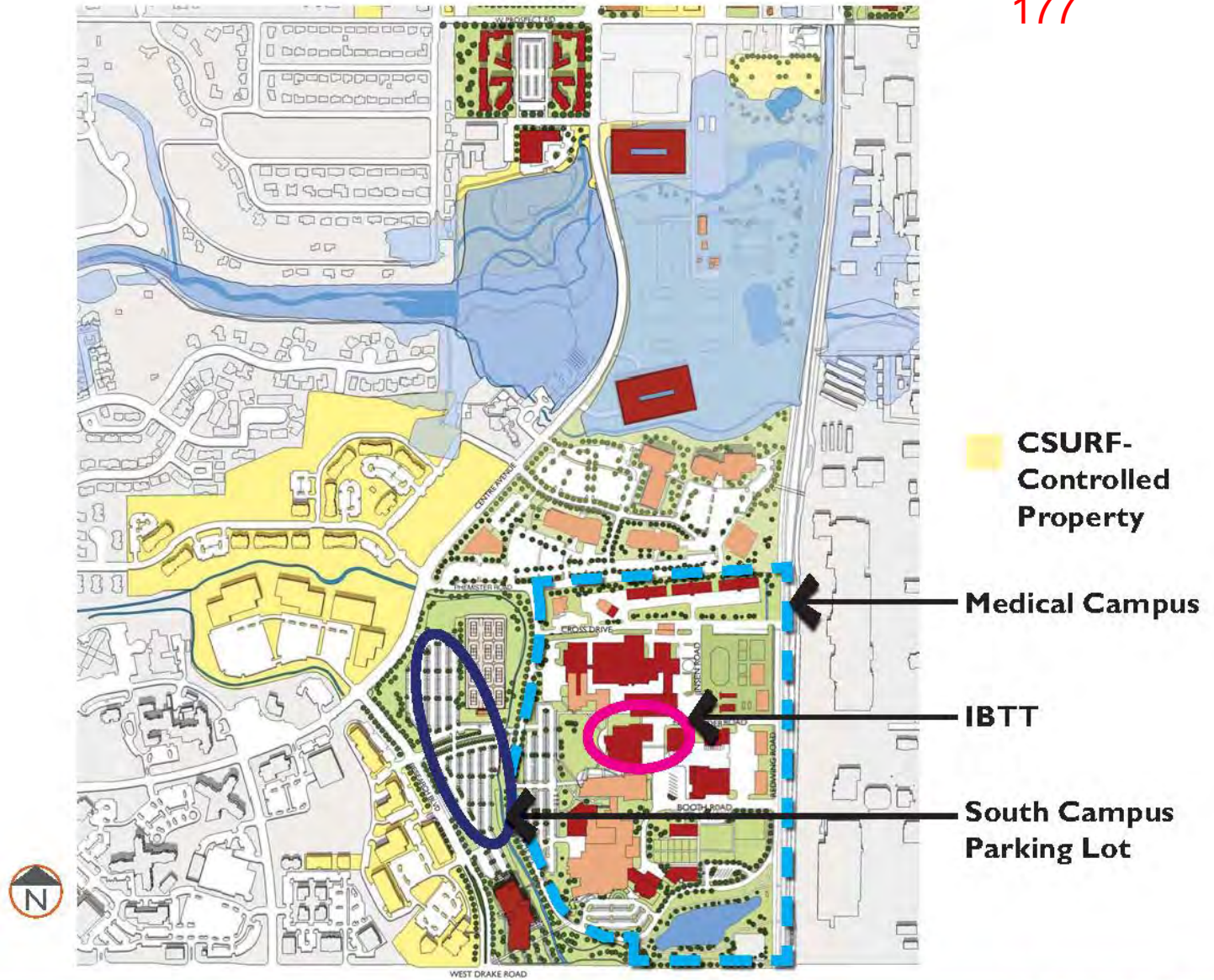
GUIDING PRINCIPLES

- No Development in 100 Year Floodway
- Maintain + Reinforce Green Quads, Open Spaces
- Establish Green Setbacks at Campus Edges
- Establish Pedestrian + Bike Gateways
- Establish Mass Transit Centers
- Preserve + Reinforce View Corridors

LEGEND

- View Corridor
- Multi-Use Trail
- Vehicular
- Bus Transit
- MAX Bus Rapid Transit
- Multi-Use Trail

35,000 Students
**SOUTH CAMPUS:
 FRAMEWORK DIAGRAM**
 Colorado State University



FOOTHILLS CAMPUS

GUIDING PRINCIPLES

- **Foothills Campus Supports Main and South Campuses - Research-Based, Limited Teaching Focus, No Student Housing**
- **Retain Agricultural/Rural Character**
- **Emergency Response, Incident Command Center, Christman Field Have Great Public Value and Shall Remain**
- **Federal, State and City Inholdings to Remain and Located out of Public Eye and Access**

IMPLICATIONS

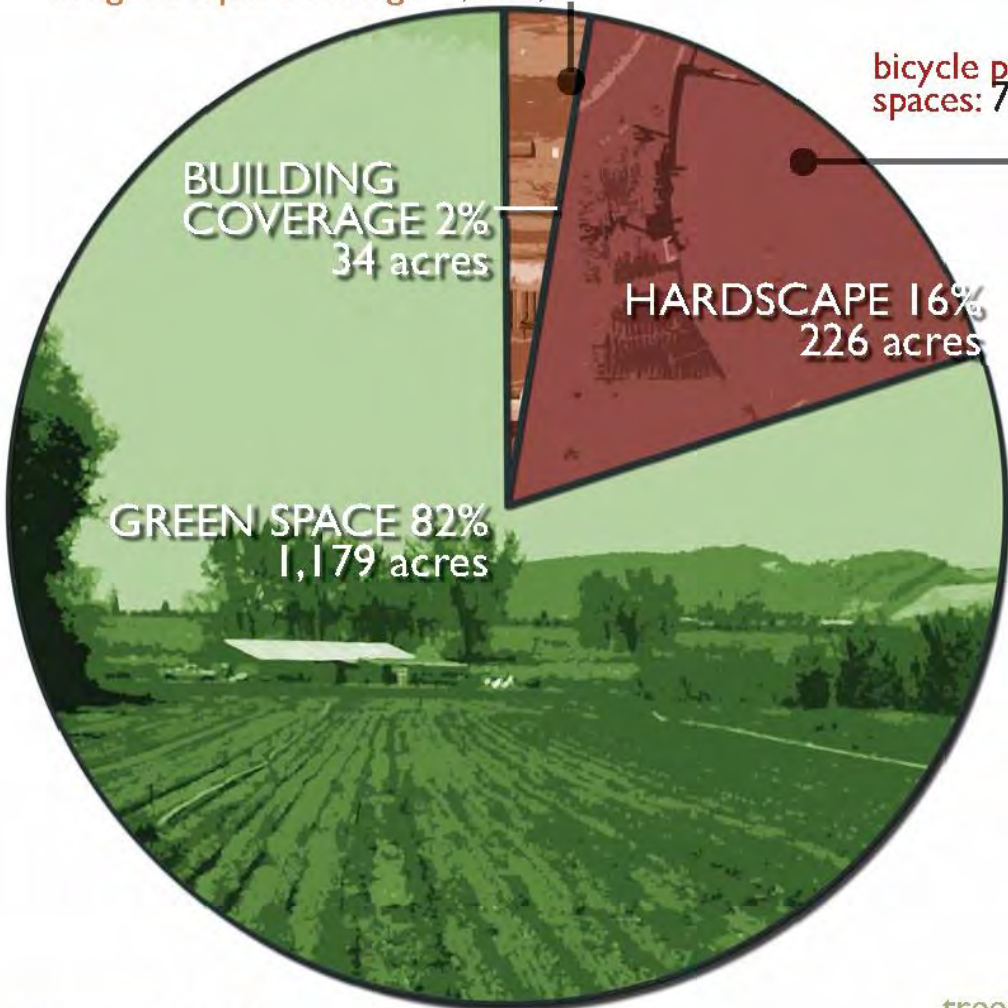
- **Unresolved Future Development Pattern, Especially North of Laporte Avenue**
- **Will Agricultural Uses Be Maintained over the Long Term?**
- **Access and Security Will Become Greater Concerns**



assigned square footage: 1,209,881

179

bicycle parking spaces: 761



total acreage: 1,439*
not including Hughes

trees: 785



GUIDING PRINCIPLES

- Allocated Land for Animal Research, Preserved Land for State Forest Nursery
- Maintain + Reinforce Green Quads, Open Spaces
- Establish Green Setbacks at Campus Edges, Waterways + Water Bodies
- No Development in Foothills Zone
- Establish Pedestrian + Bike Gateways
- Preserve + Reinforce View Corridors
- Establish Mass Transit

LEGEND

- Vehicular
- Bus Transit
- Multi-Use Trail

35,000 Students
**FOOTHILLS CAMPUS:
 FRAMEWORK DIAGRAM**
 Colorado State University



**HUGHES STADIUM
TO THE SOUTH**



LEGEND

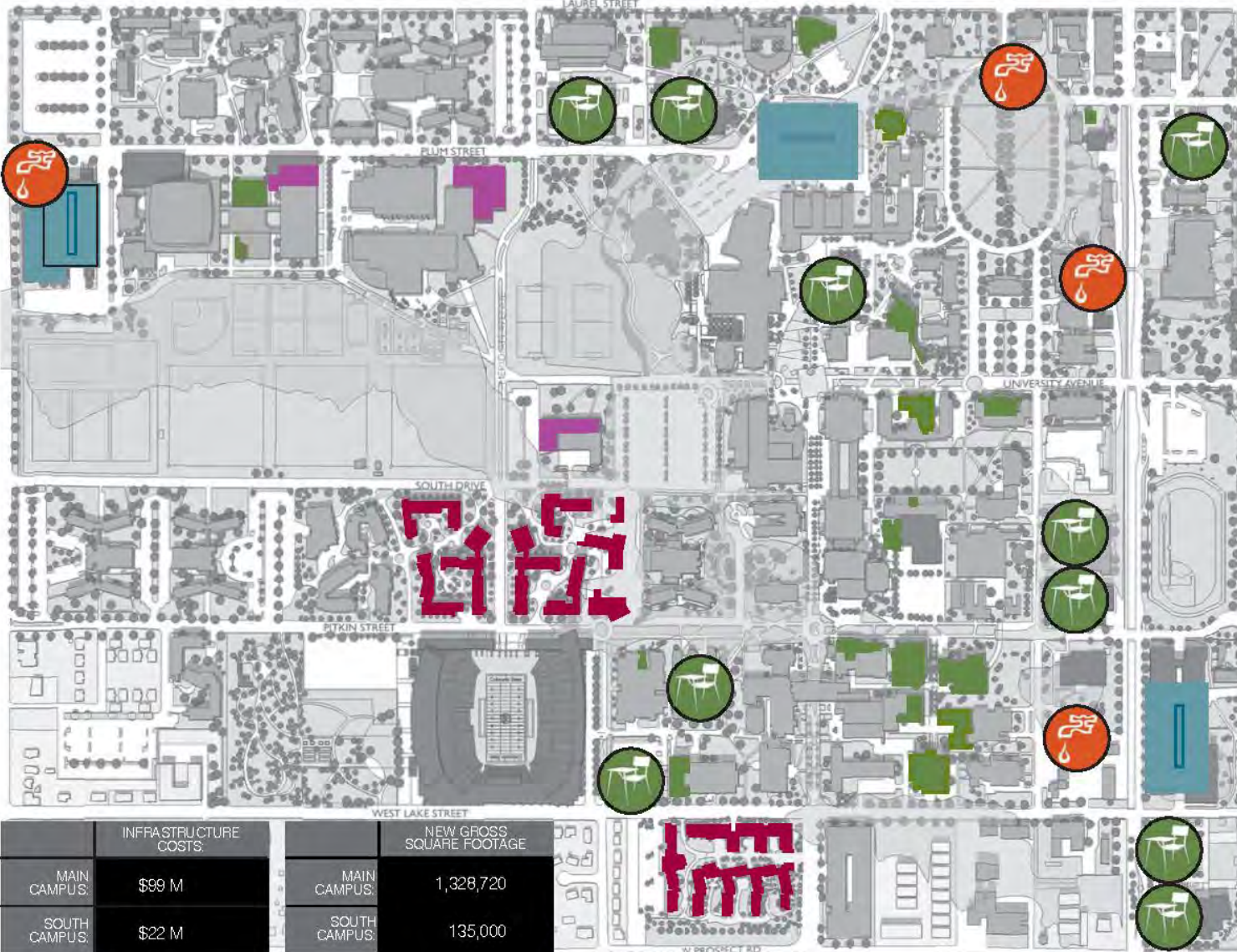
-  Existing Buildings
-  University-Controlled Property
-  New/Future Buildings

35,000 Students
**FOOTHILLS CAMPUS
 MASTER PLAN 2014**
 Colorado State University

LEGEND

- RESIDENT INSTRUCTION
- STUDENT HOUSING
- STRUCTURED PARKING
- INFRASTRUCTURE
- AUXILIARY

SUMMARY 2014-2024



	INFRASTRUCTURE COSTS		NEW GROSS SQUARE FOOTAGE
MAIN CAMPUS	\$99 M	MAIN CAMPUS	1,328,720
SOUTH CAMPUS	\$22 M	SOUTH CAMPUS	135,000
FOOTHILLS CAMPUS	\$40 M	FOOTHILLS CAMPUS	365,000
TOTAL	\$161 M	TOTAL	1,828,720

RESEARCH GSF EMBEDDED IN RI:
355,600

Building Plan 2020
Colorado State University

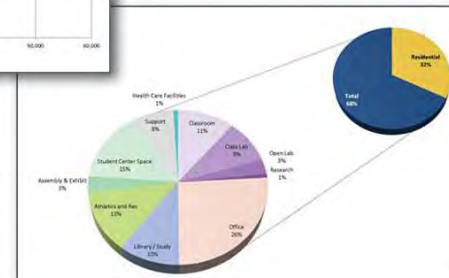
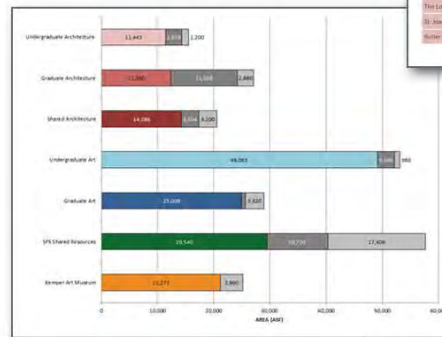
	GROSS RI SQUARE FEET	PARKING	BEDS	FACULTY	STUDENTS	STUDENT:FACULTY RATIO
CUMULATIVE:	1,828,720	4,140	2,620	444	8,000	2012-2024: 18:1
TOTAL:	7,941,915	16,063	7,920	1,984	35,000	

Space Utilization Study

- A space utilization study is comencing, conducted by the architectural and planning firm **Ayers Saint Gross**



BUILDING	PRESENT USE	DATE BUILT	GROSS SQUARE FOOTAGE	NUMBER OF STORIES	TOTAL SCORE
Lee Center	Book Store, Reception, Admissions	1999	79,027	3	46
Student Center	Academic Offices	1962	117,829	4	34
Parade Garage	Parking	1991	80,441	4	34
Research Library	Library Offices	1990	56,301	4	32
Long Hall	Student Housing, Offices	1960	34,200	3	21
Chapel	Chapel, Student Apartments	1951	1,428	2	16
Miss House	Student Housing	1930	13,612	1	30
Garland Hall	Academics	1973-1985	26,511	2	38
Spaulding Hall	Academic, Housing, Offices	1968	86,213	4	38
Garland Hall	Student Housing, Offices	1962	30,653	6	34
Garland Hall	Offices	1990	6,901	2	18
The Lodge	Offices	1947	11,047	2	26
St. Joseph Hall	Academic, Offices, Housing	1951	5,398	2	24
Keller Hall	Planning, Academic, Office	1965-55	17,630	5	27



Master Plan documents can be found on the
Facilities Management website:

www.fm.colostate.edu/construction
Under “Documents of Interest”

The screenshot shows the Colorado State University Facilities Management website. The header includes the logo and a navigation bar with categories: Streets, Grounds, Vehicles & Transportation, Buildings, Construction & Planning, and Facilities Information. The main content area is titled 'Planning, Design & Construction' and is divided into several sections:

- Basic Information:**
 - Planning, Design & Construction Overview
 - Approvals and Program Plans
 - Code Compliance Information
 - Construction Standards
 - Master Plan Information
 - Physical Development Committee (PDC)
- Project Information:**
 - Capital Improvement Projects Website
 - Current Construction, Design, & Consulting Advertisements (State of Colorado)
- Services:**
 - Construction Project Management
 - Design Services
 - Landscape Architecture
 - Remodel & Construction Services - \$500k
 - Request for Job Estimates and Job Quotes - \$500k
- Documents of Interest:**
 - Aesthetic Guidelines
 - Main Campus Master Plan 2012 Update
 - Main Campus Master Plan 2004
 - Fort Collins West Central Area Plan
 - Certificate of Contractor Payment
 - A/E/Consultant Authorization for Payment
 - Change Order Bulletin
 - Change Order Daily
 - Change Order Proposal
 - Reporting Requirements for Public Projects as per HB13
 - Parking and Transportation Master Plan (TAMP)
 - Housing and Dining Services Master Plan (DSMP)
 - Colorado State Forest Service Master Plan (TAMP)
 - College of Business Master Plan (TAMP)

A green arrow points to the 'Documents of Interest' section. The right sidebar contains 'Main Navigation' and 'Quick Links' sections.

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

MATTER FOR ACTION:

Approval of the Colorado State University-Fort Collins FY16 Two-year cash list, Amendment #1

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve the Colorado State University-Fort Collins FY16 Two-year cash list, Amendment #1.

EXPLANATION:

Presented by Amy L. Parsons, Vice President for University Operations:

Colorado State University – Fort Collins requests approval of Amendment #1 to the FY16 Two-year cash list, as approved by the Board of Governors in June 2014. This amendment includes the On-Campus Multipurpose Stadium as well as the University Square Parking Structure, South Campus Parking lot, Medical Center Building and Equine Veterinary Teaching Hospital. A conservation easement and several smaller projects on south campus have also been identified in support of the Equine Veterinary Teaching Hospital.

Approved

Denied

Board Secretary

Date

Two-year cash list, Amendment #1

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

CSU Fort Collins FY 15-16 2-year cash list Amendment #1				
1/15/2015				
Amendment 1				
Campus	Project Name	Cash Funds	BOG 2 yr cash list approval	BOG program plan approval*
CSU	Biology	\$81,600,000	Jun-14	May-14
CSU	University Art Museum Addition	\$3,000,000	Jun-14	No program plan required
CSU	Institute for Biological and Translational Therapies (IBTT)	\$65,600,000	Jun-14	No program plan required
CSU	Agricultural Education Center	\$4,300,000	Jun-14	Dec-13
CSU	LSC West Lawn and Lagoon	\$2,000,000	Jun-14	No program plan required
CSU	Bay Farm parking lot construction	\$3,000,000	Jun-14	No program plan required
CSU	Health and Exercise Science Classroom Addition	\$2,000,000	Jun-14	No program plan required
CSU	Pathology Prion Lab Renovations	\$2,600,000	Jun-14	No program plan required
CSU	South Campus parking lot construction***	\$5,400,000		pending
CSU	University Square Parking Structure	\$37,500,000		pending
CSU	Medical Center Building	\$59,000,000		pending
CSU	Anatomy Zoology Addition	\$21,100,000		pending
CSU	Multipurpose On-campus Stadium	\$220,000,000		No program plan required
CSU	Equine Veterinary Teaching Hospital	\$46,400,000		No program plan required
CSU	Animal Care Facility-South campus	\$6,800,000		No program plan required
CSU	Sheep/Goat Barn-South campus	\$4,700,000		No program plan required
CSU	South Campus Infrastructure improvements	\$10,000,000		No program plan required
CSU	Ingersoll Hall Renovations	\$4,000,000		No program plan required
CSU	Sawtooth Mountain Conservation Easement	\$3,000,000		No program plan required
<i>*Program plans are not required for cash funded projects that will not be bonded under the Intercept Program</i>				
** Shaded items were approved in June 2014				
***This project was originally called the Bay Farm Parking lot, estimated at \$3M and approved by the BOG in June 2014 Project scope was increased to include a bridge over Larimer County #2 ditch				

Two-year cash list, Amendment #1

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

MATTER FOR ACTION:

Approval of the Colorado State University-Fort Collins Program Plan for the Medical Center Building for \$59,000,000, including real property acquisition

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve the Program Plan for the Medical Center Building.

FURTHER MOVED, that the Board of Governors approve the acquisition of the necessary parcels adjacent to the Main Campus in Fort Collins, Colorado from the Colorado State University Research Foundation.

FURTHER MOVED, that the President of Colorado State University is hereby authorized to sign implementing contracts and other documents necessary and appropriate to consummate the transaction with modifications made in consultation with General Counsel.

EXPLANATION:

Presented by Amy L. Parsons, Vice President for University Operations:

Colorado State University – Fort Collins is requesting approval of the program plan for a new Medical Center Building. The project is planned as a four-story, 113,300gsf building with the 4th floor planned as core and shell space (approximately 12,000gsf). Occupants of the building would include the CSU Health Network (CSUHN: medical, dental, optometry, health education and counseling services), the Columbine Center for Healthy Aging, and a University of Colorado Health primary care clinic as a major tenant. The project will construct a signature building on a signature site, located at the corner of Prospect Road and College Avenue, at the southeast entrance to CSU's main campus. Estimated total development cost is \$59,000,000, which includes \$4,000,000 for land acquisition. Funding will come from a combination of sources including increased revenue through insurance billing and services offered through the Health Network, lease payments from UC Health, and donations. A more detailed project description can be found in the attached Summary of Program Plan, and the full program plan is posted at www.facilities.colostate.edu.

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

SUMMARY OF PROGRAM PLAN FOR THE MEDICAL CENTER BUILDING

The project is planned as a four-story, 113,300gsf medical clinic building that will use a design-build lump sum procurement method in order to stay ahead of construction inflation. At this time the 4th floor is planned as core and shell space (approx. 12,000gsf). Occupants of the building include the CSU Health Network (CHUHN: medical, dental, optometry, health education and counseling services), the Columbine Center for Healthy Aging and a University of Colorado Health primary care clinic as a major tenant. The project will construct a signature building on a signature site, located at the corner of Prospect Road and College Avenue, at the southeast entrance to CSU's main campus. Estimated total development cost is \$59,000,000, which includes \$4,000,000 for land acquisition. The land is to be acquired from the Colorado State University Research Foundation (CSURF). CSURF, at the request of the University, began acquiring properties in this block in 1993. CSURF has committed to selling the properties to the University at a price equal to the cost of their acquisition. The property consists of ten parcels totaling approximately four acres. Funding will come from a combination of sources including increased revenue through insurance billing, services offered through the Health Network, lease payments from UC Health, and donations.

Colorado State University is one of the first universities in the country to integrate all health services into one organization designed to meet the complete needs of students-- "Care for Body and Mind." The Colorado State University Health Network (CSUHN) is composed of Medical Services, Counseling Services and Health Education and Prevention Services. The CSUHN is currently located in two buildings: the Hartshorn Health Center and Aylesworth Hall. The Hartshorn Building was built in 1964 as a clinic and overnight infirmary for the approximately 9,000 CSU students. Increasing student enrollment, changing student needs and evolving medical practices led to the addition of several medical departments including physical therapy, psychiatry, optometry, immunizations, travel medicine, an allergy and asthma clinic, a women's clinic and a dental clinic. Currently, these specialty areas serve students along with a busy primary care clinic and a walk-in triage clinic. Also located in the Hartshorn Building are laboratory, pharmacy and radiology departments. One hundred and forty- nine employees currently work in the 50-year-old Hartshorn Building, which has no capacity for additional growth.

More than 100 employees (psychologists, counselors, graduate student trainees, health education professionals, student interns, program assistants and student peer educators) occupy three full floors in Aylesworth Hall. CSUHN leadership is currently investigating rental space adjacent to campus to meet immediate growth needs of the counseling and health education programs, as there is no space for these services in Hartshorn or anywhere else on campus.

A new building is critical in the following ways:

- More than 51% of students use the CSU Health Network each year, making it one of the most widely utilized student services on campus.

Medical Center Building

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

- More than 17% of students sought Counseling Services in the last year. Demand for Counseling Services is growing at about 10% per year.
- Demand for medical and mental health services is already beyond the physical capacity available at both Hartshorn and Aylesworth. During the 2014 fall semester, the waiting period for a non-emergency client to see a counselor for an initial visit exceeded 3 weeks.
- Physicians, nurse practitioners and physician assistants currently have exam rooms located in their offices, which is inefficient. The number of students that can be seen by medical providers could increase approximately 40% by creating a more efficient design.
- Colocation of all services in one building allows for the development of multi-disciplinary treatment teams. Structurally, this will be accomplished by locating primary care providers, psychiatrists, nurses, medical assistants and behavioral health counselors together in pods. Students will be assigned to treatment teams and the multi-disciplinary team will work together to provide optimal care for their students.
- The CSUHN has a strong public health focus. The Health Education and Prevention Services Team work in the following major areas: Alcohol and Other Drugs, Mental Health Initiatives, Resiliency Development, Sexual Health, Tobacco Cessation, Healthy Lifestyle and Peer Education and Outreach. Having the health education staff working in close proximity to the clinical staff creates a continuum of care from education and prevention, assessment and early identification, to intervention and treatment.
- The new Medical Center allows for the development of strong partnerships with other entities. While University of Colorado Health will focus on faculty, staff and community members, there are efficiencies and collaborations that will assist and enhance both agencies.

This project is on the amended 2-year cash fund list to be approved by the Board of Governors at this meeting, and is identified on the Master Plan. The Master Plan also identifies the eventual redevelopment of Aylesworth Hall for student housing, and the current Hartshorn site reverted to campus green space for recreation. Bond payments will be funded by CSU Health Network revenues and fees and lease payments. With Board of Governors approval, the program plan for this project will be submitted to the Colorado Commission on Higher Education. Construction will be dependent on issuance of revenue bonds to support the project. Once funding is secured, the project is expected to be completed in 18 months.

Approved

Denied

Board Secretary

Date

Medical Center Building

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

MATTER FOR ACTION:

Approval of the Colorado State University-Fort Collins Program Plan for the Anatomy-Zoology Addition for \$21,100,000

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve the Program Plan for the Anatomy-Zoology Addition.

EXPLANATION:

Presented by Amy L. Parsons, Vice President for University Operations:

Colorado State University – Fort Collins is requesting approval of the program plan for the Anatomy-Zoology Addition. This project will construct state-of-the-art gross anatomy and neuroanatomy teaching laboratories with associated support space, a classroom and a computer lab as well as upgrade the existing anatomy lab. The project consists of an approximately 19,000 gsf addition at the southwest corner of the existing Anatomy-Zoology building on Main Campus, and renovation of approximately 6,400 gsf in the existing gross anatomy lab. The existing gross anatomy laboratory currently accommodates both animal and human anatomy courses. This limits the number of sections of human anatomy that can be taught, and human cadavers are currently stored remotely due to inadequate storage space in the lab. This project will provide a separate space for human anatomy, with state of the art ventilation and smart technology, as well as contiguous cooler space for cadaver storage, a classroom and computer lab. As a result, the number of sections of both human and animal anatomy will be increased, benefitting the Biology, Biomedical Sciences and Professional Veterinary Medicine departments. In particular, the Biomedical Sciences program will be able to increase the number of students who can be admitted. The project is estimated to cost \$21,100,000. The University Facility Fee Advisory Board approved \$1,000,000 in initial funding with the rest of the funding coming from donations and university support. The university support will be facilitated by an increase in the enrollments in the programs that utilize the anatomy laboratory facility. A more detailed project description can be found in the attached Summary of Program Plan, and the full program plan is posted at www.facilities.colostate.edu.

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

SUMMARY OF PROGRAM PLAN FOR THE ANATOMY-ZOOLOGY ADDITION

This program plan addresses the goals of the Biology, Biomedical Sciences and Professional Veterinary Medicine Departments by proposing new state-of-the-art gross anatomy and neuroanatomy teaching labs. The approximately 19,000 gsf addition will be at the southwest corner of the existing anatomy building, extending to provide a new second floor over the existing single story gross anatomy lab. The existing lab will also be upgraded.

The purpose of this addition is to increase enrollment in Human Anatomy and Neuroanatomy classes, while providing a state of the art environment for working with the human specimens. The anatomy program currently serves over 700 students per year across all colleges, and current wait lists for classes in the human anatomy program range from 50 to 100 per semester. The anticipated growth of health-related fields and the new Neuroscience major in the College of Natural Sciences will add to the demand for these classes.

The extensive use of human specimens provides a unique opportunity for CSU undergraduate students to palpate, manipulate and investigate all parts of a human cadaver, with typically four to five students per cadaver. (For comparison, the University of Colorado has a ratio of about 200 students per cadaver.) Upon completion of BMS301 (Human Gross Anatomy) some students continue on to take Human Anatomy Dissection (BMS575), again with teams of four students per cadaver. Incorporation of smart technology in the new lab will provide specialized computer workstations at every cadaver, allowing students to view a virtual human cadaver to compare to the actual one. These programs are vital to teach the cross sectional anatomy required by current medical imaging techniques.

Human anatomy labs are taught in the existing gross anatomy lab which is shared with the Professional Veterinary Program, limiting lab sections for both. Cooler space in the existing lab is fully occupied with veterinary medicine specimens, so cadavers must be stored in a cooler on the second floor. Cadavers are moved frequently, traveling through several public hallways and a service elevator. This is not a desirable situation for many reasons. In addition, the gross lab is crowded and poorly ventilated. The ventilation system will be upgraded as part of this project.

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**



Gross anatomy laboratory in use

This project is on the amended 2-year cash fund list to be approved at this meeting. Funding is anticipated to be from an initial \$1,000,000, approved by the University Facility Fee Advisory Board with the remaining funding coming from donations and university support. With Board of Governors approval, the program plan for this project will be submitted to the Colorado Commission on Higher Education. Once funding is secured, the project is expected to be completed in 18 months.

Approved

Denied

Board Secretary

Date

Anatomy-Zoology Addition

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

MATTER FOR ACTION:

Approval of the Colorado State University-Fort Collins Program Plan for the University Square Parking Structure for \$37,500,000

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve the Program Plan for the University Square Parking Structure.

EXPLANATION:

Presented by Amy L. Parsons, Vice President for University Operations:

Colorado State University – Fort Collins requests approval of the program plan for the University Square Parking Structure. The project is planned as a four-story parking structure accommodating approximately 1555 parking spaces. It will be located on existing lot 575, at the corner of Pitkin Street and Mason Street, on CSU's main campus. The project is expected to cost \$37,500,000 and will be bond-funded through Parking Services revenues. A more detailed project description can be found in the attached Summary of Program Plan, and the full program plan is posted at www.facilities.colostate.edu.

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

SUMMARY OF PROGRAM PLAN FOR THE UNIVERSITY SQUARE PARKING STRUCTURE

The project is planned as a four-story parking structure accommodating approximately 1555 parking spaces. It will be located on existing lot 575, at the corner of Pitkin Street and Mason Street, on CSU's main campus. The architecture will include a material palette similar to the existing Lark Street Parking Garage. Building articulation and overall design will be subject to review by the Design Review Board. The project is expected to cost \$37,500,000 and will be bond-funded, paid through Parking Services revenues.

The parking garage will help to replace the estimated 1200 parking spaces lost on main campus, due to construction projects that will be underway over the next six months. Construction of a surface lot at South Campus has also been proposed (and is also being reviewed at this meeting) to help alleviate that loss in the near term, but parking must be added on main campus in the long term. The University Square location has emerged as the first priority for a new parking garage after extensive analysis by Parking Services.

The University Square Parking Structure is part of a larger Parking and Transportation Services strategy designed to meet the needs of the growing CSU population. Significant elements of this strategy include an increase in structured parking on the perimeter of campus to free up land in the campus interior for future academic development. Structured parking alone will not meet the entire projected parking deficit, thus the transportation strategy is also focusing on the development of a more robust transit and transportation demand management system. This strategy supports the three campus planning pillars of protecting the campus green space, preserving a pedestrian focus for the academic core and a strong commitment to sustainability.

This project is on the amended 2-year cash fund list to be approved by the Board of Governors at this meeting. Bond payments, along with operating and maintenance costs, will be funded by Parking Services revenues. With Board of Governors approval, the program plan for this project will be submitted to the Colorado Commission on Higher Education. Construction will be dependent on issuance of revenue bonds to support the project. Once funding is secured, the project is expected to be completed in 24 months.

Approved

Denied

Board Secretary

Date

Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item



Program Plans for
University Parking

**Board of Governors of the
Colorado State University System
Meeting Date: February 6, 2015
Action Item**

MATTER FOR ACTION:

Approval of the Colorado State University-Fort Collins Program Plan for the South Campus Parking Lot for \$5,400,000

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve the Program Plan for the South Campus Parking Lot.

EXPLANATION:

Presented by Amy L. Parsons, Vice President for University Operations:

Colorado State University – Fort Collins requests approval of the program plan for the South Campus Parking Lot. This project will construct a surface parking lot near the tennis complex on South Campus. The lot will accommodate approximately 900 spaces and will be connected to the main campus through increased bus service.

Construction projects that will commence in the next six months will remove over 1200 spaces from the parking inventory on main campus. Construction of the surface lot will recoup most of this loss, with the remainder to come from current vacancies in existing lots. The estimated cost is \$5,400,000, to be funded through Parking Services revenues. The full program plan is posted at www.facilities.colostate.edu.

This project is on the amended 2-year cash fund list to be approved at this meeting. With Board of Governors approval, the program plan for this project will be submitted to the Colorado Commission on Higher Education. Once funding is secured, the project is expected to be completed in six months.

Approved

Denied

Board Secretary

Date

South Campus Parking Lot

Board of Governors of the
Colorado State University System
Meeting Date: December 3, 2013
Action Item



**Program Plans for
University Parking**

The Board of Governors of the
Colorado State University System
Meeting Date: February 4-6, 2015
Action Item

Approved

Stretch Goal or Strategic Initiative: N/A

MATTERS FOR ACTION:

The Board of Governors of the Colorado State University System (Board) approval of the revision to the naming policy.

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the attached Policy and Guidelines Governing the Naming of Administrative Units/Facilities/Interior and Exterior Spaces at Colorado State University.

EXPLANATION PRESENTED BY: Dr. Tony Frank, President, Colorado State University.

The current and proposed Board policy gives the Board final approval of institutional naming policies. The purpose of this policy is to address the naming of administrative units (colleges, schools, departments, research units, centers, institutes and special units), facilities, and interior and exterior spaces to recognize a particular individual(s) or organization(s). This policy and guidelines was developed to create consistency and offer parameters for the naming process.

This revised Policy and Guidelines Governing the Naming of Administrative Units/Facilities/Interior and Exterior Spaces at Colorado State University amends the version that was adopted by the Board on May 3, 2013, to allow the Vice President for Advancement, with consultation from the Office of the General Counsel, additional discretion when negotiating naming agreements with donors.

Approved

Denied

Scott C. Johnson, Board Secretary

Date

Policy and Guidelines Governing the Naming of Administrative Units/Facilities/Interior and Exterior Spaces at Colorado State University

Section 1: Overview and History

I. Purpose

The purpose of these Guidelines is to address the naming of administrative units (colleges, schools, departments, research units, centers, institutes, special units), facilities, and interior and exterior spaces to recognize a particular individual(s) or organization(s). These Guidelines were developed to create consistency and offer parameters for the naming process.

These Guidelines are not intended to address the naming of facilities for the sole purpose of mapping or locating the facility on campus, which authority rests with Facilities Management Services. To address the naming of academic programs for pedagogical purposes, the process and authority is addressed in the Academic Faculty and Administrative Professional Manual, Section C.2.2

Prior to approval of this policy, there was a policy entitled “Honorary Degree Guidelines and Naming of Facilities Policy and Guidelines” at CSU. The policy and guidelines found herein are intended to replace those guidelines but only to the extent that they address naming of administrative units/facilities/interior and exterior spaces. These guidelines are not intended to address the awarding of honorary degrees.

II. Background

On Aug. 26, 2005, the Colorado State University Board of Governors (BOG) approved a system policy for the approval of named buildings, colleges, departments, facilities, programs, and other major structures. At the conclusion of The Campaign for Colorado State in 2012, a committee of stakeholders was convened, the policy was reviewed and has been amended to address specific issues and enhance the policy. This revised policy document addresses the procedures for Colorado State University staff to follow in recommending a “naming” to the president, chancellor and BOG.

III. Statement of Policy

All naming proposals are to be submitted to the Vice President for University Advancement (VPUA). The VPUA will forward all honorary and naming gifts valued at \$250,000 and higher to the University Naming Committee (see below). If the president approves the recommendation, the naming proposal will be sent to the BOG for final approval. The VPUA will seek independent approval from the president for naming gifts valued at less than \$250,000. These namings will not need approval of the BOG.

Section 2: Responsibility

I. University Naming Committee (UNC):

A. Establishment

The University Naming Committee was established in 2013, pursuant with this policy, to serve an advisory role to the president for the naming of administrative units/facilities/interior and exterior spaces. The VPUA will direct all honorary naming proposals and those valued at \$250,000 and higher to the UNC.

- B. Role
 1. Review naming proposals for compliance with naming policies, appropriateness, and concurrence with the mission of the institution.
 2. Collaborate with institutional representatives overseeing the facility or program to be named in order to establish support from the primary users and stakeholders.
 3. Recommend formal administrative unit/facility/interior and exterior space names to the president for his/her review prior to advancing for final approval by the BOG.
- C. Membership

The VPUA will serve as chair of the UNC. Committee – President’s Chief of Staff, Director of Facilities Management, Vice President of External Relations, Colorado State University Foundation representative, General Counsel Office representative, a Faculty member (selected by the Provost), and Director of Development (selected by the VPUA).
- D. Meetings

The chair will call meetings as needed with close attention to the BOG meeting schedule.

Section 3: Naming Guidelines

I. General Guidelines

- A. Administrative units/facilities/interior or exterior spaces may be named for:
 1. Individuals or organizations that have provided or have caused to be provided a significant contribution toward a project – new construction, major renovation, existing facility, academic and/or nonacademic program.
 2. Retired or deceased faculty or staff members who have provided distinctive service to the University and a) have been deceased for one year or longer; b) have been retired, resigned, or otherwise separated from service of to the University for not less than one year; c) had a long and illustrious career and exemplified values for which Colorado State University stands; and d) brought great credit to the University through major scholarly, professional, or public service. If, however, a proposed naming is in response to a financial contribution, the requirement of a delay shall not apply.
 3. Graduates, former students, or individuals who have provided distinctive service to the University and a) had a long and illustrious career and exemplified values for which Colorado State University stands; and b) brought great credit to the University through major scholarly, professional, or public service.
 4. Living or deceased persons dedicated to the purpose, nature, and mission of the University who have achieved outstanding distinction through civic, intellectual, or artistic contributions to the development of the city, county, region, state, nation, and/or world.
- B. In gift-generated naming, pledges paid over a period of time, typically no more than five years, are acceptable for current naming of administrative units/facility/interior and exterior spaces.
- C. Irrevocable planned gifts may generate current naming if current cash flow considerations are not an issue for the requesting administrative unit/facility/interior and exterior space. These gifts will be credited at their present value, and particular emphasis will be given to the predictability of the long-term value of the irrevocable deferred gift.

- D. The donor may ask that the administrative unit/facility/interior and exterior bear his or her name or the names of family members or others the donor may wish to honor, subject to the approval by the UNC the president and the BOG. The VPUA will discuss with the president the donor's intent before any commitments are made.
- E. In the event that the facility or administrative unit to be named involves multiple colleges, divisions, or departments, the heads of all associated organizational units must be in agreement on naming opportunities and levels prior to submission to the VPUA and the UNC.
- F. In the instance of a corporate or organizational naming, additional due diligence should be taken to avoid any appearance of commercial influence or conflict of interest. Corporate logos as part of naming opportunities are generally prohibited.
- G. If a benefactor or honoree requests a change to the name of an administrative unit/facility/interior or exterior space (e.g. due to divorce or corporate merger), the UNC will consider the request and make a recommendation to the president, who will forward it to the BOG approval. If approved, all replacement signage and other related costs shall be at the donor's or honoree's expense.
- H. The benefactor will not be given authority to control curricular or administrative matters related to the naming or University property usage.

II. Specific Guidelines

- A. Naming Administrative Units:
 - 1. Administrative units naming opportunities may include:
 - a. Academic units – colleges, schools, and departments
 - b. Centers
 - c. Institutes
 - d. Special units
 - 2. Suggested gift amounts for administrative units
 - a. Determined by the unit's annual total operating budget which is defined by the Office of Budgets - <http://www.budgets.colostate.edu/cdobs.aspx>. As a guideline, the naming gift should be a minimum of three times the annual total operating budget. National ranking and visibility of the unit, as well as naming gifts of peer units in the discipline or on the University campus should be considered in determining appropriate gift amount; and,
 - b. At least three-quarters of the determined value should be placed in an endowment for the benefit of that unit, preferably with a portion of that amount in the form of unrestricted endowment. This is a general guideline and can be adjusted based on Dean, director, and/or donor needs and approved by UNC.
 - c. Be substantial and significant, even transformational in nature, enabling the unit to improve its competitiveness or distinction.
- B. Naming Facilities:
 - 1. Facilities naming opportunities may include:
 - a. New facilities that are to be constructed or acquired
 - b. Existing facilities that are undergoing major or minor renovation
 - c. Existing facilities that are not undergoing renovations
 - 2. Suggested gift amounts for facility namings:
 - a. At least half of total project cost for constructing or acquiring new facility
 - b. At least half of total project cost for renovating an existing facility

- c. At least half of the replacement cost of an existing facility not undergoing renovation as determined by Facilities Services. The guideline is that a portion of these funds would be placed in an unrestricted endowment to benefit the college/unit.
3. Project cost is determined by square footage of facility to be named multiplied by the cost per square foot.

C. Naming Interior and Exterior Spaces:

1. Interior and Exterior naming opportunities may include:
 - a. Interior spaces – rooms, laboratories, centers, or areas within new, existing or renovated facilities.
 - b. Exterior spaces – quadrangles, gardens, recreation fields, water features, walking/biking paths, etc.
2. Donors must provide at least half of project cost determined by the square footage of the area to be named multiplied by the cost per square foot.

III. Public Recognition Guidelines for Internal Entities

- A. CSU Centers, Units, Institutes, etc. that make an internal transfer of funds – outside their own facilities – can receive public recognition for their contributions, just like donors who contribute private dollars, if they meet all of the criteria:
 1. The Center/Unit/Institute would have to have 50% or greater of its budget be independently created.
 2. The internal transfer of funds in question would have to be 20% or greater of the overall cost of the project.
 3. The public recognition cannot take away – or replace – a naming opportunity from a private donation from an independent entity.
 4. In-kind contributions do not qualify for public recognition.

IV. Recognition for the University Facility Fee Advisory Board (UFFAB)

- A. The University Facility Fee Advisory Board (UFFAB) will receive recognition for their contribution towards a project; if the project receiving funding meets all of the following criteria:
 1. The project is either a new building or addition; it cannot be a remodel.
 2. The total UFFAB contribution to the funding of the building was over \$1 million.
 3. A significant percentage of the project's budget was funded by the University Facility Fee.

V. Estate Gift Namings

- A. Namings that come about from an estate gift will receive recognition if naming request meets the following criteria:
 1. Proper documentation in Estate of donor intent for said naming;
 2. If proper documentation was not secured prior to donor's passing; the Director of Development (DoD) must securing Executor agreement on the naming through written documentation – letter or email will be accepted.
 3. Once proper documentation is secured – either in Estate documentation or via Executor agreement; only internal signatures from Vice President for University Advancement (VPUA) and University President are required. The donor's family, next of kin or Executor do not need to sign the naming MOU.

Section 4: Duration of Namings

There are two different options for the duration of administrative unit /facility/interior and exterior space namings – perpetuity and term.

I. Perpetuity

- A. Perpetuity is defined by the useful life determination provided by Facilities Services.
- B. The naming of an administrative unit/facility/interior and exterior space will be retained in perpetuity, unless:
 1. a change is necessary to continue the appropriate recognition;
 2. a major renovation/addition is funded with significant support from another donor and it is appropriate to alter the name; in which case the original donor will be notified in advance;
 3. demolition, replacement, redesignation of purpose, or similar modification to a named facility/administrative unit/interior and exterior space;
 4. the individual for whom the administrative unit, facility, or interior or exterior space is named falls into disrepute.; or
 5. for any other grounds to terminate the naming, as set forth in the agreement with the donor.

II. Term

- A. In appropriate instances, most often involving a corporate benefactor, an administrative unit/facility/interior and exterior space naming may be granted for a predetermined fixed term.
 1. The gift agreement should clearly specify the period of time for which the facility or unit will be named.
 2. Term namings are limited to terms of 10, 15, or 25 years. A 5 year option is permissible for naming administrative units.
 3. Term namings are based on useful life of the named facility, typically, 50 years. Facilities Services will determine the useful life of the facility.
 4. The term naming gift is factored over the specified term to generate at least the 50 percent or greater guideline over the useful life of the facility.
 5. The subsequent term values will be determined once the initial term naming is established. The initial term value is determined by dividing the useful life of the facility by the term. The perpetual naming value is then divided by that number.
 6. Subsequent term values are determined by the Future Value of Money formula – interest rate multiplied by years since initial naming established multiplied by initial naming cost, plus initial naming cost.
 7. These guidelines can be adjusted by the UNC to determine appropriate naming terms.
- B. The naming of an administrative unit/facility/interior and exterior space will be retained for its predetermined term, unless:
 1. a change is necessary to continue the appropriate recognition;
 2. a major renovation/addition is funded with significant support from another donor and it is appropriate to alter the name; in which the donor will be notified in advance;
 3. demolition, replacement, redesignation of purpose or similar modification to a named facility/administrative unit/interior and exterior space;
 4. the individual for whom the administrative unit, facility or interior and exterior space is named falls into disrepute.; or

5. for any other grounds to terminate the naming, as set forth in the agreement with the donor.

Example:

*Facility with: 50-year useful life
\$10 million naming value
10-year terms
Established 2013*

Initial 10-year term naming would be \$2 million – 50-year useful life divided by 10-year term = 5 divided into \$10 million = \$2 million.

In 2023, a 10-year term naming would be \$2.6 million determined by Future Value of Money formula – Interest rate (3%) \times years (10) \times Present value (\$2 million) + Present value \$2 million = \$2.6 million.

In 2033, a 10-year term would be \$3.2 million (3% \times 20 \times \$2 million + \$2 million = \$3.2 million)

In 2043, a 10-year term would be \$3.8 million

In 2053, a 10-year term would be \$4.4 million

Total value of term naming would be \$16 million.

Section 5: Naming Process:

Step 1:

College/unit generates a list of naming opportunities based on criteria set forth in this policy and submits to VPUA. VPUA will keep a master list of all campus naming opportunities – both available and already named.

If the naming gift meets the guidelines/criteria, gift negotiations are allowed to be conducted with individual or organization in parallel with this process. However, to ensure clear communication, the proposing college/unit must inform VPUA of ongoing conversation around naming gift.

If the potential naming gift does NOT meet the guidelines/criteria set forth in this document, the naming proposal must be submitted PRIOR to gift negotiations with the individual or organization.

Step 2:

Naming request shall be made in the form of a written proposal. The proposing unit develops the proposal for submittal. The proposal must list the reason for the request, justification of the naming in accordance with the policy and guidelines/criteria, and the amount of any donation or description of service or contribution that would accompany approval of the naming proposal. A submitted proposal triggers a background check to be completed by the DAIS research team.

If the naming is an honorary naming or one valued at \$250,000 or higher, the proposal must be presented to the VPUA for review by UNC.

If the naming is less than \$250,000, the proposal is submitted directly to VPUA who will review, recommend, and seek presidential approval directly.

The UNC will also review all individual honorary naming requests that have been approved and submitted by the Physical Development Committee (PDC) for physical spaces or ways and means on campus. These honorary requests for individuals only will then follow the same approval steps as other honorary namings,

including a background check and formal proposal presented to the VPUA for review by UNC.

Step 3:

In reviewing the naming opportunity, the UNC will assess: (a) the relationship of the individual or organization to the institution; (b) the amount of the donation or value of the contribution; (c) an assessment of the donor's financial situation and the likelihood of fulfilling the pledge, if a donation is given partly as a pledge; (d) character of the donor; (e) potential for additional gifts or contributions from the donor; and (f) possible academic enhancement to the institution as a result of the donation.

Step 4

The UNC will make a recommendation for approval to the president. A denial by the president is final. VPUA will notify the appropriate college/unit of the president's recommendation. If the president approves the request, the UNC will submit the formal naming proposal for review by the chancellor, pursuant to CSU System and University policy, and forward to the BOG for consideration.

Step 5:

At the next scheduled BOG meeting, the naming proposal will be presented and the BOG will make a decision. If proposal is approved, president and VPUA will sign the Naming Policy Agreement along with other needed documentation (MOU, gift/fund agreement). The VPUA's office will send executed documents to the proposing college/unit.

Step 6:

The college/unit will finalize documentation with all parties and work with campus entities to develop appropriate recognition and announcement.

Revised: February 6, 2015

Section 3

Audit and Finance Committee

Finance

1. *Discussion/Presentation/Action* – Project Review and Plan of Finance for On-campus Multi-purpose Stadium 30 min
2. *Discussion/Presentation/Action* – Reimbursement resolution for PERC and Parking 10 min
3. *Discussion/Presentation/Action* – Treasury discussion 15 min
4. *Discussion/Presentation/Action* – Semester at Sea Contract 5 min
5. *Discussion/Presentation* – Review of financial issues for CSU-Pueblo 15 min
6. *Discussion/Presentation* – CSU Global Campus NewCo update 15 min
7. *Discussion/Presentation* – Quarterly Financials – 2nd quarter 10 min

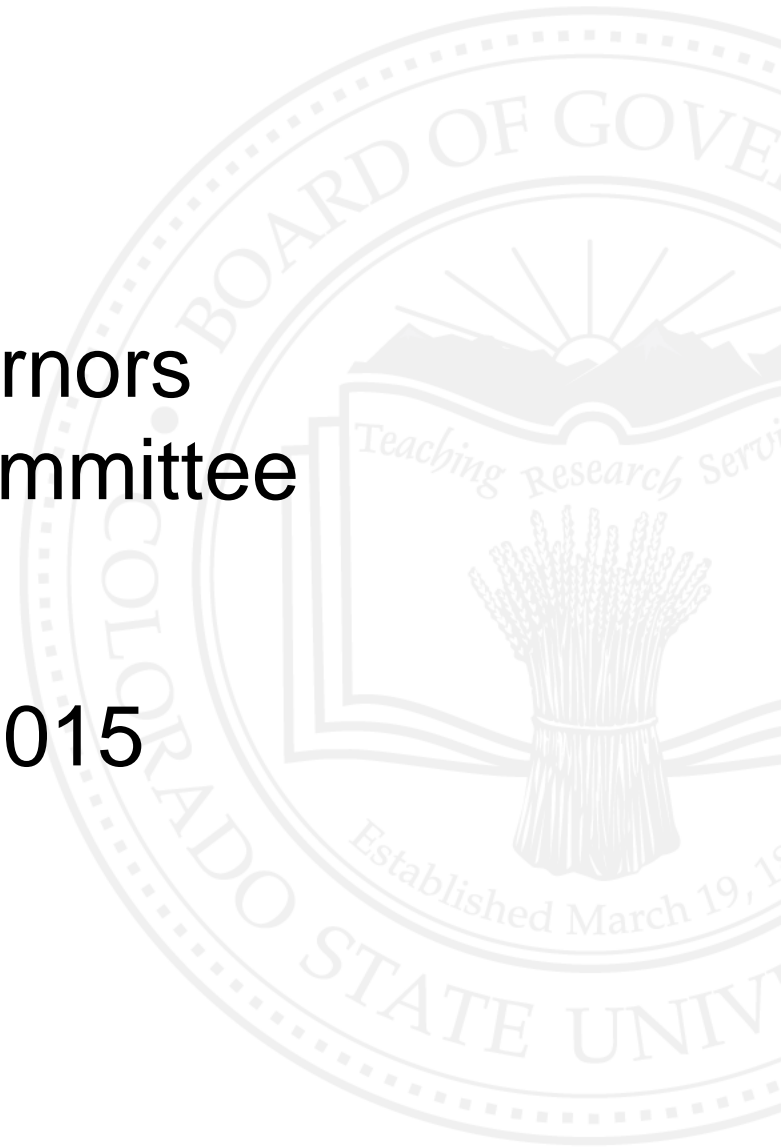
Audit

8. *Discussion/Presentation* – Status of FY 2014-2015 Audit Plan 10 min
9. *Discussion/Presentation* – Presentation of audits completed since last meeting 10 min
10. *Discussion/Presentation* – Overdue audit recommendations 5 min

Board of Governors Audit/Finance Committee

February 5, 2015

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM



Agenda Item #1

Project Review and Plan of Finance for On-campus Multi-purpose Stadium

- Carry-in item - Plan of Finance – presentation by Northslope Financial Advisors and Royal Bank of Canada representatives. Approval of financing packet is necessary.
- Project Review document for the On-campus Multi-purpose Stadium presented by Amy Parsons – Approval of financing packet is necessary.

MATTER FOR ACTION:

Approval of the Colorado State University-Fort Collins Project Review for the On-Campus Multipurpose Stadium for \$220,000,000

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve the Project Review for the On-Campus Multipurpose Stadium.

EXPLANATION:

Presented by Amy L. Parsons, Vice President for University Operations:

Colorado State University – Fort Collins is requesting approval of the project review for a new on-campus stadium. The project is planned as a 730,000gsf stadium with capacity for approximately 40,000 spectators. Estimated total development cost is \$220,000,000 and funding will come from donations and stadium revenues. A more detailed project description can be found in the attached Summary of Project Review, and the full plan is posted at www.facilities.colostate.edu.

SUMMARY OF PROJECT REVIEW FOR THE ON-CAMPUS MULTIPURPOSE STADIUM

The project is planned as a 730,000gsf multipurpose stadium with capacity for approximately 40,000 spectators. Estimated total development cost is \$220,000,000 and funding will come from donations and stadium revenues. On December 5, 2014, the Board approved the recommendations of CSU President Tony Frank to move forward with the planning, development, financing and construction of an on-campus multipurpose stadium facility at CSU.

The new facility will be located at West Lake Street and Meridian Avenue, and is planned to host CSU's home football games beginning with the 2017 season. The facility will not only be the home of the CSU football program, but will also provide the campus and the community with a facility available for a wide array of needs. The stadium will include a variety of features such as expanded space for the football operations program; revenue-producing premium seating, suites, loge boxes and clubs; comprehensive technology features including video boards and connectivity; and the infrastructure to expand the stadium in the future.

This project is on the amended 2-year cash fund list to be approved by the Board of Governors at this meeting, and is identified on the Master Plan. Bond payments will be funded by donations and stadium revenues. Construction is dependent on issuance of revenue bonds, and is expected to be completed by the Fall of 2017.

Approved

Denied

Board Secretary

Date



COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University - Pueblo • CSU Global Campus

Financing Presentation to The Colorado State University System Board of Governors

February 5, 2015

Steph Chichester

President

730 17th Street, Suite 900

Denver, CO 80202

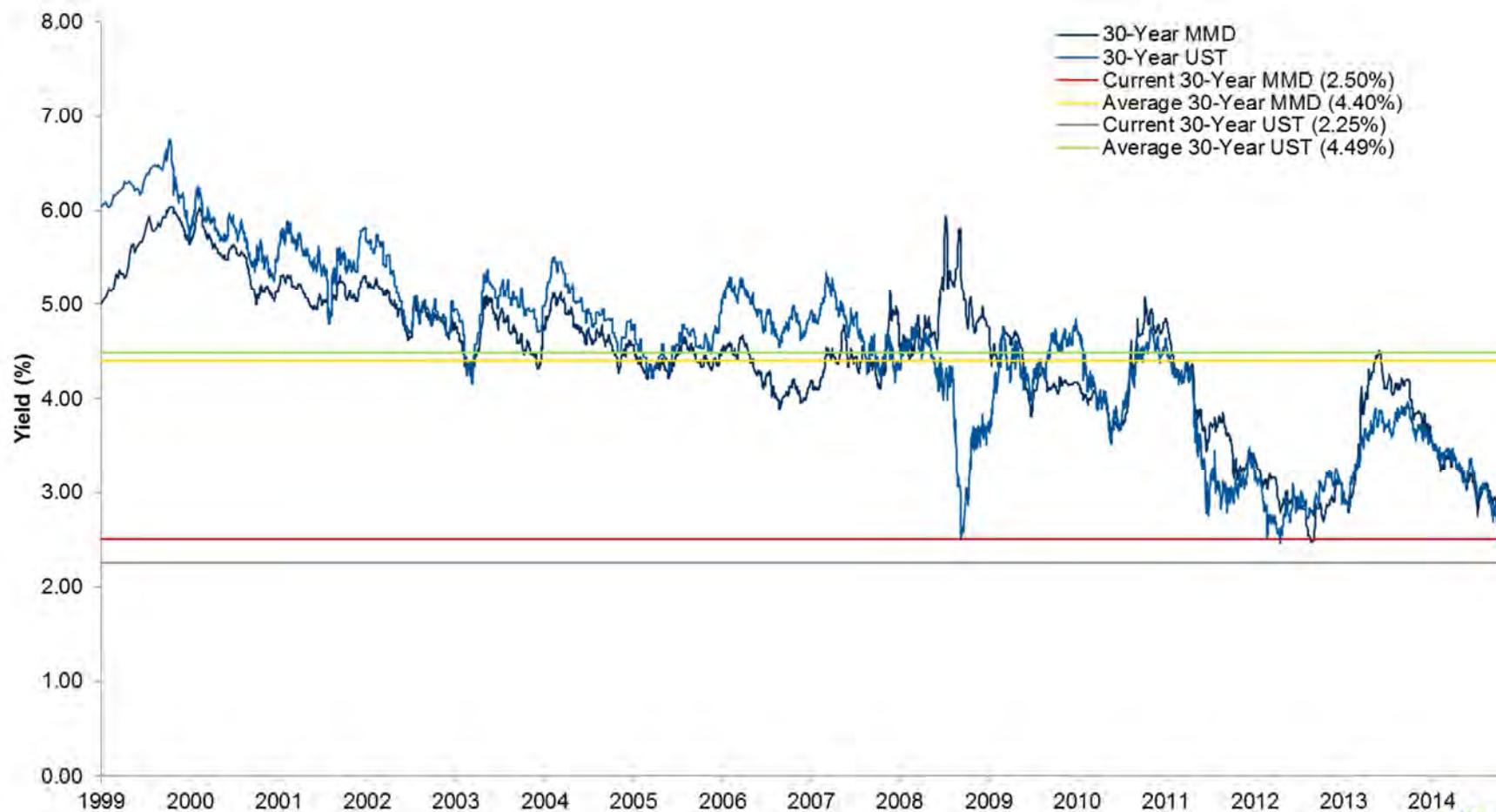
(303) 953-4101

steph@northslopecapital.com



Interest Rate History – Taxable and Tax-Exempt Long Term Rates

- Taxable and tax-exempt interest rates are at historic lows
- Market conditions have never been more favorable for a CSU borrowing



Source: RBC Capital Markets and Bloomberg

Stadium Financing Assumptions

Bond Proceeds to Fund:

1. \$220 million project fund deposit
2. Capitalized interest through 9/1/2017
3. Costs of issuance

Recommended Structure:

- \$30 million taxable bonds
 - Structured to accommodate for private “use” (sponsorships, etc.)
- Approximately \$195 million tax-exempt bonds
 - 2/3 fixed rate
 - 1/3 variable rate
- 40-year repayment term (March 1, 2055)
- Principal payments begin in 2021 after stadium open and stabilization
- Taxable and variable bonds placed earlier in loan to deliver lowest cost of capital

Current Market Rates:


- Tax-Exempt Fixed Rates
 - 3.03% in 2034 to 3.30% in 2055
- Taxable Fixed Rates
 - 2.441% in 2021 to 3.69% in 2030
- Variable Rates
 - Assumed variable rate over the life of the loan of 2.40%

Comparison of Fixed Rate and Variable Rate Debt

	Traditional Fixed Rate	Variable Rate: Bank Direct Purchase	Variable Rate: Public Market Floating Rate Notes
Cost of Capital	<ul style="list-style-type: none"> 4.09% 	<ul style="list-style-type: none"> Current Rate (0.50%) 20-Year Average (2.55%) 	<ul style="list-style-type: none"> Current Rate (0.50%) 20-Year Average (2.55%)
Credit Spread	<ul style="list-style-type: none"> Fixed at Closing 	<ul style="list-style-type: none"> Fixed for 3-7 years 	<ul style="list-style-type: none"> Fixed for 3-7 years
Interest Rate Reset Period	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Weekly 	<ul style="list-style-type: none"> Weekly
Offering Document and Continuing Disclosure	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Yes
Ratings	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Yes
Callability	<ul style="list-style-type: none"> 10-years 	<ul style="list-style-type: none"> Any business day 	<ul style="list-style-type: none"> 2.5 years from Closing

Stadium Financing Scenarios

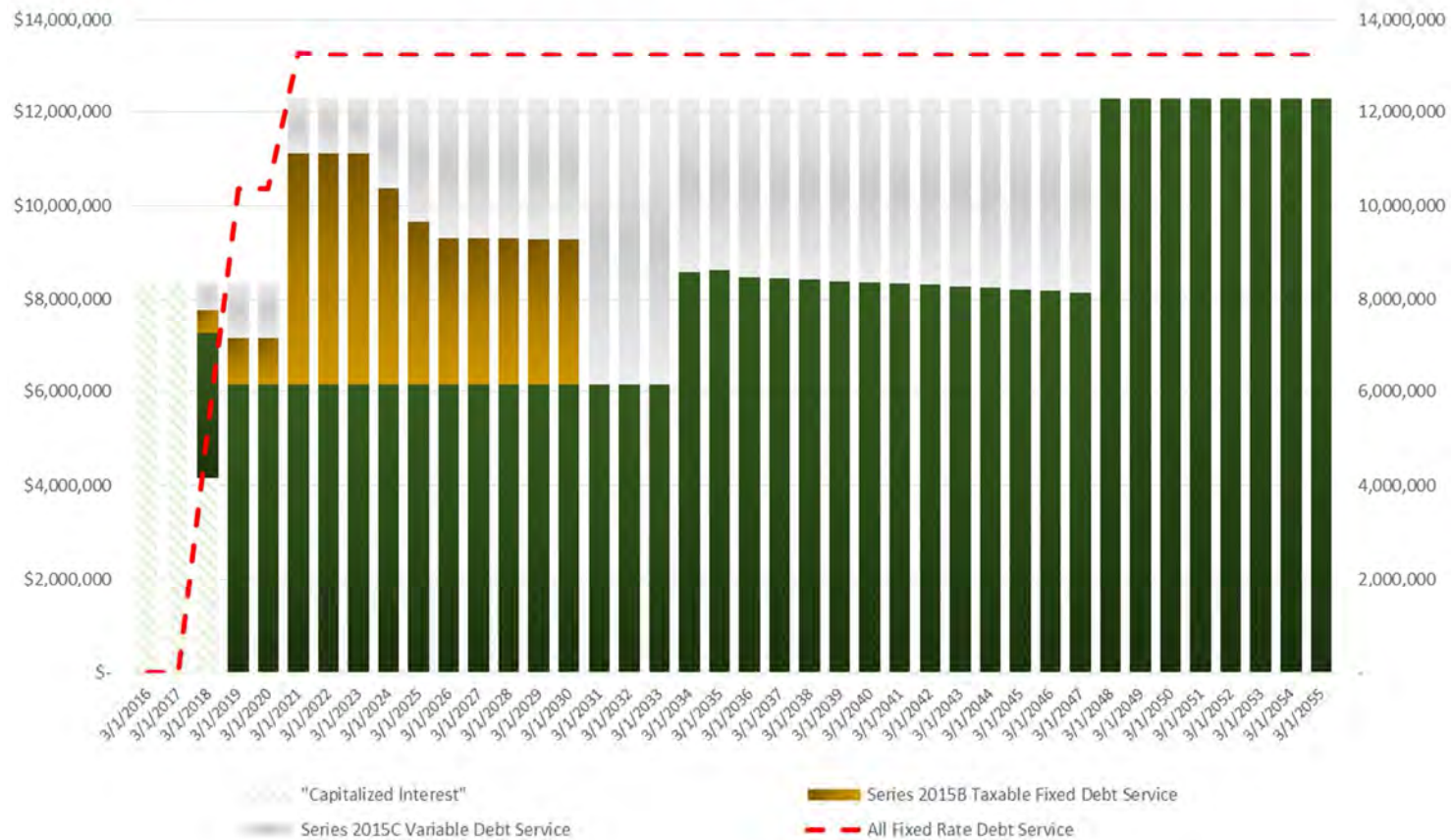
Current interest rates at historic lows reduce total debt repayment by more than
\$65 million
compared to one year ago.

 Stadium Financing Scenarios	Recommended Financing Plan Tax-Exempt and Taxable Fixed Rate, and Tax-Exempt Variable Rate with Capitalized Interest thru 9/1/2017 (40-Year)	100% Fixed Rate Alternative
Detail of Financing		
Sources of Funds		
Par Amount - Series 2015A Tax-Exempt Fixed	\$ 123,140,000	\$ 186,555,000
Par Amount - Series 2015B Taxable Fixed	32,750,000	32,835,000
Par Amount - Series 2015C Tax-Exempt Variable	68,300,000	-
Net Reoffering Premium (Discount)	18,170,412	28,163,408
Total Sources of Funds	\$ 242,360,412	\$ 247,553,408
Uses of Funds		
Deposit to Project Fund	\$ 220,000,000	\$ 220,000,000
Capitalized Interest Fund	20,719,252	25,702,599
Issuance / Underwriting Costs	1,641,160	1,850,809
Total Uses of Funds	\$ 242,360,412	\$ 247,553,408
Summary of Financing Statistics		
Arbitrage Yield	2.78%	3.22%
All-In-Cost of Capital	3.61%	4.09%
Final Maturity of Tax-Exempt Fixed Rate Bonds	3/1/2055	3/1/2055
Final Maturity of Taxable Fixed Rate Bonds	3/1/2030	3/1/2030
Final Maturity of Variable Rate Bonds	3/1/2047	N/A
Assumed Avg. Variable Rate (Including Support Costs)	2.39%	N/A
Total Est. Debt Service on Tax-Exempt Fixed Rate Bonds	\$ 326,250,250	\$ 470,825,750
Total Est. Debt Service on Taxable Fixed Rate Bonds	\$ 43,235,230	\$ 44,290,807
Total Estimated Debt Service on Variable Rate Bonds	\$ 103,005,573	\$ -
Total Estimated Aggregate Net Debt Service (Includes CAPI)	\$ 451,616,147	\$ 489,220,868

Recommended Financing Plan Compared to All Fixed Rate



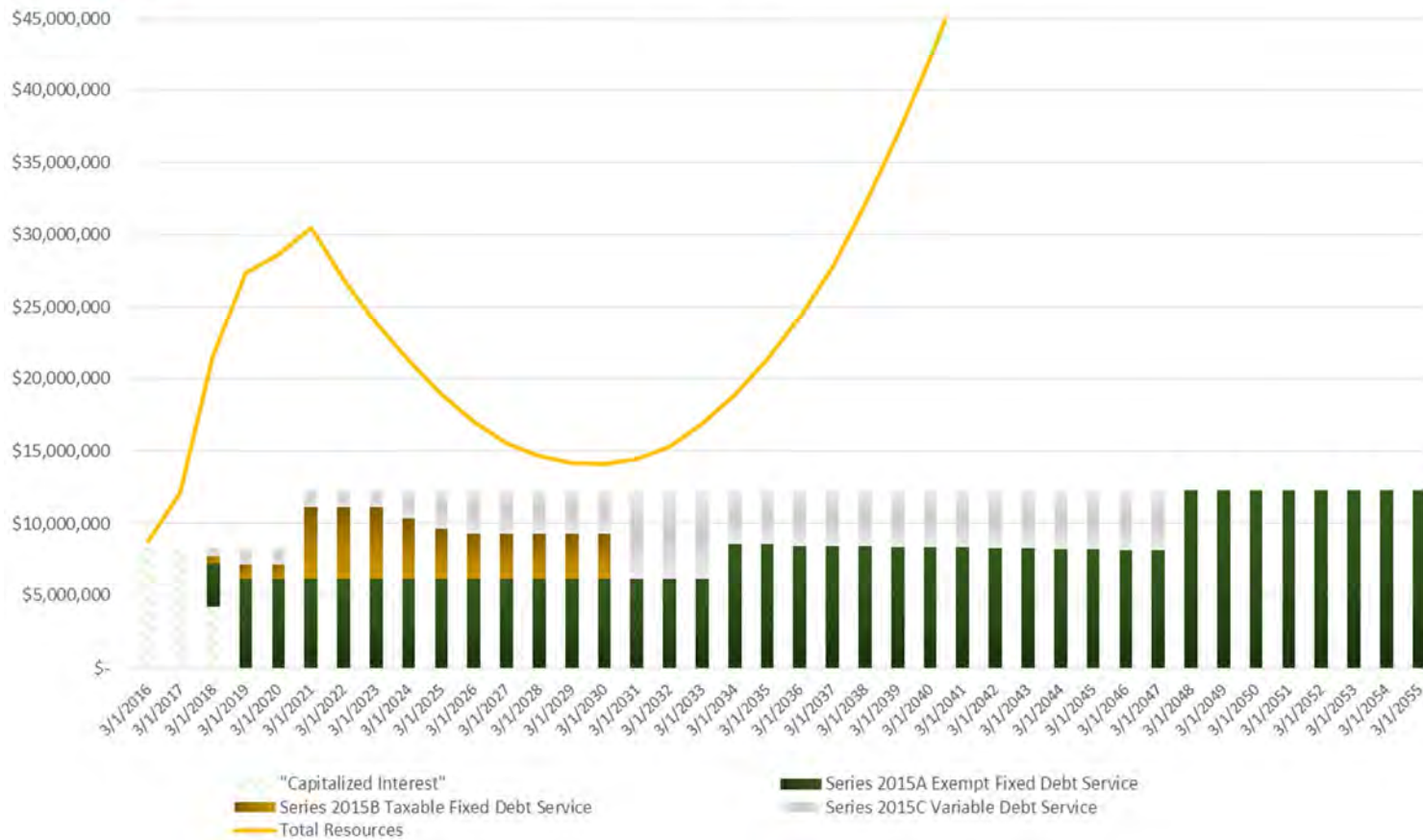
Colorado State University
Recommended Financing Plan vs. 100% Fixed Rate



Recommended Financing Plan Compared to Repayment Resources



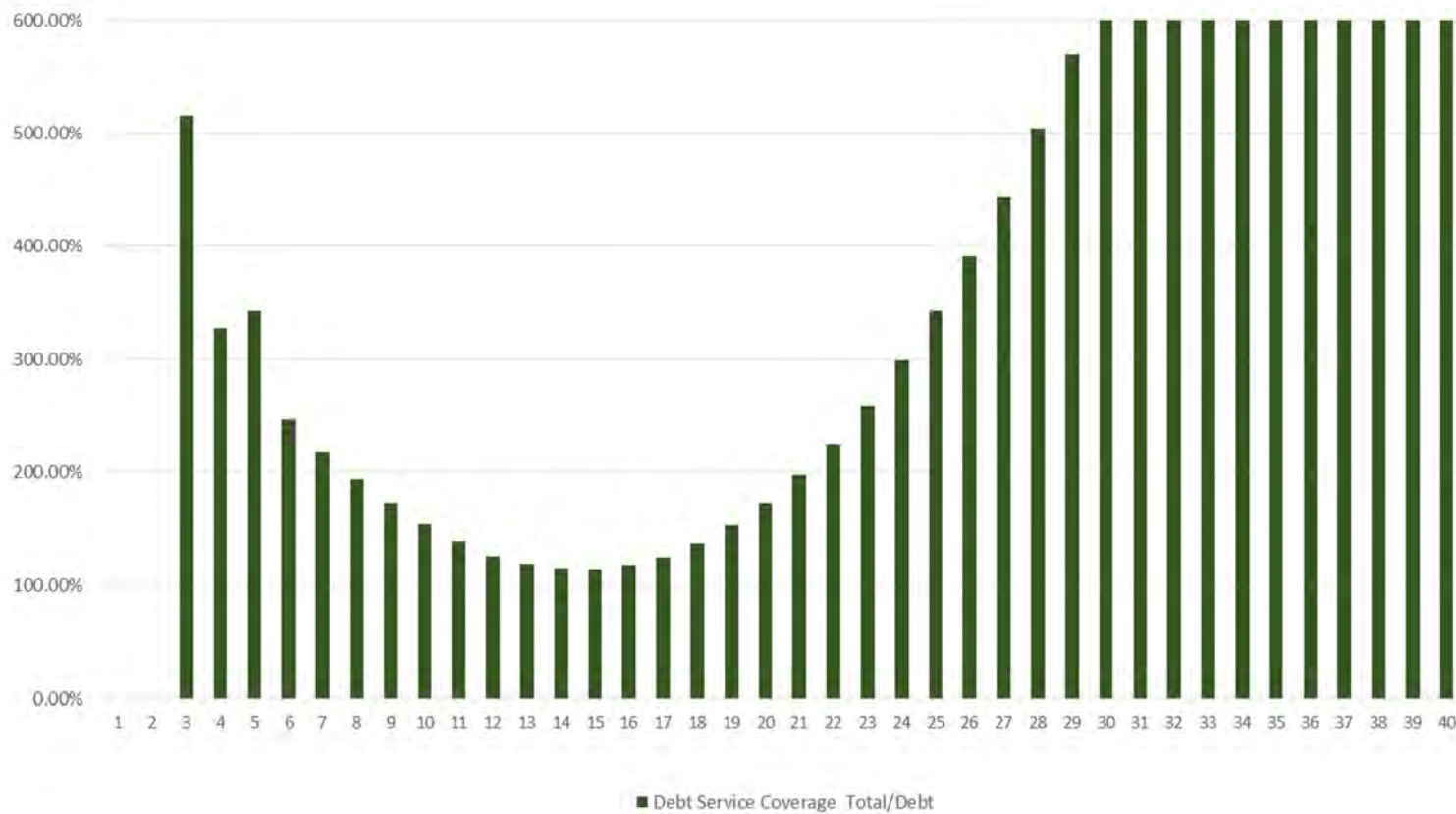
Colorado State University
Recommended Financing Plan vs. Total Resources



Recommended Financing Plan and Debt Service Coverage Ratios



Colorado State University
Coverage Ratios



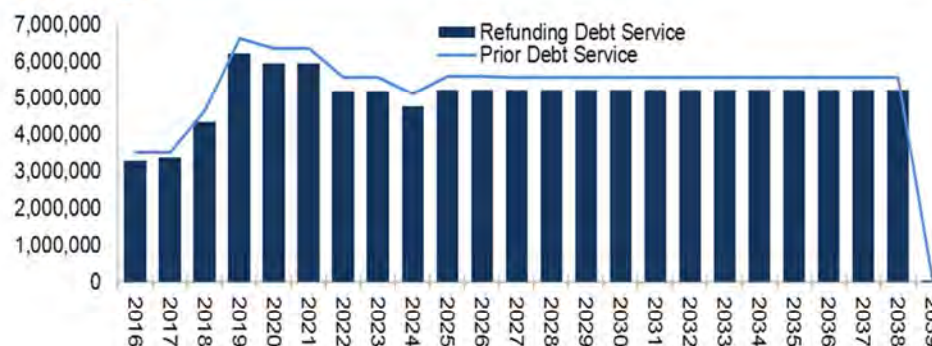
Refinancing Opportunities for the System

Tax-Exempt Refunding - Series 2007B (85%), Series 2008A and Series 2009A

Refunding Results

		Tax-Exempt Refunding
Detail of Refunding		
Par Refunded		\$73,360,000
Average Coupon of Refunded Series		4.90%
Summary of Refunding Results		
All-In-Cost of Refunding		3.21%
Total Cash Savings	\$	7,700,277
NPV Savings	\$	5,754,261
% of Refunded Bonds		7.84%

Savings



Taxable Refunding - Series 2007A & Series 2007B (15%)

Refunding Results

		Taxable Refunding
Detail		
Par Refunded		\$19,785,000
Avg. Coupon		5.01%
Summary		
All-In-Cost of Refunding		3.89%
Total Cash Savings	\$	1,430,813
NPV Savings	\$	906,397
% of Refunded Bonds		4.58%

Savings

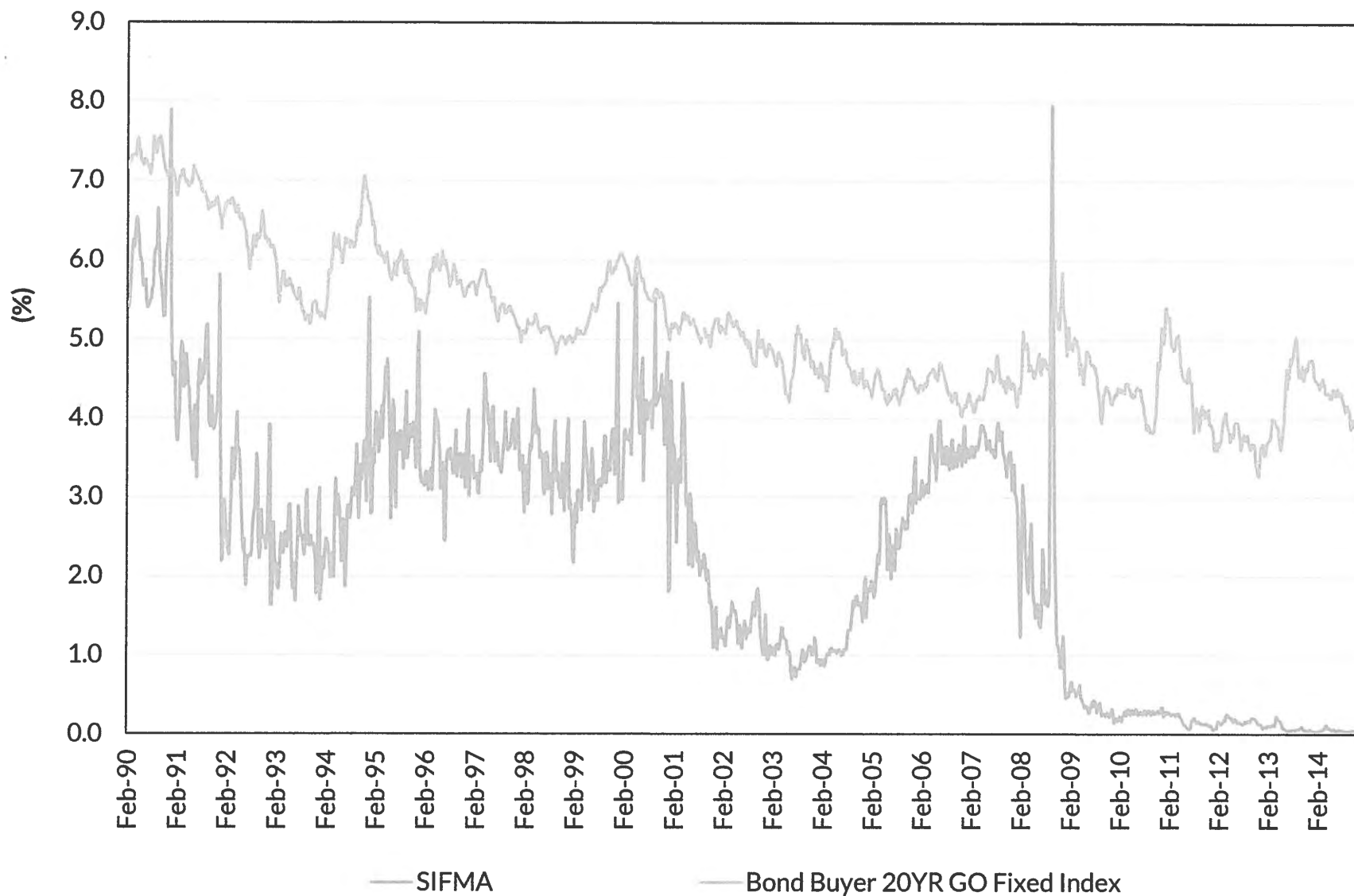


Source: RBC Capital Markets



www.northslopecapital.com

Comparison of Variable Rates to Fixed Rates Since 1990 (SIFMA Index vs. Bond Buyer 20yr Index)



**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM**

NINTH SUPPLEMENTAL RESOLUTION

Authorizing the issuance of one or more series of:

Board of Governors of the Colorado State University System
System Enterprise Revenue Bonds
Series 2015

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EXHIBIT A	FORM OF SERIES 2015 BONDS	
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NINTH SUPPLEMENTAL RESOLUTION

WITNESSETH:

WHEREAS, the Board of Governors of the Colorado State University System (the “Board”) has adopted a Master System Enterprise Bond Resolution on June 20, 2007, as previously supplemented (the “Master Resolution”); and

WHEREAS, this Ninth Supplemental Resolution is proposed for adoption pursuant to and in accordance with the Master Resolution; and

WHEREAS, the Board has determined to authorize hereby the issuance of Bonds, in one or more series, to be designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2015” (referred to herein as the “Series 2015 Bonds”) for the purposes of (a) defraying a portion of the cost of financing certain 2015 Improvement Projects as further described herein; (b) financing the 2015 Refunding Project, as further described herein; (b) paying capitalized interest on the Series 2015 Bonds, as provided herein; and (c) paying certain costs relating to the issuance thereof, in accordance with and as provided by the Master Resolution and this Ninth Supplemental Resolution;

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of the Colorado State University System:

ARTICLE I

DEFINITIONS

Section 1.01. Definitions. Except as provided below in this Section, all terms which are defined in Section 1.01 of the Master Resolution shall have the same meanings, respectively, in this Ninth Supplemental Resolution as such terms are given in the Master Resolution. In addition, the following terms shall have the following respective meanings:

“*Authorized Denomination*” shall have the meaning set forth in the Pricing Certificate.

“*Board Representative*” means the Chief Financial Officer of the System and any other officer of the System subsequently designated by the Board or the Chief Financial Officer to be the Board Representative with respect to all matters affecting the Bonds.

“*Bond Insurance Policy*” means the municipal bond new issue insurance policy issued by the Bond Insurer, if any, that guarantees payment of principal of and interest on all or a portion of the Series 2015 Bonds.

“*Bond Insurer*” means such municipal bond insurance company, if any, as shall be selected to provide credit enhancement with respect to all or any portion of the Series 2015 Bonds, as designated in the Pricing Certificate.

“*Continuing Disclosure Undertaking*” means the Continuing Disclosure Undertaking of the Board with respect to the Series 2015 Bonds authorized in Section 2.06 hereof; provided, however, that the Continuing Disclosure Undertaking may refer to multiple undertakings in the event the Series 2015 Bonds are issued in more than one series.

“*Escrow Account*” means the escrow account established by the Escrow Agreement.

“*Escrow Agent*” means Wells Fargo Bank, National Association, Denver, Colorado, and its successors and assigns.

“*Escrow Agreement*” means that certain Escrow Deposit Agreement, dated as of the dated date of the Series 2015 Bonds, by and between the Escrow Agent and the Board.

“*Ninth Supplemental Resolution*” means this Ninth Supplemental Resolution adopted by the Board on February 5, 2015.

“*Financial Consultant*” means, with respect to the Series 2015 Bonds, North Slope Capital Advisors, Denver, Colorado, and any successor thereto.

“*Interest Payment Date*” means (a) each March 1 and September 1, commencing on the date or dates set forth in the Pricing Certificate with respect to the Series 2015 Bonds; and (b) the final maturity date of or any redemption date of each Series 2015 Bond.

“*Issue Date*” means the date or dates (in the event the Series 2015 Bonds are issued in more than one series) on which the Series 2015 Bonds are first delivered to the initial purchasers thereof against payment therefor.

“*Master Resolution*” means the Master Resolution adopted by the Board on June 20, 2007, as previously amended and supplemented and as may be further amended and supplemented from time-to-time.

“*Official Statement*” means the final Official Statement relating to the Series 2015 Bonds, including any supplements thereto; provided, however, that the Official Statement may refer to multiple Official Statements in the event the Series 2015 Bonds are issued in more than one series.

“*Preliminary Official Statement*” means the Preliminary Official Statement relating to the Series 2015 Bonds, including any supplements thereto; provided, however, that the Preliminary Official Statement may refer to multiple Preliminary Official Statements in the event the Series 2015 Bonds are issued in more than one series.

“*Pricing Certificate*” means a certificate executed by the Board Representative and evidencing the determinations made pursuant to Section 3.03(b) of this Ninth Supplemental Resolution; provided, however, that the Pricing Certificate may refer to multiple certificates, including but not limited to in the event the Series 2015 Bonds are issued in more than one series, and provided further that the provisions of any Pricing Certificate shall be deemed to be incorporated into this Ninth Supplemental Resolution.

“*Purchase Contract*” means any Purchase Contract relating to the Series 2015 Bonds between the Board and the Underwriters; provided, however, that the Purchase Contract may refer to multiple contracts in the event the Series 2015 Bonds are issued in more than one series.

“*Regular Record Date*” means the close of business on the fifteenth day (whether or not a Business Day) of the calendar month next preceding each regularly scheduled Interest Payment Date for the Series 2015 Bonds.

“*Resolution*” means the Master Resolution as supplemented by this Ninth Supplemental Resolution.

“*Series 2008A Bonds*” means the Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2008A.

“*Series 2015 Bonds*” means the Bonds issued in one or more series hereunder and designated as “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2015,” and as more particularly designated in the Pricing Certificate.

“*State Intercept Act*” means Section 23-5-139, Colorado Revised Statutes, as amended.

“*State Intercept Program*” means the Higher Education Revenue Bond Intercept Program, established pursuant to the State Intercept Act.

“*Taxable Obligation*” means any Series 2015 Bonds the interest on which is not excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2015 Bonds, shall be determined by the Board Representative, in accordance with the Article VII hereof titled “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*Tax Exempt Obligation*” means any Series 2015 Bonds the interest on which is excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2015 Bonds, shall be determined by the Board Representative, in accordance with Article VII hereof title “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*2015 Expense Account*” means the account created in Section 5.02(b) hereof.

“*2015 Improvement Projects*” means the financing of certain Improvement Projects as determined by the Board, including but not limited to (a) the construction, acquisition, improvement and equipping of an approximately 730,000 gross square foot multipurpose football stadium with capacity for approximately 41,000 spectators to be located at West Lake Street and Meridian Avenue in Fort Collins, Colorado; (b) any other improvements to any of the campuses for which the Board has spending authority; and (c) such other capital projects as may be designated by the Board.

“*2015 Improvement Projects Fund*” means the fund created in Section 5.02(a) hereof, including any accounts and subaccounts therein.

“*2015 Paying Agency Agreement*” means the Paying Agency, Transfer Agency and Bond Registrar Agreement between the Board and the 2015 Paying Agent relating to the Series 2015 Bonds; provided, however, that the 2015 Paying Agent Agreement may refer to multiple agreements in the event the Series 2015 Bonds are issued in more than one series.

“*2015 Paying Agent*” means Wells Fargo Bank, National Association, Denver, Colorado, acting as agent of the Board for the payment of the principal of, premium, if any, and interest on the Series 2015 Bonds, and any successor thereto.

“*2015 Refunding Project*” means the refunding of select maturities of outstanding Bonds, including the Series 2008A Bonds and other series of Bonds that are able to be refunded for present value savings.

“*2015 Registrar*” means the 2015 Paying Agent acting as agent of the Board for the registration of the Series 2015 Bonds, and any successor thereto.

“*2015 Tax Certificate*” means the Tax Certificate relating to the Series 2015 Bonds, executed by the Board on the date of issuance of the Series 2015 Bonds; provided, however, that the 2015 Tax Certificate may refer to multiple tax compliance certificates executed in connection with the Series 2015 Bonds.

“*Underwriters*” means, in the determination of the Board, any combination of RBC Capital Markets Corporation, Morgan Stanley & Co. Incorporated, or any other institution selected by the Board, acting as underwriters or as direct purchasers in connection with the sale of the Series 2015 Bonds.

Section 1.02. Construction. This Ninth Supplemental Resolution shall be construed as follows:

(a) The captions herein are for convenience only and in no way define, limit or describe the scope or intent of any provisions hereof.

(b) Any Series 2015 Bond held by the Board shall not be deemed to be Outstanding for the purpose of redemption, for the purpose of consents hereunder or for any other purpose.

Section 1.03. Successors. All of the covenants, stipulations, obligations and agreements by or on behalf of and any other provisions for the benefit of the System or the Board set forth in the Resolution shall bind and inure to the benefit of any successors thereof and shall bind and inure to the benefit of any officer, board, district, commission, authority, agent, enterprise or instrumentality to whom or to which there shall be transferred by or in accordance with law any right, power or duty of the System or the Board or of their respective successors, if any, the possession of which is necessary or appropriate in order to comply with any such covenants, stipulations, obligations, agreements, or other provisions hereof.

Section 1.04. Parties Interested Herein. Except as otherwise expressly provided in the Resolution, nothing expressed or implied in the Resolution is intended or shall be construed to confer upon or to give to any Person, other than the System, the Board, the 2015 Paying Agent,

the Bond Insurer, if any, and the owners from time-to-time of the Series 2015 Bonds, any right, remedy or claim under or by reason hereof or any covenant, condition or stipulation hereof. All the covenants, stipulations, promises and agreements set forth herein by and on behalf of the System shall be for the sole and exclusive benefit of the System, the Board, the 2015 Paying Agent, the Bond Insurer, if any, and the owners from time-to-time of the Series 2015 Bonds.

Section 1.05. Ratification. All action heretofore taken (not inconsistent with the provisions of the Resolution) by the officers of the Board, the officers of the System, the Financial Consultant, and otherwise by the Board directed toward the 2015 Improvement Projects and the issuance, sale and delivery of the Series 2015 Bonds for such purposes, be, and the same hereby is, ratified, approved and confirmed, including, without limitation, the sale of the Series 2015 Bonds as provided in the Purchase Contract and the preparation and distribution of the Preliminary Official Statement and final Official Statement in connection therewith.

Section 1.06. Resolution Irrepealable. After any Series 2015 Bonds are issued, the Resolution shall constitute an irrevocable contract between the Board and owners of the Series 2015 Bonds; and the Resolution shall be and remain irrepealable until the Series 2015 Bonds and the interest thereon shall be fully paid, as herein provided.

Section 1.07. Repealer. All bylaws, orders and resolutions, or parts thereof, inconsistent herewith are hereby repealed to the extent only of such inconsistency. This repealer shall not be construed to revive any bylaw, order, resolution or part thereof, heretofore repealed.

Section 1.08. Severability. If any provision of the Resolution shall be held invalid or unenforceable, such holding shall not affect any other provisions hereof.

Section 1.09. Effective Date. This Ninth Supplemental Resolution shall become effective immediately upon its passage.

ARTICLE II

AUTHORIZATION OF 2015 IMPROVEMENT PROJECTS AND CERTAIN RELATED DOCUMENTS

Section 2.01. Authority for Resolution. The Resolution is adopted by virtue of the plenary powers of the Board as a constitutionally established body corporate under Article VIII, Section 5 of the Constitution of the State and under the particular authority of the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Research Building Fund Act, the Refunding Act and the Supplemental Public Securities Act. The Board has ascertained and hereby determines that each matter and thing as to which provision is made herein is necessary in order to carry out and effectuate the purposes of the Board in accordance with such powers and authority.

Section 2.02. Necessity of the 2015 Improvement Projects, 2015 Refunding Project and Series 2015 Bonds. It is necessary and for the best interests of the Board and the System that the Board undertake the 2015 Improvement Projects and the 2015 Refunding Project each as herein authorized and obtain funds therefor by issuing the Series 2015 Bonds; and the Board hereby so determines and declares.

Section 2.03. Authorization of the 2015 Improvement Projects and 2015 Refunding Project. The Board hereby determines to undertake the 2015 Improvement Projects and 2015 Refunding Project pursuant to the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Research Building Fund Act, the Refunding Act, the Supplemental Public Securities Act, and applicable provisions of the Code, and further determines that all requirements and limitations of such statutes have been met.

In addition, the Board hereby determines that (a) the limitations and requirements imposed by the Resolution for the issuance of Bonds have been met and (b) the 2015 Improvement Projects and 2015 Refunding Project are hereby authorized.

Section 2.04. Provision for Sale of Series 2015 Bonds. The Board Representative and the officers of the Board, or any of them, are hereby authorized, for and on behalf of the Board, to accept and execute the Purchase Contract submitted by the Underwriters for the purchase of the Series 2015 Bonds, in substantially the form filed with the Board on the date of adoption of this Ninth Supplemental Resolution, bearing interest at the rates therein designated and otherwise upon the terms and conditions provided in this Ninth Supplemental Resolution, the Pricing Certificate and such Purchase Contract.

Section 2.05. Execution of 2015 Paying Agency Agreement. The appropriate officers of the Board, as designated in the 2015 Paying Agency Agreement, are hereby authorized to complete and execute the 2015 Paying Agency Agreement on behalf of and in the name of the Board, in substantially the form filed with the Board following the date of adoption of this Ninth Supplemental Resolution.

Section 2.06. Approval and Use of Preliminary Official Statement and Official Statement; Rule 15c2-12; Continuing Disclosure Undertaking. The distribution and use of a Preliminary Official Statement relating to the Series 2015 Bonds, in substantially the form filed with the Board on or following the date of adoption of this Ninth Supplemental Resolution, is hereby approved with such changes as may be necessary for the sale of the Series 2015 Bonds. The Chair of the Board and/or the Chancellor of the System is each hereby authorized, directed and empowered to determine when such Preliminary Official Statement may be deemed final within the meaning of Securities and Exchange Rule 15c2-12, subject to permitted omissions, and thereupon to give a certificate to such effect. The Chair of the Board and/or the Chancellor of the System is each hereby authorized to execute and deliver the final Official Statement relating to the Series 2015 Bonds and the Underwriters may thereafter distribute the same. The appropriate officers of the Board and the System are hereby authorized to complete and execute the Continuing Disclosure Undertaking on behalf of and in the name of the Board, in substantially the form attached to the Preliminary Official Statement.

Section 2.07. Bond Insurance. In the event that it is determined to obtain a municipal bond insurance policy insuring the payment when due of the principal of and interest on all or a portion of the Series 2015 Bonds, as provided in Section 3.03(b)(ii) hereof and the Pricing Certificate, the completion, execution and delivery of all documents relating to and required or necessary in connection with such municipal bond insurance policy by the appropriate officers of the Board and the System are hereby authorized and approved. To the extent provided therein, the provisions of any agreement between the Board and the Bond Insurer, as contemplated in this

Section 2.08, shall be deemed to be incorporated in this Ninth Supplemental Resolution and shall be enforceable as if set forth herein.

Section 2.08. Execution of Documents. The following individuals, namely: the Chair of the Board, the Secretary of the Board, General Counsel to the System, the Chief Financial Officer of the System and the Treasurer of the System (and any other officers authorized by law to act on their behalf in their absence) are hereby authorized to execute and deliver, this Ninth Supplemental Resolution, and, as appropriate in connection with each series of Series 2015 Bonds issued hereunder, the Purchase Contract, the Pricing Certificate, the 2015 Paying Agency Agreement, the Escrow Agreement, the Continuing Disclosure Undertaking, the Official Statement, any documents required in connection with any credit enhancement, and any other documents or certificates necessary or appropriate to close the sale of the Series 2015 Bonds and all related transactions and to take any action with respect to any matter required to accomplish the same.

ARTICLE III

AUTHORIZATION AND TERMS OF SERIES 2015 BONDS

Section 3.01. Authorization of Series 2015 Bonds. Pursuant to the provisions of the Master Resolution, there is hereby authorized the borrowing of funds, and to evidence such borrowing there are hereby authorized one or more series Bonds of the Board designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2015,” or as more particularly designated in the Pricing Certificate, including the year of issuance. If, in accordance with the Article VII titled “FEDERAL TAX LAW MATTERS,” the Board Representative shall determine that any series of Series 2015 Bonds shall constitute a Taxable Obligation, the title of such series shall further include the following: “Taxable.” The full title of any and all series of bonds issued hereunder shall be determined by the Board Representative in accordance with the foregoing, and shall be set forth in the Pricing Certificate.

Section 3.02. Purposes. The Series 2015 Bonds are authorized for the purposes of funding the 2015 Improvement Projects, financing the 2015 Refunding Project, paying a portion of the interest on the Series 2015 Bonds and paying certain costs of issuance relating to the Series 2015 Bonds, all as more specifically provided in Article V hereof.

Section 3.03. Terms of Series 2015 Bonds, Generally.

(a) **Registered Form; Numbers and Date.** The Series 2015 Bonds shall be issued in fully registered form and shall be numbered from one upward in consecutive numerical order preceded by the letter “R.” The registered Owner of all Series 2015 Bonds shall be a Securities Depository in accordance with the Master Resolution. The Series 2015 Bonds shall be dated the Issue Date.

(b) **Principal Amounts; Maturities; Interest Rates.** The Series 2015 Bonds shall mature, subject to the right of prior redemption as provided in Article IV hereof, on

the dates and in the aggregate principal amounts, and shall bear interest, payable on each Interest Payment Date, as provided below:

(i) *Parameters.* Any Series 2015 Bonds, issued in one or more series, shall be issued in an aggregate principal amount not to exceed \$245,000,000 for purposes of financing the 2015 Improvement Projects and an aggregate principal amount not to exceed \$250,000,000 for purposes of financing the 2015 Refunding Project. Any Series 2015 Bonds, issued in one or more series, shall bear interest at fixed and/or variable rates and taxable and/or tax exempt rate or rates resulting in a true interest cost not exceeding 18% with respect to any variable rate debt and 5.5% with respect to any fixed rate debt. Any Series 2015 Bonds may mature as term bonds or serial bonds, or both, not later than March 1, 2055 with respect to bonds issued for the 2015 Improvement Projects and March 1, 2043 with respect to bonds issued for the 2015 Refunding Project. In addition, the Board shall only issue Series 2015 Bonds to finance the 2015 Refunding Project if the 2015 Refunding Project results in present value savings with respect to the debt service requirements on the Refunded Bonds sufficient to comply with the Board's debt management policy as determined by the Board Representative.

(ii) *Delegated Powers.* The Board Representative is authorized, without further approval of the Board, to make any and all determinations listed in Section 11-57-205(1), Colorado Revised Statutes, as amended, provided such determinations are not inconsistent with the standards set forth in this Ninth Supplemental Resolution. In furtherance thereof, the Board Representative is hereby authorized, without further approval of the Board, to determine in conformity with the standards set forth in this Ninth Supplemental Resolution and after the Series 2015 Bonds have been priced in the market: (A) the final designation of one or more series or subseries of the Series 2015 Bonds; (B) the principal amount of each series or subseries of the Series 2015 Bonds; (C) the coupon interest rate or rates (whether fixed or variable) on the Series 2015 Bonds; (D) the maturity or maturities of the Series 2015 Bonds (any of which may include Series 2015 Bonds bearing different interest rates) and the amount and date of any mandatory sinking fund redemption; (E) provisions for the optional, mandatory or extraordinary redemption of any or all of the Series 2015 Bonds prior to maturity; (F) the purchase price of the Series 2015 Bonds; (G) whether the Series 2015 Bonds will constitute Tax Exempt Obligations, Taxable Obligations, and the other matters set forth in Article VII hereof entitled "FEDERAL TAX LAW MATTERS"; (H) whether or not to utilize bond insurance or a debt service reserve policy for the Series 2015 Bonds and the execution of all agreements, documents and certificates in connection therewith; (I) the final determination of which Series 2015 Bonds are subject to the State Intercept Program and which Series 2015 Bonds are not subject to the State Intercept Program; and (J) whether or not the Series 2015 Bonds will be sold pursuant to a negotiated sale, a competitive sale or direct placement; all as may be necessary to effect the 2015 Improvement Projects and the 2015 Refunding Project and in a manner consistent with this Ninth Supplemental Resolution; including the estimated true interest cost of the Series 2015 Bonds and the

Underwriter's or Purchaser's discount relating to the Series 2015 Bonds. The determinations described herein shall be evidenced by a Pricing Certificate filed with the Board, and except as otherwise expressly provided herein or in the Master Resolution, the terms of the Series 2015 Bonds shall be as set forth in the Pricing Certificate and incorporated by reference into this Ninth Supplemental Resolution.

(c) ***Authorized Denominations.*** The Series 2015 Bonds shall be issued in Authorized Denominations.

(d) ***Computation of Interest.*** Each Series 2015 Bond shall bear interest at the applicable rate in accordance with Section 3.03(b) hereof, (i) from the date of authentication, if authenticated on an Interest Payment Date to which interest has been paid or duly provided for; or (ii) from the last preceding Interest Payment Date to which interest has been paid or duly provided for (or the Issue Date if no interest thereon has been paid or duly provided for) in all other cases. The amount of interest so payable on Series 2015 Bonds on any Interest Payment Date shall be computed on the basis of a 360-day year of twelve 30-day months.

(e) ***Appointment of 2015 Paying Agent and 2015 Registrar.*** Wells Fargo Bank, National Association, is hereby appointed the 2015 Paying Agent and 2015 Registrar.

Section 3.04. Payment of Bond Requirements.

(a) ***Principal and Final Interest.*** The principal or Redemption Price of and the final interest payment on any Series 2015 Bond shall be payable to the owner thereof as shown on the registration books maintained by the 2015 Registrar upon maturity or prior redemption thereof and upon presentation and surrender at the principal office of the 2015 Paying Agent. If any Series 2015 Bond shall not be paid upon such presentation and surrender at or after maturity, it shall continue to draw interest (but without compounding of interest) at the rate borne by it until the principal thereof is paid in full.

(b) ***Interest.*** The interest due on any Series 2015 Bond on any Interest Payment Date shall be paid to the owner thereof, as shown on the registration books kept by the 2015 Registrar at the close of business on the Regular Record Date. Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the owner of such Series 2015 Bond on the Regular Record Date and shall be payable to the person who is the owner of such Series 2015 Bond at the close of business on a Special Record Date for the payment of any such defaulted interest. Such Special Record Date shall be fixed in accordance with Section 3.10 of the Master Resolution.

(c) ***Payment of Interest.*** All payments of interest on any Series 2015 Bond shall be paid to the person entitled thereto pursuant to Section 3.04(b) above by check mailed on the Interest Payment Date to his or her address as it appears on the registration books kept by the 2015 Registrar (or, in the case of defaulted interest, the date selected by the 2015 Registrar for the payment of such defaulted interest), or, at the option of any

owner of \$1,000,000 or more in principal amount of Series 2015 Bonds, by wire transfer on such date to a bank within the continental United States as directed by such owner.

(d) ***State Intercept Program.*** The Board hereby determines that (a) any Series 2015 Bonds issued to finance the 2015 Improvement Projects will not be subject to the State Intercept Program, (b) any Series 2015 Bonds issued to finance the 2015 Refunding Project shall be eligible for the State Intercept Program, and (c) the final determination of which Series 2015 Bonds (and any series thereof) are subject to the State Intercept Program shall be set forth in the Pricing Certificate. Subject to any final determination set forth in the Pricing Certificate, the Board hereby represents that any Series 2015 Bonds issued to finance the 2015 Refunding Project shall qualify for the State Intercept Program because such Series 2015 Bonds satisfy the following provisions of the State Intercept Program:

(i) The Board has: (A) a credit rating in one of the three highest categories, without regard to modifiers within a category, from at least one nationally recognized statistical rating organization and, if more than one such organization has rated an institution, no credit rating that is in a category below the three highest categories, without regard to modifiers within a category; and (B) a debt service coverage ratio of at least one and one-half to one, measured by dividing the Board's net revenue available for annual debt service over the total amount of annual debt service subject to this article and the annual debt service to be issued pursuant to this article; and

(ii) the pledged revenues for the Series 2015 Bonds include not less than:

(A) the net revenues of auxiliaries;

(B) 10% of tuition if the institution is an enterprise, as defined in Section 24-77-102(3), Colorado Revised Statutes, as amended;

(C) indirect cost recovery revenues, if any;

(D) facility construction fees designated for bond repayment, if any; and

(E) student fees and ancillary revenues currently pledged to existing bondholders.

In accordance with the State Intercept Program, whenever the 2015 Paying Agent has not received a payment on Series 2015 Bonds on the business day immediately prior to the date on which such payment is due, the 2015 Paying Agent is required to notify the State Treasurer and the Board. The State Treasurer is then required to contact the Board to determine whether the Board will make the payment by the date on which it is due. If the Board indicates to the State Treasurer that it will not make the payment on the Series 2015 Bonds by the date on which it is due, or if the State Treasurer cannot contact the Board, the State Treasurer is required to forward to the 2015 Paying Agent, in

immediately available funds of the State, the amount necessary to make the payment of the principal of and interest on the Series 2015 Bonds.

If the State Treasurer makes a payment on Series 2015 Bonds under the State Intercept Program, he or she is to recover the amount forwarded by withholding amounts from the Board's payments of the State's fee-for-service contract with the Board or the System, from any other state support for the Board or the System and from any unpledged tuition moneys collected by the Board or the System. The total amount withheld in a month cannot exceed one-twelfth of the annual amount due from the State's fee-for-service contract with the Board or the System for each occasion on which the State Treasurer forwards money to the 2015 Paying Agent. With respect to each payment on the Series 2015 Bonds made by the State Treasurer, the State Treasurer cannot withhold for more than 12 consecutive months for each occasion on which the State Treasurer forwards amounts pursuant to the State Intercept Act. While the withholding of fee-for-service payments is limited to 12 consecutive months, the State Intercept Act does not correspondingly limit the State's contingent obligation to pay the Series 2015 Bonds. The Board has the option of making early repayment of all or any portion of an amount forwarded by the State Treasurer for payment on the Series 2015 Bonds.

The State Treasurer is required to notify the State's Department of Higher Education and General Assembly of amounts withheld and payments made pursuant to the State Intercept Act. Institutions that have a debt service payment forwarded to the paying agent by the State Treasurer shall not request a supplemental general fund appropriation or budget amendment for the amount forwarded in order to replace withheld fee-for-service revenue.

If the State Treasurer is required to make a payment on the higher education bonds of an institution, the State Department of Education is required to initiate an audit of the institution to determine the reason for the nonpayment of the bonds and to assist the institution, if necessary, in developing and implementing measures to ensure that future payments will be made when due.

The State has covenanted that it will not repeal, revoke or rescind the provisions of the State Intercept Act or modify or amend the State Intercept Act so as to limit or impair the rights and remedies granted under the State Intercept Act to purchasers of the bonds payable under the State Intercept Act. The State Intercept Act provides, however, that it will not be deemed or construed to require the State to continue the payment of State assistance to any institution or to limit or prohibit the State from repealing, amending or modifying any law relating to the amount of State assistance to institutions or the manner of payment or the timing thereof. The State Intercept Act further provides that it will not be deemed or construed to create a debt of the State with respect to any bonds payable under the State Intercept Act within the meaning of any State constitutional provision or to create any liability except to the extent provided in the State Intercept Act.

An institution may adopt a resolution stating that it will not accept on behalf of the institution payment of principal and interest as provided in the State Intercept Act. If

an institution adopts such a resolution, it must be adopted prior to issuance or incurrence of the bonds to which it applies. Following adoption of such a resolution, the institution is to provide written notice to the State Treasurer of its refusal to accept payment. An institution may rescind its refusal to accept payment by written notice of such rescission to the State Treasurer.

The Board is hereby directed to file with the State Treasurer a copy of this Ninth Supplemental Resolution, a copy of the Pricing Certificate, a copy of the Official Statement and the name, address and telephone number of the 2015 Paying Agent.

(e) ***Application of Excess Net Revenues.*** In the event that payments of the principal of and interest on the Series 2015 Bonds are made by the State Treasurer pursuant to the provisions of the State Intercept Program, the Board hereby agrees that, to the extent such amounts paid by the State Treasurer have not been recovered by the State Treasurer from the sources set forth in Section 23-5-139(3) of the State Intercept Act, the Board shall, solely from Net Revenues remaining in the Revenue Fund as described in Section 5.14 of the Master Resolution that the Board has determined are available for such purpose, pay to the State Treasurer an amount equal to the principal and interest payments made by the State Treasurer, less any such amounts previously recovered by or paid to the State Treasurer.

Section 3.05. Bond Form. Subject to the provisions of this Ninth Supplemental Resolution, the Series 2015 Bonds shall be in substantially the form set forth in Exhibit A hereto, with such omissions, insertions, endorsements and variations as to any recitals of fact or other provisions as may be required by the circumstances, be required or permitted by the Master Resolution, or be consistent with the Master Resolution.

Section 3.06. State Tax Exemption. Pursuant to Section 23-5-105, Colorado Revised Statutes, as amended, the Series 2015 Bonds, their transfer, and the income therefrom shall forever be and remain free and exempt from taxation by the State or any subdivision thereof.

ARTICLE IV

REDEMPTION OF SERIES 2015 BONDS

Section 4.01. Optional Redemption. The Series 2015 Bonds shall be subject to redemption prior to maturity at the option of the Board, if at all, on the dates and at the Redemption Prices as set forth in the Pricing Certificate.

Section 4.02. Mandatory Sinking Fund and Make Whole Redemption. The Series 2015 Bonds shall be subject to mandatory sinking fund redemption and make whole redemption, if at all, on the dates and in the principal amounts as set forth in the Pricing Certificate.

Section 4.03. Selection of Series 2015 Bonds for Redemption. If less than all of the Series 2015 Bonds are called for prior redemption hereunder, the Series 2015 Bonds or portions to be redeemed shall be redeemed in such order of maturities as shall be specified by the Board. If less than all Series 2015 Bonds or portions thereof of a single maturity and rate are to be redeemed, they shall be selected by lot in such manner as the Paying Agent may determine. In

the case of a Series 2015 Bond of a denomination larger than an Authorized Denomination, such Series 2015 Bond may be redeemed only in principal amounts equal to any integral multiple of the minimum Authorized Denomination. In the event a portion of any Series 2015 Bonds is so redeemed, the 2015 Registrar shall, without charge to the owner of such Series 2015 Bond, authenticate a replacement Series 2015 Bond for the unredeemed portion thereof.

Section 4.04. Redemption Procedures. Except as otherwise provided herein, the Series 2015 Bonds shall be called for prior redemption and shall be paid by the 2015 Paying Agent upon notice as provided in Section 4.05 hereof. The 2015 Registrar shall not be required to transfer or exchange any Series 2015 Bond after notice of the redemption of such Series 2015 Bond has been given (except the unredeemed portion of such Series 2015 Bond, if redeemed in part) or to transfer or exchange any Series 2015 Bond during the period of 15 days next preceding the day such notice is given.

In addition, the 2015 Registrar is hereby authorized to comply with any operational procedures and requirements of the Securities Depository relating to redemption of Series 2015 Bonds and notice thereof. The Board and the 2015 Registrar shall have no responsibility or obligation with respect to the accuracy of the records of the Securities Depository or a nominee therefor or any Participant of such Securities Depository with respect to any ownership interest in the Series 2015 Bonds or the delivery to any Participant, beneficial owner or any other person (except to a registered owner of the Series 2015 Bonds) of any notice with respect to the Series 2015 Bonds, including any notice of redemption.

Section 4.05. Notice of Redemption. The 2015 Registrar shall cause notice of the redemption of the Series 2015 Bonds being redeemed under this Article IV to be given in the form and manner described in Section 3.07 of the Master Resolution not less than 30 days nor more than 60 days prior to the redemption date.

ARTICLE V

ISSUANCE OF SERIES 2015 BONDS AND USE OF SERIES 2015 BOND PROCEEDS

Section 5.01. Series 2015 Bond Preparation, Execution and Delivery. The officers of the Board and the System designated in this Ninth Supplemental Resolution are hereby authorized and directed to prepare and to execute the Series 2015 Bonds, as herein provided. When the Series 2015 Bonds have been duly executed, the Board Representative shall deliver them to the Underwriters upon receipt of the agreed purchase price.

Section 5.02. Disposition of Series 2015 Bond Proceeds. The proceeds of the Series 2015 Bonds, upon the receipt thereof, shall be accounted for in the following manner and priority and are hereby pledged therefor:

- (a) **2015 Improvement Projects Fund.** First, from the proceeds of the Series 2015 Bonds, there shall be deposited in a separate account, which account is hereby created, to be known as “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2015, Improvement Projects Fund”

(the “2015 Improvement Projects Fund”), such amount as the Board Representative shall determine to be necessary and available to defray the costs of the 2015 Improvement Projects, subject to the provisions of the 2015 Tax Certificate. Such account shall be under the control of the Board.

There is hereby created within the 2015 Improvement Projects Fund a separate account under the control of the Board which shall be designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2015, Capitalized Interest Account” (the “2013 Capitalized Interest Account”). There shall be credited to such 2013 Capitalized Interest Account such amount as the Board Representative shall determine to be necessary and available to pay a portion of the interest on the Series 2015 Bonds through a date specified by the Board Representative in the Pricing Certificate, taking into account any other moneys available to pay interest on the Series 2015 Bonds.

In the event that the Series 2015 Bonds are issued in only one series, then the Board shall not be required to establish additional accounts or subaccounts within the 2015 Improvement Projects Fund; provided, however, that in the event that the Series 2015 Bonds are issued in more than one series, additional separate accounts and, as necessary, subaccounts shall be created within the 2015 Improvement Projects Fund in accordance with the following:

(i) A separate account shall be created within the 2015 Improvement Projects Fund for each separate series of Series 2015 Bonds issued as Tax Exempt Obligations the proceeds of which are to be applied to the 2015 Improvement Projects, into which shall be deposited amounts received from the sale of each such series of the Series 2015 Bonds, and the amount of such deposit shall be as set forth in the Pricing Certificate; and

(ii) In the event that any of the Series 2015 Bonds are issued as Taxable Obligations, and the proceeds from such Series 2015 Bonds are to be applied to the 2015 Improvement Projects, then separate accounts shall be established for each such series of Series 2015 Bonds, and the amount of proceeds from the sale of such Series 2015 Bonds deposited to such account(s) shall be as set forth in the Pricing Certificate.

(b) **2015 Expense Account.** Second, from the proceeds of the Series 2015 Bonds, there shall be deposited to the credit of a separate account, hereby created (the “2015 Expense Account”), which 2015 Expense Account shall be under the control of the Board, all remaining amounts of proceeds of the Series 2015 Bonds. From such 2015 Expense Account, the Board shall be authorized to pay all expenses associated with the issuance of the Series 2015 Bonds. Any moneys remaining in the 2015 Expense Account six months after the date of issuance of the Series 2015 Bonds shall be transferred as directed by the Board Representative.

Section 5.03. Application of 2015 Improvement Projects Fund. Amounts on deposit in the 2013 Capitalized Interest Account within the 2015 Improvement Projects Fund shall be

applied to the payment of interest on the Series 2015 Bonds as directed by the Board Representative. Any other moneys credited from time-to-time to the 2015 Improvement Projects Fund shall be used, without requisition, voucher or other direction or further authority than is herein contained, to pay, or to reimburse the Board and the System, including CSU-Pueblo, for the payment of costs of the 2015 Improvement Projects, as the same become due. All amounts derived from the investment of moneys on deposit in the 2015 Improvement Projects Fund shall remain in the 2015 Improvement Projects Fund and shall be applied as described herein, or, at the direction of the Board Representative, shall be applied to pay interest on the Series 2015 Bonds. Upon completion of the 2015 Improvement Projects by the Board and the delivery of a Completion Certificate to the Board in accordance with the Resolution, all money remaining in the 2015 Improvement Projects Fund, except amounts estimated to be needed for costs of the 2015 Improvement Projects not then due and payable as provided in Section 5.04 hereof, may be used for any other lawful capital expenditures of the Board or may be transferred to the Series 2013 Principal Account of the Debt Service Fund and used to pay the principal of, premium, if any, or interest on the Series 2015 Bonds.

Section 5.04. Completion of 2015 Improvement Projects. Upon completion of the 2015 Improvement Projects and the acceptance thereof by the System, the Board Representative shall deliver to the Board a certificate (the “Completion Certificate”) stating that, to the best of the System’s knowledge based upon the representations of the Board Representative and the contractors, architects, engineers, vendors or other consultants, and except for any amounts estimated by the Board Representative to be necessary for payment of any costs of the 2015 Improvement Projects not then due and payable as set forth in such certificate, the 2015 Improvement Projects have been completed and accepted by the System and all costs of the 2015 Improvement Projects have been paid. Notwithstanding the foregoing, such certificate shall not, and shall state that it does not, prejudice any rights against third parties which exist at the date of such certificate or which may subsequently come into being.

Section 5.05. Purchaser Not Responsible. The Underwriters, any associate thereof, and any subsequent owner of any Series 2015 Bond shall in no manner be responsible for the application or disposal by the Board or by any System officer or any other employee or agent of the Board or System of the moneys derived from the sale of the Series 2015 Bonds or of any other moneys herein designated.

ARTICLE VI

ESTABLISHMENT OF CERTAIN ACCOUNTS

Section 6.01. Establishment of Certain Accounts. In accordance with Section 5.01 of the Master Resolution, the Board hereby creates and establishes the following accounts in respect of the Series 2015 Bonds: (a) within the Debt Service Fund, a “Series 2015 Interest Account” and a “Series 2015 Principal Account”; and (b) within the Rebate Fund, a “Series 2015 Rebate Account.” Such accounts shall be maintained and applied as provided in (i) Section 5.06 of the Master Resolution, with respect to the Series 2015 Interest Account and the Series 2015 Principal Account; and (ii) Sections 5.11 through 5.13 of the Master Resolution, with respect to the Series 2015 Rebate Account.

ARTICLE VII

FEDERAL TAX LAW MATTERS

Section 7.01. Determination of Tax Exempt or Taxable Obligations. All or any portion of the Series 2015 Bonds is authorized to be issued as a Tax Exempt Obligation or Taxable Obligation. The Board hereby delegates to the Board Representative the authority to determine what, if any, portion of the Series 2015 Bonds shall constitute a Tax Exempt Obligation, and what, if any, portion of the Series 2015 Bonds shall constitute a Taxable Obligation which determinations shall be set forth in the applicable Pricing Certificate. To the extent that any portion of the Series 2015 Bonds shall constitute Tax Exempt Obligations, for purposes of ensuring that the interest on the Tax Exempt Obligations is and remains excluded from gross income for federal income tax purposes, the Board makes the covenants set forth in Sections 7.02 through 7.04 of this Article VII. In the event that, as determined by the Board Representative and set forth in the Pricing Certificate, no portion of the Series 2015 Bonds constitutes Tax Exempt Obligations, Sections 7.02 through 7.04 of this Article VII shall be of no force or effect.

Section 7.02. Prohibited Actions. The Board will not use or permit the use of any proceeds of the Tax Exempt Obligations or any other funds of the Board from whatever source derived, directly or indirectly, to acquire any securities or obligations and shall not take or permit to be taken any other action or actions, which would cause any Tax Exempt Obligations to be an “arbitrage bond” within the meaning of Section 148 of the Code, or would otherwise cause the interest on any Tax Exempt Obligations to be includible in gross income for federal income tax purposes.

Section 7.03. Affirmative Actions. The Board will at all times do and perform all acts permitted by law that are necessary in order to assure that interest paid by the Board on the Tax Exempt Obligations shall not be includible in gross income for federal income tax purposes under the Code or any other valid provision of law. In particular, but without limitation, the Board represents, warrants and covenants to comply with the following unless it receives an opinion of Bond Counsel stating that such compliance is not necessary: (a) gross proceeds of the Tax Exempt Obligations will not be used in a manner that will cause the Series 2015 Bonds to be considered “private activity bonds” within the meaning of the Code; (b) the Tax Exempt Obligations are not and will not become directly or indirectly “federally guaranteed”; and (c) the Board will timely file Internal Revenue Form 8038-G which shall contain the information required to be filed pursuant to Section 149(e) of the Code with respect to the Tax Exempt Obligations.

Section 7.04. 2015 Tax Certificate. The Board will comply with the 2015 Tax Certificate delivered to it on the date of issuance of any Series 2015 Bonds constituting Tax Exempt Obligations, including but not limited to the provisions of the 2015 Tax Certificate regarding the application and investment of proceeds of such Series 2015 Bonds, the calculations, the deposits, the disbursements, the investments and the retention of records described in the 2015 Tax Certificate; provided that, in the event the original 2015 Tax Certificate is superseded or amended by a new 2015 Tax Certificate drafted by, and accompanied by an opinion of Bond Counsel stating that the use of the new 2015 Tax Certificate will not

cause the interest on such Series 2015 Bonds to become includible in gross income for federal income tax purposes, the Board will thereafter comply with the new 2015 Tax Certificate.

ARTICLE VIII

MISCELLANEOUS

Section 8.01. Applicability of Master Resolution. Except as otherwise provided herein, the provisions of the Master Resolution govern the Series 2015 Bonds and the 2015 Improvement Projects. The rights, undertakings, covenants, agreements, obligations, warranties, and representations of the Board set forth in the Master Resolution shall in respect of the Series 2015 Bonds be deemed the rights, undertakings, covenants, agreements, obligations, warranties and representations of the Board.

Section 8.02. Severability and Invalid Provisions. If any one or more of the covenants or agreements provided in this Ninth Supplemental Resolution on the part of the Board to be performed should be contrary to law, then such covenant or covenants or agreement or agreements shall be deemed severable from the remaining covenants and agreements, and shall in no way affect the validity of the other provisions of this Ninth Supplemental Resolution.

Section 8.03. Table of Contents and Section Headings Not Controlling. The Table of Contents and the headings of the several Articles and Sections of this Ninth Supplemental Resolution have been prepared for convenience of reference only and shall not control, affect the meaning of, or be taken as an interpretation of any provision of this Ninth Supplemental Resolution.

Section 8.04. Effective Date. This Ninth Supplemental Resolution shall take effect immediately.

ADOPTED AND APPROVED as of February 5, 2015.

[SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By _____
Dorothy A. Horrell
Chair of the Board

ATTEST:

By _____
Scott C. Johnson
Secretary

[Signature page to Ninth Supplemental Resolution]

EXHIBIT A

FORM OF SERIES 2015 BONDS [TO BE MODIFIED FOR EACH SERIES]

UNLESS THIS CERTIFICATE IS PRESENTED BY AN AUTHORIZED REPRESENTATIVE OF THE DEPOSITORY TRUST COMPANY, A NEW YORK CORPORATION (“DTC”), TO THE 2015 PAYING AGENT, THE 2015 REGISTRAR OR ANY AGENT THEREOF FOR REGISTRATION OF TRANSFER, EXCHANGE OR PAYMENT, AND ANY BOND ISSUED IS REGISTERED IN THE NAME OF CEDE & CO. OR IN SUCH OTHER NAME AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC (AND ANY PAYMENT IS MADE TO CEDE & CO. OR TO SUCH OTHER ENTITY AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC), ANY TRANSFER, PLEDGE OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL INASMUCH AS THE REGISTERED OWNER HEREOF, CEDE & CO., HAS AN INTEREST HEREIN.

TRANSFER OF THIS BOND OTHER THAN BY REGISTRATION IS NOT EFFECTIVE.

UNITED STATES OF AMERICA
STATE OF COLORADO

BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM
SYSTEM ENTERPRISE REVENUE BONDS
SERIES 2015

No. R- _____ \$ _____

Interest Rate
(Per Annum)

Maturity Date

Dated as of

CUSIP

_____ %

March 1, _____

_____, 2015

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT: _____ DOLLARS

The Board of Governors of the Colorado State University System (the “Board” and the “System,” respectively), being a body corporate under the laws of the State of Colorado, for value received, hereby promises to pay to the registered owner specified above or registered assigns solely from the special funds provided therefor, the principal amount specified above, on the maturity date specified above (unless called for earlier redemption), and to pay from such special funds interest thereon on March 1 and September 1 of each year (each an “Interest Payment Date”), commencing on _____ at the interest rate per annum specified above, until the principal sum is paid or payment has been provided. This Series 2015 Bond (as hereinafter defined) will bear interest from the most recent Interest Payment Date to which interest has been paid or provided for, or, if no interest has been paid, from the date of this Series 2015 Bond. The principal of and premium, if any, on this Series 2015 Bond are payable upon presentation and surrender hereof at the principal office of the Board’s paying agent for the

Series 2015 Bonds (the “2015 Paying Agent”), initially Wells Fargo Bank, National Association. The 2015 Paying Agent’s principal office for such payment shall be in Minneapolis, Minnesota. Interest on this Series 2015 Bond will be paid on each Interest Payment Date (or, if such Interest Payment Date is not a business day, on the next succeeding business day), by check or draft mailed to the person in whose name this Series 2015 Bond is registered (the “registered owner”) in the registration records of the Board maintained by the Board’s registrar for the Series 2015 Bonds (the “2015 Registrar”), initially Wells Fargo Bank, National Association, and at the address appearing thereon at the close of business on the fifteenth day of the calendar month next preceding such Interest Payment Date (the “Regular Record Date”). Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the registered owner hereof at the close of business on the Regular Record Date and shall be payable to the person who is the registered owner thereof at the close of business on a Special Record Date (as described in the resolution of the Board authorizing the issuance of this Series 2015 Bond; herein the “Resolution”), for the payment of any defaulted interest. Such Special Record Date shall be fixed by the 2015 Registrar whenever moneys become available for payment of the defaulted interest, and notice of the Special Record Date shall be given to the registered owners of the bonds of the series of which this is one not less than 10 days prior thereto. Alternative means of payment of interest may be used if mutually agreed to between the owner of any Series 2015 Bond and the 2015 Paying Agent, as provided in the Resolution. All such payments shall be made in lawful money of the United States of America without deduction for the services of the 2015 Registrar or 2015 Paying Agent.

This bond is one of an authorized series of bonds issued under the Resolution designated the Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2015 in the aggregate principal amount of \$[_____] (the “Series 2015 Bonds”).

The Series 2015 Bonds qualify for the Higher Education Revenue Bond Intercept Program (“State Intercept Program”), enacted by the State on June 4, 2008, established pursuant to S.B. 08-245, Section 23-5-139, Colorado Revised Statutes, as amended, and provides for the payment by the State Treasurer of principal of and interest due with respect to revenue bonds issued by state supported institutions of higher education if such an institution will not make the payment by the date on which it is due.

It is hereby certified that all acts, conditions and things required to be done precedent to and in the issuance of this Series 2015 Bond and the series of which it is a part have been properly done, have happened, and have been performed in regular and due time, form and manner as required by the Constitution and laws of the State of Colorado and the proceedings herein mentioned, and that this series of bonds does not exceed any constitutional or statutory limitation.

This Series 2015 Bond shall not be valid or obligatory for any purpose until the 2015 Registrar shall have manually signed the certificate of authentication hereon.

The Series 2015 Bonds are issuable solely as fully registered bonds in denominations of \$5,000 and any integral multiple thereof and are exchangeable for fully registered Series 2015 Bonds of the same maturity in equal aggregate principal amounts and in authorized

denominations at the aforesaid office of the 2015 Registrar but only in the manner, subject to the limitations, and on payment of the charges provided in the Resolution.

The 2015 Registrar will not be required to transfer or exchange (a) any Series 2015 Bond subject to redemption during a period beginning at the opening of business 15 days before the day of the mailing by the 2015 Registrar of a notice of prior redemption of Series 2015 Bonds and ending at the close of business on the day of such mailing, or (b) any Series 2015 Bond after the mailing of notice calling such Series 2015 Bond or any portion thereof for prior redemption.

[The Series 2015 Bonds or portions thereof maturing on and after March 1, 20___, are subject to redemption prior to their respective maturities, at the option of the Board, on or after March 1, 20___, in whole or in part at any time, in such order of maturities as the Board shall determine and by lot within a maturity, in integral multiples of \$5,000 (giving proportionate weight to Series 2015 Bonds in denominations larger than \$5,000), in such manner as the 2015 Paying Agent may determine, at a redemption price equal to ___% of the principal amount of each Series 2015 Bond or portion thereof so redeemed plus accrued interest thereon to the redemption date.]

The Series 2015 Bonds are subject to mandatory sinking fund redemption as provided in the Pricing Certificate.

[In the case of a Series 2015 Bond of a denomination larger than \$5,000, a portion of such Series 2015 Bond (\$5,000 or any integral multiple thereof) may be redeemed, in which case the 2015 Registrar shall, without charge to the owner of such Series 2015 Bond, authenticate and issue a replacement Series 2015 Bond or Bonds for the unredeemed portion thereof. Redemption shall be made upon not less than 30 days' prior mailed notice to each registered owner as shown on the registration records maintained by the 2015 Registrar, as provided in the Resolution.]

This Series 2015 Bond is fully transferable by the registered owner hereof in person or by his duly authorized attorney on the registration records maintained by the 2015 Registrar upon surrender of this Series 2015 Bond together with a duly executed written instrument of transfer satisfactory to the 2015 Registrar. Upon such transfer a new fully registered Series 2015 Bond or Series 2015 Bonds of authorized denomination or denominations of the same aggregate principal amount and maturity will be issued to the transferee in exchange for this Series 2015 Bond, subject to such terms and conditions as set forth in the Resolution. The Board, 2015 Registrar and 2015 Paying Agent may deem and treat the person in whose name this Series 2015 Bond is registered as the absolute owner hereof for the purpose of making payment (except to the extent otherwise provided hereinabove and in the Resolution with respect to Regular and Special Record Dates for the payment of interest) and for all other purposes and the Board and 2015 Paying Agent and 2015 Registrar shall be not affected by notice to the contrary.

The Series 2015 Bonds are issued by the Board for the purpose of defraying the cost of certain improvement projects and certain refunding projects, as authorized by and pursuant to Article 5, Title 23, Colorado Revised Statutes, as amended, Sections 23-31-128 through 23-31-134, Colorado Revised Statutes, as amended, Article 54, Title 11, Colorado Revised Statutes, as amended, and Part 2, Article 57, Title 11, Colorado Revised Statutes, as amended.

This Series 2015 Bond does not constitute a debt or an indebtedness of the State, the Board or the System within the meaning of any constitutional or statutory provision or limitation, shall not be considered or held to be a liability or general obligation of the State, the Board or the System, and is payable and collectible as an obligation of the Board solely out of the net revenues (including Student Fees) (the “Net Revenues”) to be derived from the operation of certain revenue-producing Facilities and Research Facilities, as well as certain Tuition Revenues, as such Net Revenues, Student Fees, Facilities, Research Facilities and Tuition Revenues are defined in the Resolution. The owner hereof may not look to any general or other fund of the State or the System for the payment of the principal of, premium, if any, and interest on this obligation, except the special funds pledged therefor.

Payment of the Series 2015 Bonds and the interest thereon shall be made from, and as security for such payment there is pledged pursuant to the Resolution, a special fund identified as the “System Enterprise Debt Service Fund” (the “Debt Service Fund”), into which fund the Board covenants to pay from the Net Revenues moneys sufficient to pay when due the principal of, premium, if any, and interest on the Series 2015 Bonds. The Series 2015 Bonds constitute an irrevocable lien on the Net Revenues and are being issued on parity with the Board’s: Tax Exempt System Enterprise Revenue Bonds, Series 2007A; Tax Exempt System Enterprise Refunding Revenue Bonds, Series 2007B; Taxable System Enterprise Revenue Bonds, Series 2007C; System Enterprise Revenue Bonds, Series 2008A; System Enterprise Revenue Bonds, Series 2009A; System Enterprise Revenue Bonds, Series 2010A; Taxable System Enterprise Revenue Bonds (Build America Bonds – Direct Payment to the Board), Series 2010B; Taxable System Enterprise Revenue Bonds (Recovery Zone Economic Development Bonds – Direct Payment to the Board), Series 2010C; System Enterprise Bonds, Series 2012A; System Enterprise Revenue Refunding Bonds, Series 2012B and Taxable System Enterprise Revenue Refunding Bonds, Series 2012C; System Enterprise Revenue and Revenue Refunding Bonds, Series 2013A; System Enterprise Revenue and Revenue Refunding Bonds, Series 2013B; System Enterprise Revenue Bonds, Series 2013C; Taxable System Enterprise Revenue Bonds, Series 2013D and System Enterprise Revenue Bonds, Series 2013E. Outstanding Obligations in addition to the Series 2015 Bonds, subject to expressed conditions, may be issued and made payable from the Net Revenues and having a lien thereon subordinate and junior to the lien, or subject to additional expressed conditions, having a lien thereon on a parity with the lien thereon of the Series 2015 Bonds, as provided in the Resolution.

Reference is made to the Resolution and any and all modifications and amendments thereof and to the designated statutes for the provisions, among others, with respect to the custody and application of the proceeds of the Series 2015 Bonds, for a description of the nature and extent of the security for the Series 2015 Bonds, the funds or revenues pledged, the nature and extent and manner of enforcement of the pledge, the rights and remedies of the owners of the Series 2015 Bonds with respect thereto, the terms and conditions upon which the Series 2015 Bonds are issued, and a statement of rights, duties, immunities and obligations of the Board and the rights of the owners of the Series 2015 Bonds.

To the extent and in the respects permitted by the Resolution, the provisions of the Resolution or any resolution amendatory thereof or supplemental thereto may be modified or amended by action on behalf of the Board taken in the manner and subject to the conditions and exceptions prescribed in the Resolution. The pledge of the Net Revenues and other duties of the

Board under the Resolution may be discharged at or prior to the maturity or redemption of the Series 2015 Bonds upon the making of provision for the payment thereof on the terms and conditions set forth in the Resolution.

The Board covenants and agrees with the owner of this Series 2015 Bond and with each and every person who may become the owner hereof that it will keep and perform all of the covenants of the Resolution.

When all principal of, premium, if any, and interest on the Series 2015 Bonds, or any portion thereof, have been duly paid, the pledge and lien of all obligations hereunder shall thereby be discharged as to such issue or part of such issue and such issue or part of such issue shall no longer be deemed to be Outstanding within the meaning hereof. There shall be deemed to be such due payment if the Board has placed in escrow or in trust with a trust bank exercising trust powers, an amount sufficient (including the known minimum yield available for such purpose from federal securities in which such amount wholly or in part may be initially invested) to meet all requirements of principal of, premium, if any, and interest on the securities issue, as such requirements become due to their final maturities or upon any designated redemption dates. The federal securities shall become due prior to the respective times on which the proceeds thereof shall be needed, in accordance with a schedule established and agreed upon between the Board and such trust bank at the time of the creation of the escrow or trust, or the federal securities shall be subject to redemption at the option of the holders thereof to assure such availability as so needed to meet such schedule.

No recourse shall be had for the payment of the principal of, premium if any, and interest on this Series 2015 Bond or for any claim based thereon or otherwise in respect to the Resolution against any individual member of the Board, past, present or future, either directly or through the Board or the System, or through any successor body corporate of either, whether by virtue of any constitution, statute or rule of law, or by the enforcement of any penalty or otherwise, all such liability, if any, being by the acceptance of this Series 2015 Bond and as a part of the consideration of its issuance specially waived and released. The obligation of the Board, as a body corporate, to the owner hereof is limited to applying funds for the payment hereof, as set forth above and as more fully delineated in the Resolution, and to otherwise complying with the contractual provisions therein.

Unless this certificate is presented by an authorized representative of The Depository Trust Company, a New York corporation (“DTC”), to the Board or its agent for registration of transfer, exchange, or payment, and any certificate issued is registered in the name of Cede & Co. or in such other name as is requested by an authorized representative of DTC (and any payment is made to Cede & Co. or to such other entity as is requested by an authorized representative of DTC), ANY TRANSFER, PLEDGE, OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL inasmuch as the registered owner hereof, Cede & Co., has an interest herein.

This Series 2015 Bond is issued pursuant to the Supplemental Public Securities Act, Colorado Revised Statutes, Sections 11-57-201 et seq., as amended, and, pursuant to Section 11-57-210, C.R.S., this recital shall be conclusive evidence of the validity and the regularity of the issuance of this Bond after its delivery for value.

IN TESTIMONY WHEREOF, the Board of Governors of the Colorado State University System has caused this Series 2015 Bond to be executed in the name and on the behalf of the Board with the manual or facsimile signature of its Chair, and to be attested and signed with the manual or facsimile signature of the Secretary of the Board; and has caused the facsimile of the seal of the System to be affixed hereon, all as of _____, 2015.

[FACSIMILE SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By _____ (Manual or Facsimile Signature)
Chair of the Board

ATTEST:

By _____ (Manual or Facsimile Signature)
Secretary of the Board

[FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2015 BONDS]

CERTIFICATE OF AUTHENTICATION

Date of authentication and registration: _____

This is one of the Series 2015 Bonds described in the within-mentioned Resolution, and this Series 2015 Bond has been duly registered on the registration records kept by the undersigned as 2015 Registrar for such Series 2015 Bonds.

WELLS FARGO BANK, NATIONAL
ASSOCIATION, as Registrar

By _____ (Manual Signature)
Authorized Officer or Employee

[END OF FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2015 BONDS]

[FORM OF ASSIGNMENT OF SERIES 2015 BONDS]

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto _____ the within Series 2015 Bond and hereby irrevocably constitutes and appoints _____ attorney, to transfer the same on the records kept for registration of the within Series 2015 Bond, with full power of substitution in the premises.

Dated: _____

NOTE: The signature to this Assignment must correspond with the name as written on the face of this Series 2015 Bond in every particular, without alteration or enlargement or any change whatsoever.

Signature Guaranteed:

Name and address of transferee:

Social Security or other
tax identification number of transferee:

TRANSFER FEE MAY BE REQUIRED

[END OF FORM OF ASSIGNMENT OF SERIES 2015 BONDS]

Agenda Item #2

Reimbursement Resolution for PERC and Parking

- The Internal Revenue Service regulations require that if bond proceeds are used to reimburse expenses from a project the governing board must formally authorize the reimbursement.
- Two projects need to be begin before bonds are issued in the summer to pay for the projects.
- The projects are the Research Drive Parking Lot and Plant Environmental Research Center.
- Estimated cost of the two projects are \$13.4 million.
- Approval of this resolution will allow the projects to progress while letting the university be reimbursed for associated costs.

RESOLUTION NO. _____

A RESOLUTION ESTABLISHING THE OFFICIAL INTENT OF THE BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES WITH PROCEEDS OF FUTURE TAXABLE OR TAX-EXEMPT BORROWINGS IN ACCORDANCE WITH THE TREASURY DEPARTMENT'S REIMBURSEMENT REGULATIONS

WHEREAS, the Board of Governors of the Colorado State University System (the "Board"), is a body corporate and governs and operates institutions of higher education pursuant to the laws of the State of Colorado (the "State"); and

WHEREAS, the Internal Revenue Service has issued Treasury Regulation Section 1.150.2, the final regulations with respect to the use of proceeds of tax-exempt bonds for reimbursement purposes (the "Reimbursement Regulations"); and

WHEREAS, in order to comply with the Reimbursement Regulations, the Board desires to set forth the Board's official intent to be reimbursed for capital expenditures with respect to the Project defined below with proceeds of future taxable or tax-exempt borrowings;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM THAT:

Section 1. Declaration of Official Intent. The Board hereby declares the Board's official intent, in accordance with the Reimbursement Regulations, to reimburse itself from future proceeds of the "Bonds" as defined below for any capital expenditures (and any other expenditures permitted by the Reimbursement Regulations) incurred by the Board in connection with, or related to, the "Project" as defined below, from the period beginning 60 days prior to the date hereof and ending on the latest date permitted by the Reimbursement Regulations. "Bonds" means any taxable or tax-exempt obligations issued by the Board from time to time to finance the "Projects" as defined below, and is reasonably expected as of the date hereof to initially mean the Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds Series 2015. As of the date hereof, the Board reasonably expects that the Bonds will be issued and that the Board will reimburse itself for costs of the Projects. "Projects" means the Research Drive Parking Lot project (the "Tennis Court Lot") and the Plant Environmental Research Center relocation project (the "PERC Project"). The combined Tennis Court Lot and PERC Project costs are currently anticipated to be equal to an amount not to exceed \$13,400,000. The Bonds may be issued in one or more series in an amount sufficient to finance the Projects.

Section 2. Confirmation of Prior Acts. All prior acts and doings of the officials, agents and employees of the Board which are in conformity with the purpose and intent of this Resolution shall be and the same hereby are in all respects ratified, approved and confirmed.

Section 3. Repeal of Inconsistent Resolutions. All other resolutions of the Board or parts of resolutions, inconsistent with this Resolution are hereby repealed to the extent of such inconsistency.

Section 4. Effective Date of Resolution. This Resolution shall take effect immediately upon its passage.

PASSED AND ADOPTED this ____th day of February, 2015.

[SEAL]

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY
SYSTEM**

By _____
Chair of the Board

Attest:

By _____
Secretary

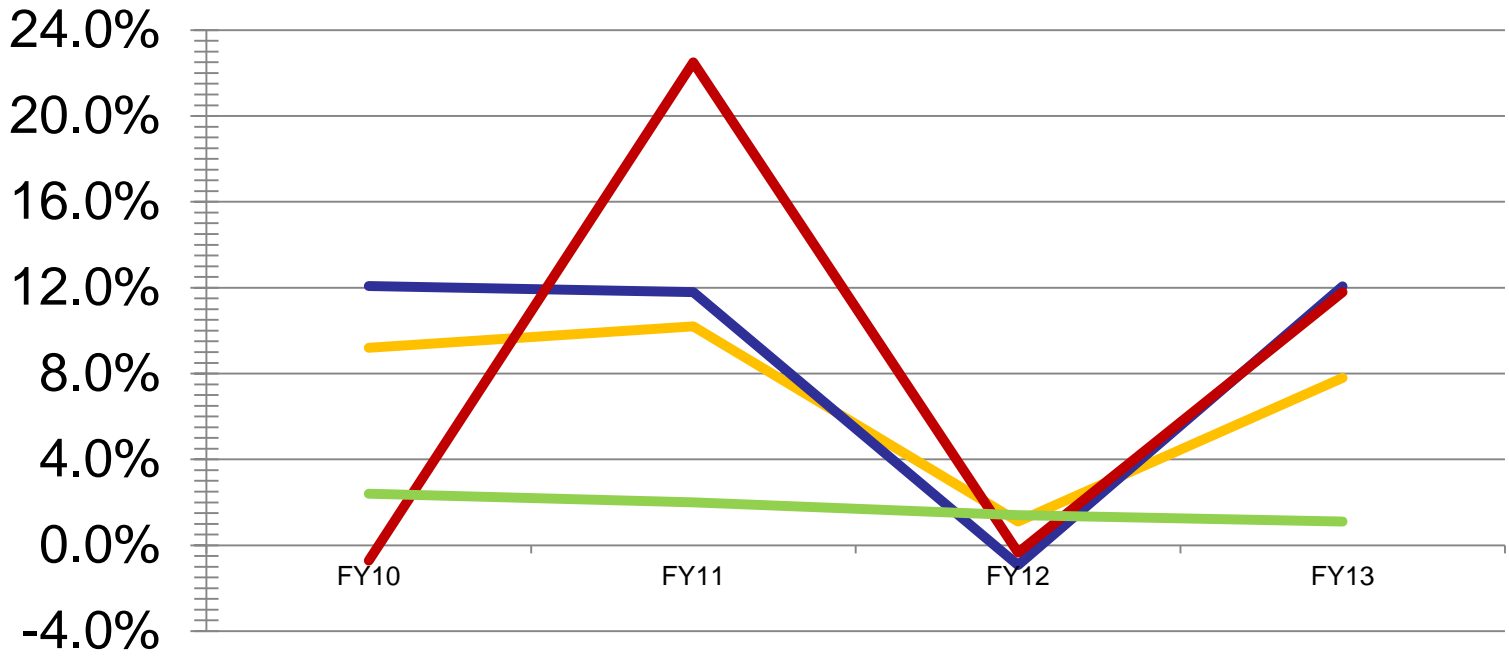
Agenda Item #3 Treasury Discussion

- In 2008 the CSU System was granted permission to operate its own treasury.
- With the exception of Colorado Mesa University and the University of Colorado System, all others must have their money managed by the State Treasurer.
- In 2009, right as the recession was kicking into high gear the board discussed running its own operation.
- Permission to explore the concept was granted by the board and internal meetings were held with a working group.
- Fear of the recession led the group to conclude not to move forward at the time.

Treasury Performance

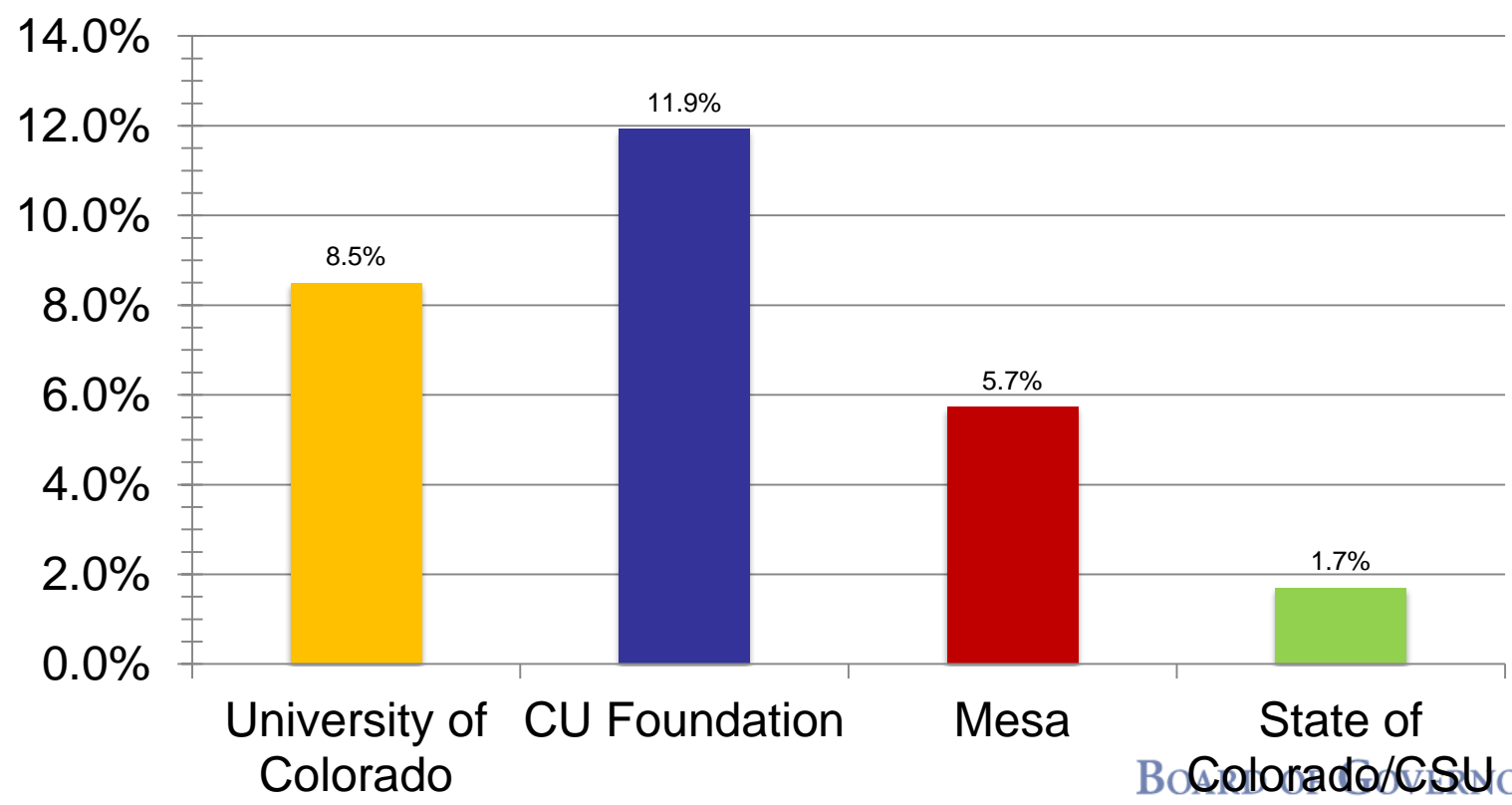
- In looking at the achieved returns of select in-state, higher education entities since 2010, you can see the environment has improved (next pages).
- Due solely to statutory limitations, the state treasury has lagged behind in investment returns.
- CSU's funds are currently managed in a comingled fund by the Colorado Treasurer. All investments are in fixed-income securities, typically managed using a buy-and-hold to maturity strategy.
- Colorado Mesa University and University of Colorado manage their funds in-house, and are able to invest in a broader range of fixed-income and equity securities.

Annual Rates Of Return Comparison (FY10-13)

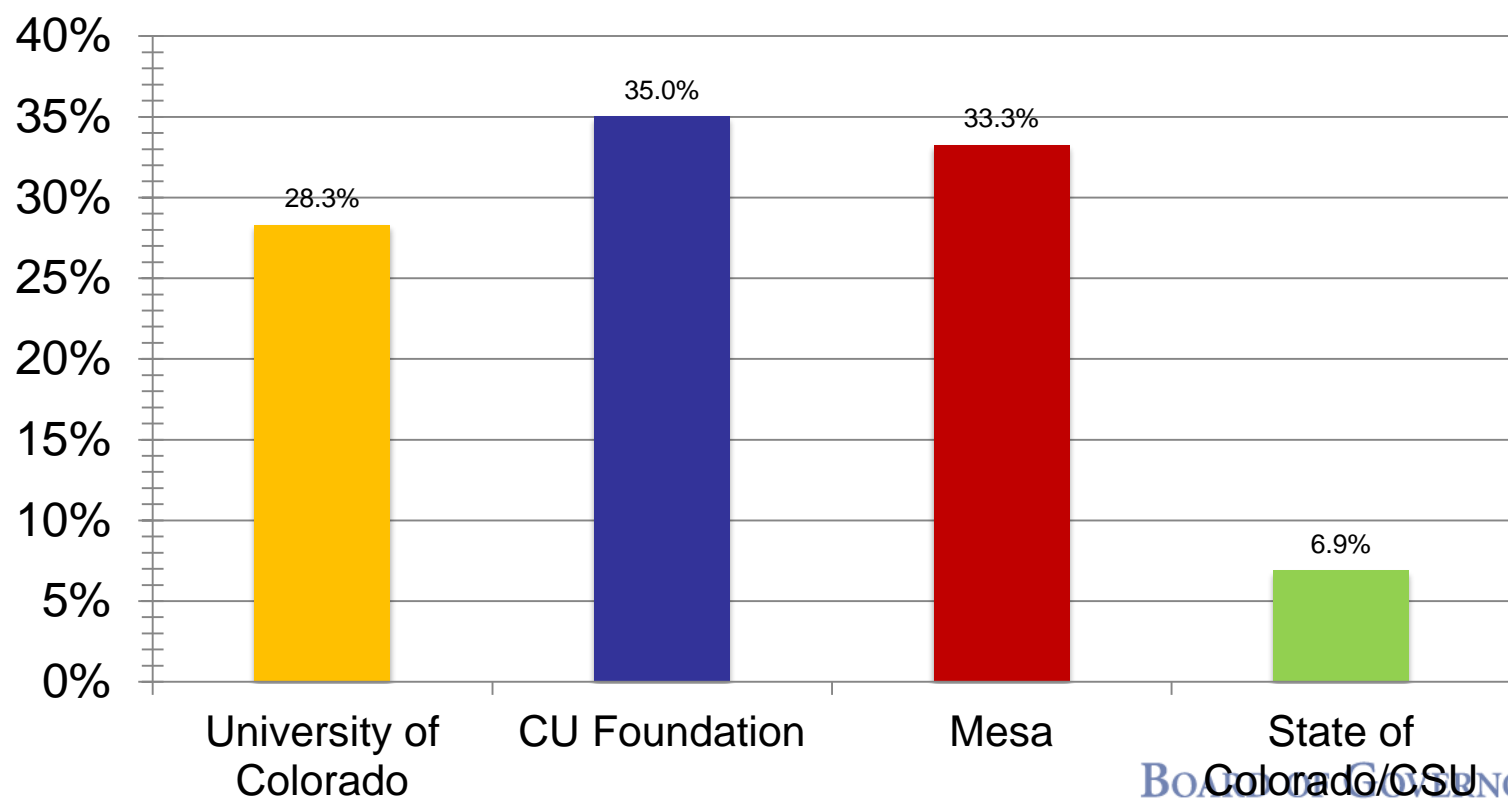


— University of Colorado — CU Foundation — Mesa — State of Colorado/CSU

Average Annual Rates Of Return (FY10-13)



Cumulative Rates Of Return (FY10-13)



Current Reserves

- For FY14, the average daily cash balance was \$554,083,971.
- For the first half of FY15, our average daily balance was \$505,317,988
- The CSU System has not dipped below \$383.0 million as a cash balance in recent history.

Suggested Next Steps

- **Establish an Investment Advisory Committee**
- C.R.S. 23-30-106(4) requires that the “*Board of Governors shall establish an investment advisory committee consisting of at least five members to make recommendations to the Board of Governors regarding investments. The investment advisory committee shall include, at a minimum, the treasurer of the Colorado State University System (currently system CFO), a member of the Board of Governors, and three representatives of the financial community.*”
- Adopt the attached document establishing an investment committee
- Since the committee is to have a “minimum” of five members, the Board may wish to appoint more than one member to this committee.
- Determine who from the “financial community” should serve.
- Charge the committee with establishing the necessary policy and procedures to begin managing an in-house treasury operation along with addressing any and all issues they identify. This could include adding appropriate staff.
- Brief the Board in May on progress or at a date the committee deems necessary

Stretch Goal or Strategic Initiative: N/A

MATTERS FOR ACTION:

Approval of the Establishment of a CSU System Treasury Committee

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System (Board) hereby approves and authorizes the formation of a Colorado State University system treasury committee that will establish all the necessary policies and procedures to allow the system to manage the CSUS investment portfolio and establish internal treasury operations.

EXPLANATION PRESENTED BY:

Presented by Richard Schweigert, Chief Financial Officer of the Board of Governors.

In June, 2008 HB 08-1002 authorized the CSU System to establish its own Treasury function, withdraw funds from the State Treasurer's investment pool and begin investing its operating portfolio internally.

It is recommended that the CSU-System Chief Financial Officer be authorized to begin establishing a Treasury Committee to establish the policies and procedures necessary to begin management of treasury operations internally.

This item is recommended by the Board of Governors Finance Committee.

Approved

Denied

Scott C. Johnson, Board Secretary

Date

Agenda Item #4

Semester at Sea Contract

- Colorado State University has been in recent discussions with the Institute for Shipboard Education (ISE), a 501c(3) not-for-profit educational institution chartered in the State of Delaware with facilities, expertise and experience for conducting a study abroad program (Semester at Sea).
- ISE is currently partnering with the University of Virginia, and ISE is looking to associate with a different university.
- The resolution authorizes CSU to move forward with exploring and if necessary, implementing a partnership.

Stretch Goal or Strategic Initiative: None.

MATTERS FOR ACTION:

The Board of Governors of the Colorado State University System (Board): Approve the project between Colorado State University and the Institute for Shipboard Education for the joint administration of the Semester at Sea program.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System hereby approves the project between Colorado State University and the Institute for Shipboard Education for the joint administration of the Semester at Sea program.

FURTHER MOVED, that the President of Colorado State University is hereby authorized to sign implementing contracts and other documents necessary and appropriate to consummate the transaction with modifications made in consultation with the Office of the General Counsel.

EXPLANATION:

Presented by Dr. Tony Frank, President, Colorado State University; and Dr. Rick Miranda, Provost and Executive Vice President, Colorado State University

Colorado State University has been in recent discussions with the Institute for Shipboard Education (ISE), a 501c(3) not-for-profit educational institution chartered in the State of Delaware with facilities, expertise and experience for conducting a study abroad program (Semester at Sea), with the intent of exploring the possibility of entering into a contract for the joint administration of the Semester at Sea program. ISE is currently partnering with the University of Virginia, and ISE is looking to associate with a different university. CSU and ISE anticipate that the contract for the joint operation of the Semester at Sea program would have a term of several years, although either party would have the right to terminate by providing advance written notice.

If an agreement is reached, similar to past ISE arrangements, the parties anticipate that ISE would provide the ship and shipboard personnel, along with the Executive Dean and other personnel for the voyage. ISE would also appoint faculty to participate on Semester at Sea voyages. In addition, ISE would establish an administrative office at CSU to manage certain parts of the Semester at Sea program. In turn, CSU would provide reasonable access to CSU services and facilities required to administer the program effectively and efficiently, and CSU would be compensated for the provision of those services and facilities. CSU and ISE would cooperate and collaborate on other areas for the program, including curricula and programs, as well as recruiting, admitting and registering student participants in Semester at Sea.

Approved

Denied

Scott C. Johnson, Board Secretary

Date

Agenda Item #5

Review of Financial Issues for CSU-Pueblo

- System support for CSU-Pueblo – next page
- Verbal update on CSU-Pueblo athletic issues - coaches

System Support for CSU Pueblo

- In the last two fiscal years, the two other campuses and system office provided CSU-Pueblo over \$8 million in operating funds.
- CSU provided over the last several years, conservatively, 800+ man hours to CSU-Pueblo in accounting and IT consulting services valued at \$40,000 to \$60,000.
- CSU extended their accounting system software and support services to CSU-Pueblo thereby saving the need for the purchase of a new system. Value of \$3 to \$5m.
- CSU-Pueblo inclusion in the CSU System for bond purposes has helped them maintain a rating in the “a” rating categories. If they were downgraded to a “b” category similar, to Western University, the state would not allow them to use the Intercept program. This would increase borrowing costs by 50 to a 100 basis points resulting in \$8m to \$15m in repayments on current debt if issued at the lower rating.

Agenda Item #6

CSU-Global Campus NewCo Discussion

- Verbal update by committee members looking into this issue.

Agenda Item #7

Quarterly Financials

Q2 of 2015

- Below please find income statements (Statement of Revenues, Expenses, and Changes to Net Position) for all four operating entities within the CSU System
- Explanation by campus CFO's

Colorado State University
Statement of Revenues, Expenses and Changes in Net Position
Three Year Trend

	FY 2013 as restated Actual	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Dec. 31, 2014 Actual	FY 2015 Adj. Annual Budget	% Variance
Operating revenues						
Student tuition and fees	306,238,401	332,374,897	354,000,000	183,801,721	179,594,941	2.3%
State fee for service revenue	60,531,592	65,420,240	71,300,000	35,631,270	35,650,000	-0.1%
Grants and contracts	258,366,975	260,314,497	265,500,000	126,777,554	128,010,000	-1.0%
Sales and services of educational activities	30,259,510	33,870,326	38,000,000	18,290,662	18,625,773	-1.8%
Auxiliary enterprises	126,064,085	133,329,255	131,200,000	73,292,507	74,035,780	-1.0%
Other operating revenue	6,456,728	6,335,320	6,500,000	3,828,868	3,680,781	4.0%
Total operating revenues	787,917,291	831,644,535	866,500,000	441,622,582	439,597,275	
Operating expenses						
Instruction	218,867,165	239,212,135	255,000,000	123,112,340	124,036,851	-0.7%
Research	189,602,681	181,970,518	183,000,000	86,440,209	86,914,127	-0.5%
Public service	69,065,286	82,702,890	80,000,000	39,201,386	39,200,000	0.0%
Academic support	60,055,968	67,375,071	71,000,000	35,874,401	34,790,000	3.1%
Student services	25,154,142	26,940,458	26,500,000	12,930,022	12,709,326	1.7%
Institutional support	38,824,790	41,458,022	48,000,000	27,467,210	26,851,779	2.3%
Operation and maintenance of plant	52,768,310	59,157,759	59,000,000	28,019,096	28,320,000	-1.1%
Scholarships and fellowships	9,413,888	9,811,610	10,000,000	5,424,763	5,256,892	3.2%
Auxiliary enterprises	120,785,219	126,365,574	127,200,000	67,009,965	67,507,260	-0.7%
Depreciation	66,087,831	70,883,954	79,100,000	36,763,697	37,148,274	-1.0%
Total operating expenses	850,625,280	905,877,991	938,800,000	462,243,089	462,734,509	
Operating Income (Loss)	(62,707,989)	(74,233,456)	(72,300,000)	(20,620,508)	(23,137,234)	
Non-operating revenues (expenses)						
State appropriations	1,753,642	2,472,452	2,000,000	980,000	980,000	0.0%
Gifts	34,596,363	40,828,396	45,000,000	20,558,026	20,558,000	0.0%
Investment income	(1,401,360)	4,694,643	5,000,000	1,737,042	1,737,000	0.0%
Interest expense on capital debt	(16,622,259)	(19,652,589)	(22,550,000)	(9,458,439)	(9,458,000)	0.0%
Federal nonoperating grants and contracts	24,620,820	24,491,942	25,000,000	12,161,402	12,161,000	0.0%
Other nonoperating revenues (expenses)	6,253,809	2,951,232	5,000,000	3,287,810	3,288,000	0.0%
Net nonoperating revenues	49,201,015	55,786,076	59,450,000	29,265,840	29,266,000	
Income (Loss) Before other revenues	(13,506,974)	(18,447,380)	(12,850,000)	8,645,332	6,128,766	
Other revenues (expenses)						
State capital contributions	851,988	1,822,451	2,000,000	887,542	888,000	0.0%
Capital grants	10,459,379	4,513,900	8,000,000	3,742,023	3,742,000	0.0%
Capital gifts	22,411,107	21,171,264	10,000,000	2,027,293	2,027,000	0.0%
Payments (to)/from governing boards or other institutions	(3,848,687)	(2,830,773)	(4,400,000)	(1,817,695)	(1,818,000)	0.0%
Additions to permanent endowments	1,434,183	1,838,405	2,000,000	-	-	0.0%
Total other revenues	31,307,970	26,515,247	17,600,000	4,839,163	4,839,000	
Special items						
Transfer of fire suppression activities to DPS	(6,535,775)	(22,185,126)	-	-	-	0.0%
Total special items	(6,535,775)	(22,185,126)	-	-	-	
Extraordinary items						
Gain on insurance recovery	2,191,787	-	-	-	-	0.0%
Total extraordinary items	2,191,787	-	-	-	-	
Increase (decrease) in net position	13,457,008	(14,117,259)	4,750,000	13,484,496	10,967,766	

Colorado State University - Pueblo
Statement of Revenues, Expenses and Changes in Net Position

	Three Year Trend					% Variance
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2015	
	as restated		Original Budget	Dec 31, 2014	Adj. Annual Budget	
	Actual	Actual		Actual	Budget	
Operating revenues						
Student tuition and fees	30,320,765	28,787,507	30,686,126	16,705,261	15,343,063	8.9%
State fee for service revenue	7,498,083	6,604,718	6,700,807	3,350,406	3,350,404	0.0%
Grants and contracts	10,843,407	9,650,971	9,841,978	4,703,716	4,920,989	-4.4%
Sales and services of educational activities	320,028	307,295	337,950	193,617	168,975	14.6%
Auxiliary enterprises	11,758,376	11,070,956	13,372,156	6,321,333	6,686,078	-5.5%
Other operating revenue	564,120	600,021	684,849	389,635	342,425	13.8%
Total operating revenues	61,304,779	57,021,468	61,623,866	31,663,968	30,811,933	
Operating expenses						
Instruction	22,596,665	22,603,811	21,464,685	10,326,068	10,732,343	-3.8%
Research	181,976	123,966	301,468	936,369	150,734	521.2%
Public service	1,286,418	999,796	1,008,891	160,356	504,446	-68.2%
Academic support	7,075,287	8,468,091	8,455,829	3,910,803	4,227,915	-7.5%
Student services	6,879,979	6,776,334	7,197,615	2,892,426	3,598,808	-19.6%
Institutional support	2,859,754	3,882,002	5,324,965	2,721,565	2,662,483	2.2%
Operation and maintenance of plant	5,884,295	5,915,807	7,427,412	3,661,997	3,713,706	-1.4%
Scholarships and fellowships	8,613,118	8,190,667	8,885,031	3,892,515	4,442,516	-12.4%
Auxiliary enterprises	10,897,432	11,093,110	11,062,313	5,539,728	5,531,157	0.2%
Depreciation	6,802,435	6,670,696	6,736,566	3,337,282	3,368,283	-0.9%
Total operating expenses	73,077,359	74,724,280	77,864,775	37,379,109	38,932,388	
Operating Income (Loss)	(11,772,580)	(17,702,812)	(16,240,909)	(5,715,142)	(8,120,455)	
Non-operating revenues (expenses)						
State appropriations	-	-	-	-	-	
Gifts	1,865,968	1,976,136	1,985,995	900,831	992,998	-9.3%
Investment income	(44,913)	286,733	218,600	88,100	54,650	61.2%
Interest expense on capital debt	(3,338,716)	(4,395,507)	(4,579,270)	(2,259,334)	(2,289,635)	-1.3%
Federal nonoperating grants and contracts	9,248,265	8,977,030	9,000,000	4,415,673	4,500,000	-1.9%
Other nonoperating revenues (expenses)	597,336	2,463,379	-	278,895	-	#DIV/0!
Net nonoperating revenues	8,327,940	9,307,771	6,625,325	3,424,165	3,258,013	
Income (Loss) Before other revenues	(3,444,640)	(8,395,041)	(9,615,584)	(2,290,977)	(4,862,442)	
Other revenues (expenses)						
State capital contributions	1,028,354	1,797,898	-	-	-	
Capital grants	-	-	-	16,000	-	
Capital gifts	-	21,498	-	-	-	
Payments (to)/from governing boards or other institutions	(474,843)	4,937,684	(605,000)	(324,780)	(302,500)	7.4%
Additions to permanent endowments	-	-	-	-	-	
Total other revenues	553,511	6,757,080	(605,000)	(308,780)	(302,500)	
Special items						
Transfer of fire suppression activities to DPS	-	-	-	-	-	
Total special items	-	-	-	-	-	
Extraordinary items						
Gain on insurance recovery	-	-	-	-	-	
Total extraordinary items	-	-	-	-	-	
Increase (decrease) in net position	(2,891,129)	(1,637,961)	(10,220,584)	(2,599,757)	(5,164,942)	

Statement of Revenues, Expenses and Changes in Net Position
Three Year Trend

	FY 2013 as restated Actual	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Dec 31, 2014 Actual	FY 2015 Adj. Annual Budget	% Variance
Operating revenues						
Student tuition and fees	34,764,209	48,454,218	70,228,281	27,845,689	59,514,072	-53%
Other operating revenue	452,281	1,192,425	1,820,000	871,506	1,947,084	-55%
Total operating revenues	35,253,240	49,646,643	72,048,281	28,717,195	61,461,156	-53%
Operating expenses						
Instruction	6,769,973	10,232,984	14,189,469	5,953,158	12,459,347	-52%
Academic support	2,624,554	2,960,592	4,437,565	2,356,852	4,139,584	-43%
Student services	7,679,439	13,196,369	22,271,797	8,599,268	17,456,260	-51%
Institutional support	5,981,367	5,274,946	5,703,490	3,085,807	5,621,703	-45%
Operation and maintenance of plant	182,158	418,996	499,432	245,010	502,524	-51%
Scholarships and fellowships	4,728,181	6,551,036	8,773,909	4,351,070	8,773,909	-50%
Depreciation	-	93,291	120,000	104,609	217,332	-52%
Total operating expenses	27,965,672	38,728,214	55,995,662	24,695,774	49,170,659	-50%
Operating Income (Loss)	7,287,568	10,918,429	16,052,619	4,021,421	12,290,497	-67%
Non-operating revenues (expenses)						
Investment income	7,707	247,931	100,000	129,000	200,000	-36%
Federal nonoperating grants and contracts	4,728,181	6,551,036	8,773,909	4,351,070	8,773,909	-50%
Other nonoperating revenues (expenses)	-	(168,750)	(161,250)	(161,250)	(161,250)	0%
Net nonoperating revenues	4,735,888	6,630,217	8,712,659	4,318,820	8,812,659	-51%
Income (Loss) Before other revenues	12,023,456	17,548,646	24,765,278	8,340,241	21,103,156	-60%
Other revenues (expenses)						
Payments (to)/from governing boards or other institutions	(543,835)	(7,012,389)	(720,000)	(386,742)	(720,000)	-46%
Total other revenues	(543,835)	(7,012,389)	(720,000)	(386,742)	(720,000)	
Increase in Net Position	11,479,621	10,536,257	24,045,278	7,953,499	20,383,156	-61%

Colorado State University - Board of Governors
Statement of Revenues, Expenses and Changes in Net Position

	Three Year Trend					% Variance	Note
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2015		
	as restated	Actual	Original	Dec. 31, 2014	Adj. Annual		
	Actual	Actual	Budget	Actual	Budget		
Operating revenues							
Student tuition and fees	-	-	-	-	-		
State fee for service revenue	-	-	-	-	-		
Grants and contracts	-	-	-	-	-		
Sales and services of educational activities	-	-	-	-	-		
Auxiliary enterprises	-	-	-	-	-		
Other operating revenue	-	-	-	-	-		
Total operating revenues	-	-	-	-	-		
Operating expenses							
Instruction	-	-	-	-	-		
Research	-	-	-	-	-		
Public service	-	-	-	-	-		
Academic support	-	-	-	-	-		
Student services	-	-	-	-	-		
Institutional support	5,013,665	5,579,035	5,439,680	2,773,789	2,719,840	2.0%	1
Operation and maintenance of plant	-	-	-	-	-		
Scholarships and fellowships	-	4,204	-	4,500	-		
Auxiliary enterprises	-	-	-	-	-		
Depreciation	-	-	-	-	-		
Total operating expenses	5,013,665	5,583,239	5,439,680	2,778,289	2,719,840		
Operating Income (Loss)	(5,013,665)	(5,583,239)	(5,439,680)	(2,778,289)	(2,719,840)		
Non-operating revenues (expenses)							
State appropriations	-	-	-	-	-		
Gifts	-	-	-	-	-		
Investment income	(370,056)	43,153	-	-	-	0.0%	
Interest expense on capital debt	-	-	-	-	-		
Federal nonoperating grants and contracts	-	-	-	-	-		
Other nonoperating revenues (expenses)	-	-	-	-	-		
Net nonoperating revenues	(370,056)	43,153	-	-	-		
Income (Loss) Before other revenues	(5,383,721)	(5,540,086)	(5,439,680)	(2,778,289)	(2,719,840)		
Other revenues (expenses)							
State capital contributions	-	-	-	-	-		
Capital grants	-	-	-	-	-		
Capital gifts	-	-	-	-	-		
Payments (to)/from governing boards or other institutions	5,104,083	5,163,512	5,439,680	2,539,846	2,633,840	-3.6%	
Additions to permanent endowments	-	-	-	-	-		
Total other revenues	5,104,083	5,163,512	5,439,680	2,539,846	2,633,840		
Special items							
Transfer of fire suppression activities to DPS	-	-	-	-	-		
Total special items	-	-	-	-	-		
Extraordinary items							
Gain on insurance recovery	-	-	-	-	-		
Total extraordinary items	-	-	-	-	-		
Increase (decrease) in net position	(279,638)	(376,574)	-	(238,443)	(86,000)		

Note 1: Due to the implementation of CORE Q2 payroll information was estimated because it is not available at this time.

Agenda Item # 8

Audit

- Status of FY 2014-2015 Audit Plan

**Colorado State University System
Department of Internal Audit
Status of FY 2014-2015 Audit Plan
As of January 23, 2015**

Institution	Area to be Audited	Reporting Area	Status
Carried Forward from FY 2013-2014			
CSU	Accounts Receivable	B&FS	Report 15-02
CSU	Housing	Student Affairs	Report 15-05
CSU	Data Centers	IT	Fieldwork
CSU	Institutional Research	IT/Provost	Report 15-04
CSU	Tuition Revenue	B&FS	Entrance Conference
CSU	Disaster Preparedness	IT	
CSUP	Tuition Revenue	VPFA	Report 15-06
CSUGC	Financial Aid/Accounts Receivable		Report 15-03
New for 2014-2015			
CSU	NCAA Compliance Areas	Athletics	
CSU	OSP Cost Transfers	OVRP	Responses due 2/5/15
CSU	Social Media	External Relations	
CSU	Admissions	VPEA	Exit conference 1/30/15
CSU	Accounts Payable	B&FS	Fieldwork
CSU	Ag Experiment Station	VP Engagement	Planning
CSU	Equine Reproduction Lab	CVMB/Provost	
CSU	Extension Field Offices	VP Engagement	Exit conference scheduled
CSU	Center for Advising and Student Achievement	Student Affairs	Planning
CSU	Continuous Auditing	Internal Audit	
CSU	Special Projects (all locations)		
CSUP	Athletics	President	Fieldwork
CSUP	Housing	Student Affairs	
CSUP	Cashier Operations	VPFA	

Agenda Item #9

Audit

- Presentation of audits completed since last meeting



Tuition Revenue – Colorado State University-Pueblo

EXECUTIVE SUMMARY

January 14, 2015

Background Information

For the fiscal year 2013, tuition revenue was 63 percent of Colorado State University-Pueblo's (CSU-Pueblo) total Education and General Fund. For fiscal years 2014 and 2015, estimated tuition revenue was approximately 60 percent and 65 percent, respectively.

Tuition revenue at CSU-Pueblo is an automated system calculation dependent on several input variables such as number of credits enrolled, student level (i.e., graduate or undergraduate), and residency status. Admissions determines the residency status and student level and then manually enters the data into the Enrollment Management Action System (EMAS). Once a student application is complete, EMAS transfers the information to Administrative Information System (AIS) where the tuition amount is calculated and billed.

Scope and Objectives

The audit covered tuition charged to students for the period July 1, 2013 through March 31, 2014.

The objectives of the audit were to:

1. Ensure tuition revenue was accurately and consistently charged to all resident instruction students,
2. Ensure adequate internal controls existed over tuition billing,
3. Ensure tuition rates billed agreed to the Board of Governor's approved tuition rates, and
4. Perform a high-level review of cashier controls as requested by CSU-Pueblo's management.

Results and Conclusions

The initial risk assessment process calculated this as HIGH risk operation. During the audit, we assessed controls, processes and procedures designed to mitigate risks. Based on the audit, we concluded that the risk mitigation activities provide a MEDIUM residual risk level.

Based on the audit objectives listed above, we made the following recommendations, based on the audit findings:

1. Designate a position to oversee that tuition is properly charged and to maintain a historical record of the various tuition incentive programs.
2. Develop a mandatory University-wide attendance policy that effectively identifies students who are attending CSU-Pueblo. This policy should include short-term and summer courses as well.
3. Ensure Admissions policies and procedures are updated.
4. Review user access on a periodic basis to ensure only necessary users have access to change the residency status, major and student level fields.
5. Establish written criteria for the New Mexico reciprocity program. Once the documentation is complete, the Director should consult with the Office of General Counsel to ensure the documentation complies with the governing rules and regulations.
6. Require data entry to be verified by a second person.
7. Perform a thorough review of security related to cash handling in order to ensure assets and employees are adequately protected.
8. Review the segregation of duties related to cash handling in order to ensure assets are adequately protected.
9. Update and enforce the cash handling policies and procedures and document cashier duties.

We have discussed all findings and recommendations with management, and are satisfied that completion of the proposed actions will mitigate the issues noted. Implementation has been already completed for recommendation 3.

Details may be found in Audit Report 15-06 issued the same date as this Executive Summary.

We would like to express our appreciation to CSU-Pueblo management and staff for their assistance and cooperation during the audit.

Allison A. Horn – Director, Internal Auditing

Agenda Item #10

Audit

- Overdue audit recommendations



All Overdue Recommendations

Audit Number	Audit Name	Rec No	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date	Current Response
13-07	Warner College of Natural Resources	1	Update the WCNR strategic plan.	Agree. WCNR will begin strategic planning in Fall 2013 and intend to have a plan completed by June 2014.	6/30/2014	6/30/2015	
13-07	Warner College of Natural Resources	2	Oversee and provide instruction to CEMML in regard to the preparation of account reconciliation documentation.	Agree. Assistant to the Dean for Finance has been meeting with CEMML including their Director, Financial Manager, staff and PIs to update their current systems, manuals and processes.	6/30/2014	6/30/2015	
13-07	Warner College of Natural Resources	3	Require the description of the reconciliation process to be consistent across all WCNR departments including accounts that do not require budgets, specification of documents for reconciliation, and analysis demonstrating whether accounts are in a deficit.	Agree. NREL/ESS has implemented changes already. COOP to be completed by July 1, 2013 and CEMML by June 30, 2014.	6/30/2014	6/30/2015	
14-06	Continuing Education CSUP	11	Review the instructor job offer process for opportunities to streamline as well as to ensure agreements are approved before work commences. Policies and procedures should be updated accordingly.	Agree. CE will implement revisions to the job offer process and document them once approved by the University. The HR Department will work with CE to find a way to ensure timely completion of the agreements.	8/31/2014	03/30/2015	We are continuing to work on a plan to implement changes beginning Summer 2015.

Section 4

Academic and Student Affairs Committee

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA
February 4-6, 2015

Committee Chair: Mark Gustafson

Committee Vice Chair: Jane Robbe Rhodes

Assigned Staff: Dr. Rick Miranda, Chief Academic Officer

I. New Degree Programs

Colorado State University

- none

Colorado State University-Global Campus

- none

Colorado State University-Pueblo

- none

II. Miscellaneous Items

Colorado State University

- Sabbatical Reports for 2013-2014
- New Special Academic Unit – School of Biomedical Engineering (*action*)

Colorado State University-Global Campus

- none

Colorado State University-Pueblo

- Sabbatical Reports

III. Campus Reports

Colorado State University-Fort Collins

- None (handled as part of the retreat day)

Colorado State University-Global Campus

- None (handled as part of the retreat day)

Colorado State University-Pueblo

- None (handled as part of the retreat day)

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CSU: Sabbatical Leave Summaries 2013-2014

Presented by: Rick Miranda, Provost and Executive Vice President

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Sabbatical Leave Policy

The sabbatical leave policy for Colorado State University faculty is addressed in Section F.3.4 in the Academic Faculty and Administrative Professional Manual. CSU offers academic faculty members the possibility of sabbatical leaves at any time after six years have elapsed since the faculty member's initial appointment or most recent sabbatical leave.

The faculty members seeking sabbatical leave shall follow the procedures established by his/her academic unit. College deans or the Dean of Libraries shall forward the names of faculty members recommended for sabbatical leave along with a detailed sabbatical plan to the Provost/Executive Vice President. The detailed plan shall specify how the sabbatical will result in the faculty member's professional growth, enhance the institution's reputation and the students' educational experience at the institution, and increase the overall level of knowledge in the faculty member's area of expertise. Faculty members cannot be absent for more than two academic semesters in cases of faculty on nine month appointments, and no more than one calendar year for faculty on 12 month appointments.

College of Agricultural Sciences

Marco Costanigro – Agricultural and Resource Economics

During his sabbatical leave, Dr. Costanigro was Visiting Professor in the Department of Agricultural Economics at the University of Florence. His activities were largely centered on research and professional networking. Measurable benefits include journal submissions and publications, a grant application, and ongoing collaborations with local researchers.

The break from daily teaching and service activities allowed him to focus on publishing four research articles, which were at various stages of completion at the beginning of the sabbatical leave. Having completed previous projects, Dr. Costanigro gained the vision and ability to design his research agenda for the next few years. During his leave, he was Project Director in writing a NIFA grant application (\$500,000) in collaboration with other CSU researchers from the College of Agricultural Sciences. This first submission passed the initial screening but was not funded. The new professional relationships he developed at the University of Florence are testified by two ongoing research projects collaborating with Italian researchers. Furthermore, two researchers from the University of Florence are expected to visit CSU in the upcoming year to participate in research activities.

Scott Haley – Soil and Crop Sciences

Dr. Haley's six-month sabbatical was divided between Italy (December - February) and England (March - May). In Italy, he was hosted by Dr. Roberto Tuberosa at the University of Bologna and in England he was hosted by Dr. Cristobal Uauy at the John Innes Center in Norwich. The

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primary objectives of the sabbatical leave were to: 1) develop future collaborations with European wheat breeding and genomics researchers and 2) learn new methodologies focusing on wheat drought stress tolerance and application of genomics to applied wheat improvement. During the sabbatical, Dr. Haley interacted with numerous public wheat researchers in Italy, England, and Turkey and visited several private wheat breeding companies in both Italy and England. He attended and made presentations at international plant breeding and genomics conferences in Austria and England and gave nine seminars and presentations focusing on wheat breeding research at Colorado State University.

Dana Hoag – Agricultural and Resource Economics

Dr. Hoag identified two primary objectives for this sabbatical: to increase the efficacy of several large grants that he manages in East Africa and to increase his skills and research/publishing record on production and resource management in international development. Dr. Hoag used his sabbatical time to work and travel to support two international projects. The first was to support researchers that Dr. Hoag oversees through a CSU grant from the U.S. Agency for International Development. One of the programs the grant supports funds young researchers in NGOs at universities and in government to do their research and offers them a structured mentoring plan to get that research published and presented in professional meetings. Of the eleven original scholars, six have published in peer reviewed journals, and three are in review to be published. Dr. Hoag is a co-author on eight of the articles. Furthermore, Dr. Hoag developed a comprehensive set of supporting internet links and has organized for presenting the totality of East African research accomplishments in a standalone conference in Addis Ababa, Ethiopia and at a large regional conference in Nairobi, Kenya.

Dr. Hoag also arranged to spend 90 days at the Tecnologico de Costa Rica University in Cartago. The primary goal there was to develop new networks and expand Dr. Hoag's international experience to another region. Among other things, Dr. Hoag offered a two-day publishing course that he developed by working with the African scholars, collaborated on two research projects, helped one person to publish, gave guest lectures, and attended several field tours. Finally, Dr. Hoag was invited to be an Associate Researcher in an elite research consortium in Costa Rica, led by the former economic advisor to the president.

Patrick Martin – Horticulture and Landscape Architecture

Dr. Martin's sabbatical activities focused on research productivity, mostly grant writing and manuscript preparation for peer-reviewed journals.

- Grant Writing: Dr. Martin wrote and submitted three grant proposals during his leave: one to the NSF, one to the National Geographic Society, and one to the USDA.
- Peer-Reviewed Publications: Dr. Martin submitted four peer-reviewed manuscripts (one has been accepted to date). He also made substantial progress on two other first-author manuscripts which will be submitted shortly.

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- Research Productivity: Dr. Martin organized a three-day meeting and workshop in Colorado of 25 tropical montane ecologists from around the world, held at Pingree Park. As part of this network's activities (for which he is the lead PI), he has organized a Special Feature in tropical montane ecology to appear in the Journal of Tropical Ecology. He spent valuable time learning new statistical methods and improving his programming skills in the language R.

Scott Nissen – Bioagricultural Sciences and Pest Management

Dr. Nissen began his sabbatical leave working with Dr. Stephen Powles at the University of Western Australian, in Perth. Dr. Powles is the director of the Australian Herbicide Resistance Initiative, a group of researchers dedicated to understanding and managing herbicide resistant weeds across Australia. While in Perth, Dr. Nissen attended the Global Herbicide Resistance Challenge meeting that was held in Fremantle. This was an international gathering of weed scientists from 32 countries, with strong participation from Southeast Asian countries. By participating in this conference, he gained a worldwide prospective on the issue of herbicide resistance. These new insights will be extremely beneficial for teaching his graduate classes in herbicide physiology and resistance management. He also had the opportunity to participate in several research projects. He worked on glyphosate absorption and translocation in: 1) glyphosate resistant goosegrass (*Elesuine indica*) with a Ph.D. student, 2) glyphosate resistant junglerice (*Echinochloa colona*), and 3) glyphosate resistant wild radish.

The last three months of his sabbatical leave were spent in Brazil working with Dr. Pedro Christoffoleti at the Escola Superior de Agricultura “Luiz de Queiroz” (ESALQ) which is the agriculture campus of the University of Sao Paulo. He was awarded a CAPES grant as a PVE (Professor Visitante De Exterior). During his stay in Brazil, he conducted three short courses on the physiology and biochemistry of herbicide action and mechanisms of herbicide resistance. Dr. Nissen had the opportunity to travel extensively in southern Brazil, meeting with farmers, crop consultants, and crop agronomists. Brazil is emerging as world leader in soybean and ethanol production. Brazil is also dealing with many of the same issues of herbicide resistance as the U.S. and Australia. Dr. Nissen developed excellent relationships with several weed scientists at several universities in Brazil and hopes to bring a number of Brazilian students to the U.S. for graduate degrees.

College of Business

Susan Athey – Computer Information Systems

Dr. Athey spent five months at Royal Thimphu College (RTC) in Thimphu, Bhutan. RTC is Bhutan's first private college, located in Thimphu, the capital of the country. They offer business degree programs under the auspices of the Royal University of Bhutan. Most of the faculty members are from India and Bhutan with a handful from the U.S., Australia, and Canada.

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There are no U.S. trained academics in the IT area at RTC and no American professors in Business. While there, Dr. Athey:

- taught two computer labs to first year students at Royal Thimphu College. These labs involved teaching the students Word, Excel, and PowerPoint in the Office 2007 version AND on pirated versions of Windows and Office;
- taught an “IT-enabled Business Processes” class for 3rd year (final year) business students at RTC;
- gathered data and information about the use of e-commerce in the hotel tourist industry in Bhutan. She added to her understanding of how the tourist industry works in Bhutan with minimum spending requirements and who the various hotel markets are targeted toward;
- increased her knowledge about the use of e-commerce in a developing country; and
- made connections at RTC which can be useful for student Study Abroad programs and researchers who might want to go to Bhutan.

The highlights of her sabbatical were:

- talking to young girls training to be Buddhist nuns in a monastery where they had a computer teacher, but no English teacher;
- having no electricity for 21 hours when they were hit by the outer bands of a typhoon;
- meeting the King and Queen of Bhutan in the Palace Gardens when they invited all the Americans in Thimphu for Thanksgiving brunch; and
- never being sure when the Internet connection or the electricity would go out in the middle of the computer class.

Vickie Bajtelsmit – Finance and Real Estate

In the area of research, the outcomes of Dr. Bajtelsmit’s sabbatical include: three academic papers accepted for publication (*Financial Services Review*, *Retirement Management Journal*, and *Journal of Financial Service Professionals*); two revisions submitted (*Journal of Risk and Insurance* and *Geneva Risk and Insurance Review*, both considered to be high quality in her sub discipline); one academic research paper submitted (*Journal of Risk and Uncertainty*, considered high quality in her sub discipline); and two practitioner articles under review. She developed several follow-up projects that are in earlier stages and completed a research report for the Society of Actuaries.

During her sabbatical semester, Dr. Bajtelsmit was able to develop her international connections. She participated in the September 2013 meeting of the European Group of Insurance Economists in Paris and extended the trip to experience more of the area. She was invited to spend some time at the University of New South Wales. While there, she presented a retirement research seminar to their faculty and graduate students and participated in a pension conference at their Center which included many well-known scholars in the area of international pensions. She and

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her co-author presented the results of recent behavioral experiments at a specialized conference sponsored by the Center for the Economic Analysis of Risk at Georgia State University.

Dawn DeTienne – Management

Dr. DeTienne was awarded a Fulbright Scholarship to Dublin, Ireland to work with colleagues (both faculty and Ph.D. students) with the express purpose of increasing their publications in academic journals. To that end, she conducted three seminars/colloquiums regarding writing for scholarly journals, sampling in quantitative and qualitative research, and entrepreneurial exit. They submitted two articles to the top entrepreneurship conference and two articles to California Management Review. She held regular office hours to meet with Ph.D. students. In addition, Dr. DeTienne attended activities put on by the local Fulbright committee (museum tours, tourist sites) as well as engaging in discussions and impromptu meetings with individuals in the community. She took the opportunity to visit her European colleagues and co-authors. This included seminars and doctoral trainings. She accepted the Toft Visiting Professor in Family Business Studies and spent a week participating in a seminar with Ph.D. students from across the globe who received credit for their participation. Dr. DeTienne participated in Ph.D. seminars – one in which her research was being discussed. She co-edited a book for Edward Elgar. As part of the book development they held a three day mini-conference in Stockholm. Over 30 individuals applied to the conference and fourteen were selected from eight different countries.

College of Engineering

J. Rockey Luo – Electrical and Computer Engineering

Dr. Luo spent his sabbatical leave at the University of Maryland. He had extensive research collaborations with professors and Ph.D. students at the University of Maryland on various topics in Information Theory and Network Theory. He made several visits to funding managers at the National Science Foundation. He traveled to give visionary talks about his research work at various universities including Worcester Poly Tech University, Rutgers University, University of Maryland, George Washington University, Virginia Poly Tech University, as well as the University of Colorado.

The sabbatical activities significantly strengthened Dr. Luo's research collaborations with the University of Maryland in the strategic direction of unifying Information Theory with Network Theory. The collaborations led to important research progress on distributed wireless networking as well as a new research topic in network data monitoring. His visits to the National Science Foundation partially contributed to the award of a research project on Network Information Theory in collaboration with University of Maryland. The visionary presentations he gave at various universities broadened the impact of his research results on colleagues and graduate students at these universities and will further contribute to future research collaborations.

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Brad Reisfeld – Chemical and Biological Engineering

During his sabbatical leave, Dr. Reisfeld was appointed a Visiting Professor in the Faculty of Pharmaceutical Sciences at Naresuan University (NU) and a member of the Center for Excellence for Environmental Health and Toxicology (CEEHT) at the same institution. The activities during the first six months of the leave period were supported, in part, by a U.S. Scholar Grant he received from the Fulbright Foundation. The overarching theme of the research he conducted during his leave was the development and use of biologically-based models to systematically investigate the disposition of chemicals associated with the cause and treatment of diseases important to the people of Thailand.

In addition to research, Dr. Reisfeld developed and taught a new course at NU entitled “Introduction to Mathematical and Computational Modeling”. Research carried out during his leave resulted in the submission of two manuscripts for publication in peer-reviewed journals and two publications in journals associated with meeting proceedings. In addition, he gave one keynote presentation (BMEiCON, Krabi, Thailand); four presentations at Naresuan University, and research seminars at four institutions: BIOTEC- National Center for Genetic Engineering and Biotechnology, Bangkok, Thailand; University of New South Wales, Sydney, Australia; University of Malaya, Kuala Lumpur, Malaysia; and Monash University, Kuala Lumpur, Malaysia.

Steven Reising – Electrical and Computer Engineering

During his sabbatical stay at the University of Paris VI, Paris, France, Dr. Reisfeld initiated an international collaboration with LATMOS/IPSL researchers to extend the breadth and depth of his research expertise in innovative microwave radiometer technology and inversion techniques for remote sensing of the Earth’s atmosphere and oceans. He took advantage of day-to-day interaction with international experts to expand his knowledge in atmospheric turbulence and water vapor measurements, including precise calibration of long-term data series. Through experience in applying microwave remote sensing of water vapor to understand global-scale effects, he was able to increase the relevance and broaden the impact of his research at CSU through international collaboration with LATMOS/IPSL researchers and enhance the international reputation of CSU in his research area. In addition, this experience will increase the quality and impact of his students’ educational experience through new knowledge and international interaction with CSU’s Microwave Systems Laboratory, which he directs.

Dr. Reisfeld submitted three manuscripts for peer review by a top-quality international journal published by the Institute of Electrical and Electronics Engineers (IEEE). Two of the manuscripts have been accepted for publication, and the third is still under review. He gave three oral presentations (one invited) on his research at highly-regarded international conferences in his field in Vienna, Austria and Pasadena, CA. He attended three leadership board meetings for two different IEEE technical societies during his sabbatical. He advised three graduate

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students in electrical and computer engineering who are expected to graduate in May of 2015. Two of the graduate students who are U.S. citizens are already gainfully employed in the high-tech and aerospace industries in the State of Colorado. Finally, Dr. Reisfeld began a new NASA research grant as Principal Investigator for \$4.5M, of which \$3.3 M goes to CSU and the remainder goes to Caltech/NASA Jet Propulsion Laboratory. Under this grant, he will fund current and future graduate students who will contribute to increasing the output of high-tech economic activity in the State of Colorado.

College of Health and Human Sciences

Donna Cooner – School of Education

The primary goal of Dr. Cooner's sabbatical was to acquire the professional expertise to guide CSU through the next accreditation of their teacher preparation program by shadowing on site accreditation visits to like institutions and by serving as an invited reviewer on the national accreditation panel for the Council for the Accreditation of Educator Preparation (CAEP). A summary of Dr. Cooner's activities is as follows:

- She served as a Commissioner for the Accreditation Council and was charged with making the final accreditation decisions for all Education Preparation Providers seeking accreditation for 2013.
- She completed three site visits to teacher preparation institutions to observe and participate in the new accreditation process. As an initial review team member, she was charged to look at all relevant documentation and make preliminary decisions on areas for improvement, stipulations, and accreditation status.
- She collaborated with CAEP research staff to develop a national study of over 25 university accreditation reports. With access to accreditation documents from a wide variety of institutions, she conducted a content analysis to determine the specific evidence cited to address the intent of CAEP's new Standard 2. An initial coding schema was informed by an expert panel of teacher preparation administrators and teachers, and then revised by the CAEP State Alliance members. The coding schema was further informed by onsite observations and focus groups. Using final coding schema, documents were analyzed for examples and evidence of "high-quality clinical practice" and "effective partnerships".
- She was appointed by the Colorado Department of Education to represent the state of Colorado on a national task force for Clinical Preparation and Partnerships for Improved Student Learning. She attended and participated in task force work to help universities meet CAEP Standard 2, Clinical Partnerships and Practice, a rigorous new standard for accreditation that challenges educational providers to establish the high-quality clinical practices central to preparation.

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As a result of her sabbatical work with the Council for the Accreditation of Educator Preparation (CAEP), Dr. Cooner was appointed to the Accreditation Commission, with a 3-year term beginning July 1, 2014. This appointment was highly competitive, with more than 300 applicants with broad representation applying. This is an unprecedented opportunity to truly shape CAEP as the new accrediting body for educator preparation and for CSU to benefit from that experience.

In addition to the benefit to the unit, critical experience with this new accreditation system at the national and local levels will provide the personal tools and contacts for her own scholarship as well, and is expected to result in several publications. This extended time for her to work with CAEP provided opportunities to obtain preliminary data to support grant applications, future research projects, and publications within her primary research area of educator preparation. She is currently working on a manuscript to report on the results of the collaboratively designed research.

College of Liberal Arts

Dan Beachy-Quick – English

Dr. Beachy-Quick divided his sabbatical time between multiple projects, some of writing, some of reading, and one of study in slightly different regard. In terms of writing, he:

- finished his 6th book of poetry, titled *gentleness*, which will be published by Tupelo Press next year;
- wrote half of a second novel titled *A Sea of Silent Waves* that interweaves three different narrative strands: ancient history, familial history, and the present moment in which a son tends to his dying father;
- wrote a long essay on the poet Peter Gizzi to be included in an anthology published this fall by Wesleyan University Press;
- wrote a short essay on *Moby Dick* for *The Cincinnati Review*; and
- collected recent poems into a chapbook titled *Drone & Other Poems* just published by Free Poetry.

Dr. Beachy-Quick read the first ten volumes of the Greek portion of the Loeb Classical Library (Apollonius of Rhodes, Appian, Euripides, and Anonymous Greek Epic Fragments). In the hope of translating from the Chorus in Greek Tragedy, he began studying Ancient Greek.

Leslee Becker – English

During her sabbatical leave, Dr. Becker was a Writing Fellow at Dairy Hollow Writers' Center in Eureka Springs, Arkansas, where she revised her novel, *Cold River City*, and her story collection, *The Little Gentleman*. She also began work on a new collection, *The Continental*, by

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finishing the title story, and working on three additional stories, including “The Twilight Club,” a piece that represents a dramatic breakthrough. She has sent the novel and *The Little Gentleman* to literary agents and submitted individual stories to top-tier magazines and literary journals. “The Positive Hour,” a story she revised during her sabbatical, has been published in a literary journal and in an international anthology. Dr. Becker gave a fiction reading at Dairy Hollow and a reading in Seattle of a new piece she completed during her sabbatical.

In addition, Dr. Becker read extensively in her field to enhance her teaching, particularly works for her Advanced Fiction-Writing course, and for a graduate course on Chekhov and Alice Munro. She consulted with Alice Munro’s biographer and with scholars on Russian history and Chekhov.

Michelle Betsill – Political Science

Dr. Betsill’s sabbatical involved a number of activities related to her ongoing research agenda in the area of global environmental governance. She spent the fall semester as a Sabbatical Fellow at the Center for Science and Technology Policy Research at the University of Colorado – Boulder (funded by the Cooperative Institute for Research in Environmental Sciences at CU). While there, she worked on two projects related to the politics of sustainable energy transitions. During the spring semester, she was a guest Researcher with the Department of Political Science and the Center for Environmental and Climate Research at Lund University in Sweden (funded by the Lund Program on Biodiversity and Ecosystem Services in the Changing Climate). She spent time conducting background research on the transnational governance of natural resource extraction, which will be the basis for a capstone seminar in spring 2015 and possibly a new research project. She worked with several colleagues from Lund to collect data on local climate governance experiments in Sweden which will be written up as case studies for a broader project on the politics and governance of decarbonization.

Over the course of the year, Dr. Betsill completed two books – *Transnational Climate Change Governance* (with members of the Leverhulme Network on Transnational Climate Governance, Cambridge University Press, 2014) and *Advances in International Environmental Politics* (with Kathryn Hochstetlet and Dimitris Stevis, Palgrave, 2014). She submitted three articles to peer reviewed journals, and drafted two book chapters. She was invited to give a number of talks and to participate in several professional conferences, workshops, and seminars. She worked with graduate students at Lund University (as well as continuing to supervise her own Ph.D. students) and chaired the Oran Young Prize committee for the Norwich conference on Earth System Governance.

Gamze Cavdar – Political Science

Dr. Cavdar devoted her sabbatical to her book tentatively entitled *Women in the Age of Neoliberalism and Conservatism: The Case Turkey*. The book mainly examines the Islamist

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governments' gender policies. The research she undertook during her sabbatical leave consisted of both literature reviews and field research conducted in Turkey. She was able to draft two chapters, one theoretical and one empirical.

Nathan Citino – History

Dr. Citino devoted most of his sabbatical semester to working on his principal research project, a book manuscript titled *Envisioning the Arab Future: Modernization in U.S.-Arab Relations, 1945-1967*. The sabbatical was crucial in giving him the time needed for high-quality research; including the collection and translation of Arabic-language source material. This research will directly affect the way Dr. Citino teaches Colorado State undergraduate and graduate students about such current topics as the history of U.S. policy toward Iraq and past American relations with the Egyptian Muslim Brotherhood.

Also during the sabbatical semester, Dr. Citino finished writing and submitted the manuscript of a revised book chapter, "The Global Frontier", which will appear in a new edition of the leading state-of-the-field volume *Explaining the History of American Foreign Relations*. For this revised version of the chapter, he had to incorporate major books and articles on the study of frontiers and borderlands published since 2004 and explain their relevance for the changing field of U.S. foreign relations. This project has been especially important for his graduate teaching and his collaboration with colleagues who study the U.S. West. It has helped him to place the history of the North American frontier into a global context.

Greg Dickinson – Communication Studies

During his sabbatical semester, Dr. Dickinson began the work on a new project "Making Memories Material: Los Angeles, 1924-2014". The project reengages work he began 20 years ago and, after publishing two essays, abandoned for other projects. This new project marries recent theoretical work on rhetoric and materiality within his career-long engagement with the built environment and memory. This book-length project is formed around six critical essays bookended by a theoretical introduction and conclusion. The analytical chapters will be founded on and offer support for recent conceptualizations of rhetoric's materiality. Arguing that rhetorical inducements include material appeals through sight, sound, smell, and other sensory modes are as important as symbolic appeals (primarily offered through language), these essays will provide concrete, critical examples of this position.

Dr. Dickinson has presented part of this work at the Walter Fisher Lecture sponsored by the Annenberg School of Communication at the University of Southern California and in a co-authored essay under review at a peer-reviewed national communication journal.

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David Scott Diffrient – Communication Studies

During his sabbatical, Dr. Diffrient completed work on a co-authored South Korean film project entitled *Red Mufflers and Ruby Shoes: Transnational Genre Flows and Cultural Hybridity in South Korean Cinema*. Much of the time was spent revising earlier chapters and writing new chapters. This book, which is now complete, is under contract with Rutgers University Press. In addition to working on this manuscript, Dr. Diffrient published a critical essay on South Korean film comedies in the journal *New Review of Film and Television Studies*.

Dr. Diffrient attended an academic conference at Central Michigan University where he presented a paper that forged a link between his scholarship in South Korean cinema and his developing interest in human rights cinema – the subject of his next book-length manuscript. Because he was awarded the William E. Morgan Endowed Chair of Liberal Arts, a portion of his sabbatical period was spent conducting research on international film festivals and their framing of human-rights cinema. One in particular, the Jayu North Korean Human Rights Film Festival in Toronto, provided much insight into the conditions faced by millions of Koreans living north of the 38th Parallel. It was an important event, one that he was fortunate to have attended. He was only able to do so because of his sabbatical and the funding provided through the William E. Morgan Endowed Chair of Liberal Arts award.

Sanam Emami – Art and Art History

The three main goals of Professor Emami's sabbatical were: travel and research, attending an artist residency program, and completing a significant new body of artwork. During the sabbatical, research took on many forms. Both the technical research in learning new tools and technologies, and the time spent in libraries and visiting museums and galleries nationally and internationally had a significant impact on her growth as an artist and on her artwork. This contributed to her teaching and developing curriculum in her courses in the pottery area at CSU.

During the sabbatical, Professor Emami was awarded the McKnight Artist Residency at the Northern Clay Center in Minneapolis, MN. This is a national juried award for mid-career artists in the field of ceramic artistry and includes a three month residency in Minneapolis and a \$6,000 stipend. She completed work for a number of national group and solo exhibitions throughout the year. In January of 2014, she had a solo regional exhibition called *Garnitures and Tableware*. In May of 2014, she had a solo exhibition at the Crimson Laurel Gallery in Baskerville, NC. In August of 2014, she was a featured artist and exhibited a significant body of work at the Northern Clay Center in Minneapolis, MN. In September of 2014, she was part of a three person exhibition at a prominent national gallery – the Clay Studio in Philadelphia, PA. The sabbatical resulted in significant professional growth by giving Professor Emami the time to develop new artwork, promote the pottery area at CSU, recruit students nationally to apply to CSU, enhance the scope of her teaching, and contribute to her overall knowledge in her area of expertise.

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Suzanne Faris – Art and Art History

Professor Faris began her sabbatical with the installation of a solo exhibition at The Gallery at NOVA, Woodbridge, VA entitled “*The Quiet is Loud*”. She gave an artist lecture shortly after the exhibition was installed. She then created work for two international group exhibitions. The first was at the University of the Andes in Bogota, Columbia. The second was at the Mahmoud Darwish Museum in Ramallah, Palestine.

The largest undertaking of creative work during her sabbatical was the beginning of a new body of large scale sculptural artwork for a solo exhibition at Purdue University. She presented a public artist lecture on location while the work was installed in the gallery. She was selected for the position of Archivist for the Artnauts Artist Collective and accomplished many of the tasks required during her sabbatical. The final task of her sabbatical was to prepare content for her new website.

Paul Flippen – Art and Art History

Professor Flippen initiated production on a new body of painting – creative work investigating the relationship of architecture to the landscape as a metaphor for the memory of an experience. To further this goal, he secured a place at the Vermont Studio Center, an artist’s residency program of national reputation that provided not only living and working space, but presented networking and critique opportunities as well. Additionally, during the sabbatical he was able to complete a research trip to New York City where he made initial contact with several potential gallery opportunities and saw a number of lovely Vermeers.

Kathleen Galvin – Anthropology

Dr. Galvin’s sabbatical leave consisted of time for fieldwork, manuscript publication, proposal writing and development of a book. She continued to conduct fieldwork in Kenya and in Mongolia during the sabbatical leave which led to a number of publications and a blog. Nine refereed manuscripts were published and four are in review. Dr. Galvin was part of two externally funded proposals and is the PI on an internal one. She organized a two-day symposium on Africa and started work on her book which is currently in review.

Aparna Gollapudi – English

Dr. Gollapudi’s sabbatical application proposed the submission of two journal articles (one on Defoe’s *Moll Flanders* and *Roxana*, and the other on frontispieces on *Bell’s British Theatre*). She also planned to begin work on a third essay on sexual violence in eighteenth-century trial reports. Her essay on Defoe has been accepted for publication in a peer-reviewed journal. The essay on sexual violence has been published in a Pickering and Chatto collection. Dr. Gollapudi

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began work on a book project focused on children in eighteenth-century theatre. She presented a paper on the sodomy trial reports in the eighteenth century at the ASECS 2014 conference.

These projects extended her expertise in the field from her earlier focus on drama to fiction, anti-sodomy laws, children's culture, and political theory. The sabbatical allowed her to expand and strengthen her teaching expertise in canonical writers such as Defoe, as well as newer fields such as children's culture. Her work on eighteenth-century sodomy trial transcripts inspired her with ideas for a new course about crime and criminality in the period.

Cindy Griffin – Communication Studies

As a result of her sabbatical leave, Dr. Griffin was able to carry out significant research and to examine discourses of incivility and civility as they are manifest at the local, national, international, and social or popular culture levels. She came to understand the ways incivil discourses trouble our notions of “free speech” but also shed light on the strategic use of the cry for freedom of speech. She explored the ways that communication normalizes extreme violations of social norms. Her program of research is focused on understanding civility and incivility, violence embedded in symbolic actions and exchanges, and the ways that communication constructs particular views of what is real, normal, or good. This sabbatical afforded her the time to research, reflect, analyze, and extend this line of research in ways that are not possible during a regular semester of teaching, service, and mentoring.

Robert Gudmestad – History

During his sabbatical, Dr. Gudmestad pursued four projects. First, he made noticeable progress in the research for his next book (a history of gunboats, the environment, and the control of the western rivers during the American Civil War). Second, he revised a paper for publication in a collection of essays. Next, he researched and wrote an extended essay and a conference paper about the synthesis of football and patriotism. Finally, he created a fully on-line course for the History Department.

Eric Ishiwata – Ethnic Studies

Dr. Ishiwata's sabbatical was used to support a new research project that examines immigrant and refugee integration in rural communities. Specifically, his focus centered on the eastern Colorado communities of Morgan County and their efforts to accommodate a recent influx of East African refugees. The achievements made possible by his sabbatical fall into seven categories: 1) relationship building/data collection with “change makers”; 2) research support for Morgan County's Community Relations Commission; 3) advising and facilitation for OneMorgan County; 4) assembly of a “Resource Guide” for immigrant/refugee integration in rural communities; 5) a site visit to Vancouver's Collingwood Neighbourhood House; 6) the development of a manuscript; and 7) the incorporation of his research into current courses.

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Elizabeth Jones - History

Dr. Jones drafted two articles, one of which was accepted for publication and the other is currently under consideration. She took two brief research trips. The first was to the University of Wisconsin Steenbock Agricultural Library and the other to the Niedersächsisches Staatsarchiv in Osnabrück, Germany. At the Steenbock Agricultural Library, she scanned articles on German internal colonization from a key agronomical journal. In Germany, she spent ten days at the archive and ordered electronic copies from 50 files on the history of German wetlands reclamation and colonization, environmental decline and rural poverty, agronomy, and state-led programs to develop the Emsland region between 1815 and 1960. She also visited Germany's largest outdoor museum of rural history in the provincial city of Cloppenburg, where she took numerous photos of nineteenth-century farm building and artifacts from the region.

Dr. Jones attended the German Studies Association Conference in Denver, where she attended several panels and chaired a panel on the history of bioethics in Germany. She attended the American Society for Environmental History conference in San Francisco. Later she presented a paper for a workshop at the Radboud Universiteit in Nijmegen, the Netherlands, called Governing the Rural in Interwar Europe. She was the only American scholar among the 25 participants.

Robert Keller – Economics

Dr. Keller was able to greatly increase his intellectual capital in research and in teaching. A co-authored, refereed journal article was published in late fall 2013 and substantial progress was made on his main research project which is examining the “lessons of history” in the context of comparing the Great Depression to the Great Recession. He is pleased with the preparation he made for a new course he taught this past spring and the student responses were excellent. He added a section called secular stagnation for his ECON 474 course and he added and dropped required readings as necessary. Dr. Keller also developed major themes for ECON/HIST 379 and will finalize the required readings before he teaches the course.

James Kim – Music, Theatre, and Dance

Dr. Kim's sabbatical projects were two-fold.

First, through studying and performing the music of Bach, he's begun to realize more about Bach's personal affirmation of his faith embedded in his music. Dr. Kim began to examine Bach's major choral works and other cantatas more in depth. Currently, there are many resources regarding his compositional techniques such as counterpoint, harmonic progression, and textual context, etc. Through research, many scholars agree that Bach served as a teacher of Lutheran catechism during his final post in Leipzig from 1723 – 1750. Ironically, music historians and performers hardly approach Bach's music, especially his choral/vocal

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compositions, with a theological perspective. In Korea, there is no single resource for such. Dr. Kim started analyzing Bach's *B minor Mass, St. Matthew Passion* and plans to publish (in Korean) in a couple of years under the title of "Bach's Theological Attributes in his Vocal Music".

Although Dr. Kim was not able to spend the entire semester teaching in Korea, there were key connections made through personal contacts. During the same time that he founded the Colorado Bach Ensemble in 2012, a group called Bachsolisten was established in Korea. Their artistic director, Seung-hee Park and Dr. Kim made important connections through mutual acquaintances and their own reputations. Dr. Kim approached many choral professors and professional conductors to establish ongoing relationships in Korea and in Europe.

Jangyul Kim – Journalism and Technical Communication

During his sabbatical leave, Dr. Kim worked on revisions of his paper on the effect of issue ownership and crisis communication. It was accepted for publication by the *Asian Journal of Communication*. Another manuscript on the effect of public relations and reputation on ROI was published in the *Asian Pacific Public Relations Journal*. In addition, Dr. Kim wrote a book chapter on the application of issues and crisis management to public diplomacy for the *Handbook of Strategic Public Diplomacy* which will be published shortly. He wrote another book chapter in Korean on global public relations for *Contemporary Public Relations* which has now been published.

Dr. Kim presented several papers at several academic and professional conferences. He chaired a strategic PR seminar on how to increase the Korean birth rate sponsored by the Ministry of Health and Welfare. In addition, he spoke at several professional and academic conferences on the global PR trend, the new communication ecosystem, successful communication and cases in the social media age, recent PR trends in American corporations. Dr. Kim was also invited by Ewha Womans University as a visiting scholar where he taught several courses.

Kris Kodrich – Journalism and Technical Communication

The main thrust of Dr. Kodrich's sabbatical was to work on a literary journalism book about the incredible changes occurring in journalism today. The project work can be broken into three phases. Dr. Kodrich began by examining extensive research on the state of journalism. The sabbatical leave allowed him to collect, organize, and analyze data gathered from articles, books, research reports, and other material both online and in libraries. Second, with that background, he made arrangements to spend three weeks observing the newsroom of the *Fort Collins Coloradoan*. The daily newspaper has been generating national attention for its innovative approach to news, including the extensive use of online metrics to determine reader interests, the extensive use of social media to inform the public, and a variety of newsroom initiatives to focus

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more effort toward reporting on matters that resonate with the public. Third, he spent about eight weeks in California to focus primarily on writing.

During the sabbatical, Dr. Kodrich wrote an article for the prestigious professional publication *Columbia Journalism Review* and it was reprinted in *Colorado Editor*, the monthly publication of the Colorado Press Association. He wrote a column about his *Coloradoan* newsroom experience that was published in the *Coloradoan* and an academic paper about his findings about the newsroom that was submitted to the International Communication Association. He is using the data gathered to write another paper about reporters' acceptance of the use of social media as part of their job. That will be submitted to the Association for Education in Journalism and Mass Communication. Those papers are being reworked into chapters for his book.

This sabbatical project allowed Dr. Kodrich to expand his research in a critical area, the future of journalism. It fit well with his continuing research on the professional behaviors and attitudes of journalists as well as the performance of the news media. In addition, the work published in the *Columbia Journalism Review* and the conference paper submissions help the Department of Journalism and Technical Communication at CSU maintain a strong reputation amid both professional journalists and academic scholars in journalism and mass communication research.

Mary-Ann Kokoska – Art

Highlights of Professor Kokoska's sabbatical are as follows:

- Artist in Residence at the Marnay Art Centre (CAMAC) in France
- Former drawing series '*Nature Destabilized*' was completed
- Two exhibitions were launched: '*Nature Destabilized*' and '*Birds in the Building*'
- Two new bodies of work were developed:
 - '*Fire and Rain*', seven small collage drawings
 - '*Persistence Series*', seven large drawings and five small drawings
- Wrote two grant applications for '*Drawing Exchange*' and '*Drawing Festival*'
- Redesigned and updated her artist website

The CAMAC residency offered increased exposure and networking on an international level. Students will benefit from Professor Kokoska's new research and studio practice through her teaching and project assignments.

Eleanor Moseman – Art

During her Sabbatical, Professor Moseman made significant progress on two major publication projects. The first is a monograph on the Czech artist Bohumil Kubista and the second is a monograph on the German artist Ellida Schargo von Alten. She benefitted from the time devoted to research on both projects and was able to frame the scope of both books and write sample

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chapters as well as refine proposals to submit to publishers. In addition to these major publication projects, Professor Moseman was able to write two conference papers, apply for a dozen outside fellowships and grants (which led to an award from the DAAD for three months of research in Germany), conduct on-site research in Italy, Switzerland, and Germany, and participate in a workshop at Yale on technical art history. Without the flexibility offered by the sabbatical leave, she would not have been able to accomplish these tasks.

Jared Orsi – History

During his sabbatical, Dr. Orsi advanced two major research projects. The first was to finish a biography of Zebulon Montgomery Pike, the U.S. military explorer who journeyed to Colorado and other places between 1805 and 1807. Dr. Orsi completed the book's revisions, including making changes according to blind peer reviews, copy-editing, and indexing. Oxford University Press published the book, entitled *Citizen Explorer: The Life of Zebulon Pike*. He has been actively engaged in promoting the book since its publication.

The second project is a major research project which will examine the history of Arizona's Organ Pipe Cactus National Monument on the border with Sonora, Mexico. Dr. Orsi signed an agreement with the National Park Service to be the P.I. for a two-year, \$30,000 research project which will result in a 100-page report on the history of Quitobaquito Springs, a major ecological and cultural feature in the park. He took two week-long trips to conduct research in state and federal archives in southern Arizona, to visit the springs and to interview staff members. He took another trip to the National Archives in Washington, D.C. Finally, Dr. Orsi compiled a 27-page bibliography of primary and secondary sources, conducted extensive reading in these sources, and prepared a ten-page document that includes an abstract, set of chapter summaries, and an outline of the report.

Todd Queen – Music, Theatre, and Dance

Dr. Queen was invited to visit China to explore a partnership with Hebei Institute of Technology in Shijiazhuang. The trip consisted of meeting various dignitaries from the University, as well as giving a formal lecture to the students. Dr. Queen traveled to East China Normal University in Shanghai to give a master class in an effort to continue to nurture the relationship with ECNU. After returning to the U.S., as part of his preparation for an arts leadership book, he gave a presentation at the National Association of Schools of Music annual conference in Miami, FL.

The lecture at Hebei allowed Dr. Queen to introduce the LEAP institute and the new program in Arts Leadership and Administration to their students and faculty. The lecture was well received and CSU should see some activity in undergraduate and graduate enrollment as we continue to develop this relationship. The presentation at NASM was also well received and provided an opportunity to tell the CSU story, as well as understand how other leadership models are working at programs across the nation.

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Peter Seel – Journalism and Media Communication

For his sabbatical leave, Dr. Seel gathered data and completed an outline and three chapters for a new book titled Digital Immortality: Preserving Your Online Legacy which will be submitted for publication in 2015. The book clarifies the need for most netizens to create and update a digital directive for their wills, specifying access and disposition of their online content after death. Most digital content will otherwise stay online long after the authors' demise.

Dr. Seel created two unique blogs from Australia and New Zealand (*Kiwi Nation Images* and *New Adventures in Oz*) which model online writing and multimedia production skills required by contemporary journalists who publish on the Internet (e.g. all of them). The blogs feature profiles of unique artists and media professionals encountered during his sabbatical down under.

Tara O'Connor Shelley – Sociology

During her sabbatical, Dr. Shelley concentrated on developing six areas of her research agenda as part of her work with the Center for the Study of Crime and Justice (CSCJ) and her affiliation with the Center for Disaster and Risk Analysis (CDRA). These areas include: (1) environmental justice; (2) green criminology/oil and gas activity; (3) police and society; (4) pharmaceutical crime; (5) restorative justice; and (6) victimization experiences in the criminal justice system.

As a result of the sabbatical, she completed five journal articles – one of which has recently been published and four that are still under review. She co-authored five technical research reports for funded research related to her own research on: (1) Problems Related to the Oil and Gas Industry during a Flood Disaster: The Nature and Extent of Citizen Complaints and Satisfaction with Government Responses (one report); (2) her national research on Pharmacy Crime (one report); and, (3) a Restorative Justice Initiative in Fort Lupton, Colorado (three reports). She worked toward securing future funding and submitted three grant proposals (one external and two internal) on: (1) interdisciplinary research related to oil and gas activity (one proposal to the College of Veterinary Medicine and Biomedical Sciences One Health Initiative; (2) institutionalizing environmental justice at CSU (one proposal submitted to SoGES); and (3) victimization involving elder abuse (one proposal submitted to the U.S. Department of Justice).

While on sabbatical, Dr. Shelley continued to serve on the College of Liberal Arts PDP Review Committee as well as several doctoral and master's committees as an advisor or committee member. Two of her students successfully completed their master's thesis and a Plan B Project while she was on sabbatical.

Sarah Sloane – English

During her sabbatical year, Dr. Sloane finished a book, drafted four essays, and published another one, gave several international and national conference presentations and readings,

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started two additional essays, continued work on a chapbook of poetry, and wrote the poem that is part of the permanent Pink Dolphin Monument in Galveston Texas. Dr. Sloane continued work on her chapbook of poems about survivors of breast cancer (*A Map to the Sugarless Country*) and started interviews for a personal essay about being a tall woman.

Finishing her nonfiction book, *Bodies Like Us*, entailed working with translator Leo Griep-Ruiz and Guatemalan refugee Otoniel de la Roca Mendoza to learn about de la Roca's past life as a guerrilla and his current experiences as a refugee living under political asylum in the United States. The book is to be published in 2015 by New American Press. Writing from a continuing interest in the Scottish Enlightenment, she completed the essay "Hugh Blair's Boys: Constructions of Authorship among the Edinburgh Literati". Her essay on Wilhelm Reich and the Etheric Warriors" was published in November in *The Ashgate Research Companion to Paranormal Cultures*, edited by Olu Jenzen and Sally R. Munt. Lest these lists of presentations and publications be mistaken for the only tangible results of the sabbatical, Dr. Sloane wishes to add that the time to read widely in her field and reflect on writing and teaching were as important as anything else she did.

Craig Trumbo – Journalism and Technical Communication

Dr. Trumbo elected to remain in Fort Collins for his sabbatical in order to apply the time toward completing work in progress and initiating new programs of funded research. It was also beneficial to remain in the area so as to be available for two doctoral advisees who were both passing through the critical phase of dissertation proposal writing. During this time, he made progress toward the conclusion of work he has been conducting under support from the National Science Foundation on risk communication in hurricane evacuations. This effort produced one published journal article, a conference paper, and a manuscript to be submitted for publication.

He moved another project along toward completion. His work on attitudes and behaviors regarding electronic cigarettes has received support from the National Institutes of Health. Work on this project yielded one published journal article, and a pilot data collection that supported a continuation grant application to the NIH (currently under review). In addition to moving this project along, he was able to open what will hopefully be a new avenue of research. This work involves risk communication in the context of shelter-in-place orders associated with hazardous release emergencies. A proposal has been submitted to the NSF and is currently under review.

Dr. Trumbo has various other smaller streams of research in progress. His sabbatical was valuable in moving this work along as well. It yielded the completion of a book chapter, the revision of a second chapter, and the submission of a journal article from a small project involving West Nile virus.

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Maura Velazquez-Castillo – Foreign Languages and Literatures

Dr. Velazquez-Castillo used her sabbatical time for the collection of primary discourse data on the reportive epistemological stance by Guarani speakers (the ranges of strategies used to reflect a knowledge status that has originated from an external linguistic source). She also prepared two substantive articles on the subject. The balance of her time was used to complete work on two collaborative articles on different subjects, one with two of the department's Spanish M.A. students, and another with a colleague in the Department of Foreign Languages and Literatures.

Sammy Zahran - Economics

Dr. Zahran spent his sabbatical at Columbia University in New York City. He was awarded a prestigious Robert Wood Johnson Health Fellowship. At Columbia, he attended weekly seminars covering substantive topics in epidemiology, health economics and policy, and various technical methodologies from network science and genetic instrumental variable models. He attended various leadership seminars involving small group, intimate discussions with national figures.

Dr. Zahran published eight academic articles appearing in top ranked journals in epidemiology, environmental science, and economics including *Risk and Uncertainty*, the *American Journal of Public Health*, *Environment International*, and *Environmental Science and Technology*. His research was covered extensively in the mainstream press, including the "New York Times", National Public Radio, and "Mother Jones Magazine". He also did a televised interview with Lateline, Australia's top investigative journalism program.

He was awarded two Robert Wood Johnson (RWJ) seed grants (~\$10,000 each) while at Columbia University. One project was entitled: *Discriminating the environmental source of child blood lead levels in Michigan: Aviation Gasoline Deposition versus Re-suspension of Contaminated Surface Soils and Road Dust*. He presented the preliminary results at a RWJ Conference in Detroit. He also submitted grant proposals to the Australian Research Council, served as scientific advisor/data analyst on a grant to study the health effects of a petroleum coke pile in Detroit, and recently submitted a large grant proposal to NIST that was started during his sabbatical.

The time spent in NYC helped advance Dr. Zahran's professional development in many ways, He learned new methodologies and tools of scientific inquiry, developed substantive understanding in many academic fields, and formed friendships with top scholars in epidemiology, economics, environmental science, and public health that will help things going forward.

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College of Natural Sciences

Jeffrey Achter – Mathematics

Dr. Achter visited three different institutions: a) University of Calgary, b) University of British Columbia, and c) Massachusetts Institute of Technology. He gave a number of invited presentations at these institutions. He joined a group of faculty coordinating an application to PIMS for a multi-institutional Collaborative Research Grant. If successful, one of the proposed activities will be a workshop at CSU on state of the art research in the arithmetic of abelian varieties, Dr. Achter's core area of expertise. Dr. Achter was able to interact broadly with number theorists and algebraic geometers, and raise the international profile of arithmetic geometry at Colorado State University.

Dr. Achter submitted five papers either during the sabbatical or immediately afterward. Three have been accepted for publication and two are awaiting notification of acceptance.

Patricia Bedinger – Biology

The major focus of Dr. Bedinger's laboratory at CSU is on the reproductive barriers between species that act to prevent interbreeding. They are studying reproductive barriers in the wild tomatoes of Ecuador, Peru, and Chile. In southern Ecuador, there are populations of the wild tomato *Solanum habrochaites* with unusual traits that impact reproductive barriers. Because of the unique distribution of these populations, there was no better place in the world to conduct her sabbatical research than in the region near the town of Loja, at her host institution, the Universidad Tecnica Practical de Loja. With her Ecuadorian colleagues, she collected site data, pollinators, floral measurement, tissue and seeds of *S. habrochaites* throughout southern and central Ecuador. Dr. Bedinger secured additional funding from the Fulbright Commission and the National Science Foundation for exchange visits for U.S. and Ecuadorean scientists, including lab members from CSU and scientists from three other U.S. Universities.

Dr. Bedinger procured support from the Gordon and Betty Moore Foundation for two major events that she organized: a workshop on the use of modern genomics to study biodiversity and an international symposium on Biodiversity in Solanum both of which acknowledged the contributions of CSU. The workshop was attended by 22 Ecuadorian scientists, including graduate students, postdocs, faculty, and department chairs; as well as a representative of the Ecuadorian federal scientific funding agency SENESCYT. The symposium attracted ~150 attendees, including many Ecuadorian undergraduate and graduate students, and regional scientists; as well as conference presenters from Ecuador, Peru, the U.S., and Europe.

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Silvia Canetto – Psychology

Dr. Canetto's sabbatical leave generated numerous benefits for her as a scholar and a teacher, and thus for CSU. With regard to research, the international sabbatical leave gave her an opportunity to broaden her expertise by allowing her to work closely with international colleagues at a diversity of institutions. With colleagues at the University of Ferrara's Medical and Law Schools (Italy) she organized and presented at an interdisciplinary conference on women's lives. With colleagues at the University of Padova (Italy) and the University of Zagreb (Croatia), Dr. Canetto completed a collaborative study and started new research at the intersection of their expertise and her own.

Her sabbatical leave positively contributed to her teaching. Consistent with CSU internationalization initiatives and goals, all of the classes she teaches take a global perspective. Her international sabbatical collaborations and residence gave her access to international information and points of views that will sustain and expand the international framework and content of her classes, with important benefits to the students who will take them.

Donald Estep – Statistics

The opportunities provided by Dr. Estep's sabbatical were significantly enhanced by his appointment as Chalmers University Jubilee Professor during 2013-2014. His host department was the Department of Mathematical Sciences at Chalmers University of Technology in Gothenburg, Sweden. While there, he gave a number of talks and pursued research projects with three different collaborators in Sweden. He visited the Royal Institute of Technology in Stockholm and Umea University in the north of Sweden. One of these collaborations resulted in a paper that was recently accepted and the other two are ongoing collaborations related to the Ph.D. research of Dr. Estep's two CSU statistics students.

Dr. Estep and his Swedish colleagues developed plans to submit a proposal to the Mittag-Leffler Institute for a semester long program in uncertainty quantification in 2017-2018. This program would involve over 100 leading researchers from around the world as well as a large number of younger scientists. Dr. Estep wrote a proposal to the Dynamics Research Corporation called *Uncertainty Quantification for HPCMP CREATE* to fund a two year pilot project for research into initial investigation of implementing uncertainty quantification tools into the SeNTRI software package. SeNTRI is one of the major model simulation packages used in the design of various water and air vehicles by the Department of Defense. The contract was funded for \$365,619 with the initial focus on electromagnetic scattering off antenna. The project has the potential to lead to a long term (up to 10 year) contract.

Dr. Estep wrote the draft of a new textbook on probability and measure theory. He also began the development of a new graduate course in probability. The sabbatical year provided the opportunity to clear out an enormous backlog in research papers that have built up over a number

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of years. Eight papers appeared or were accepted and six more papers were submitted or are under revision. In addition, there are three manuscripts that are nearly finished. One Ph.D. student defended his thesis and two postdocs finished their time in Dr. Estep's group during his sabbatical. He began advising two Ph.D. students and hired a new postdoc. He was reappointed as the co-Editor in Chief of the SIAM/ASA Journal on Uncertainty Quantification. He was appointed as a Fellow of the Society for Industrial and Applied Mathematics. He gave an invited lecture at the SIAM annual meeting and an invited minisymposia at the SIAM Conference on Uncertainty Quantification.

Mary Meyer – Statistics

The majority of Dr. Meyer's sabbatical was spent studying survey methodology and developing new methods in analysis of survey data that incorporate her main area of research, which is nonparametric function estimation. While at the Bureau of Labor Statistics, Dr. Meyer gave two workshops on constrained nonparametric function estimation, and two talks, that latter of which included the new survey methodologies.

Two papers will result from the projects with researchers at the Bureau of Labor Statistics and she plans to continue relationships with that organization. Two of her Ph.D. students have part of their dissertation work in survey data analysis with these constrained models, and she has obtained a one-year extension for data access. The National Compensation Survey data and the IPP data will be used for examples of her students' new methods.

Dhruba Naug – Biology

Dr. Naug spent his sabbatical primarily in the Department of Ecology and Evolution at the University of Lausanne, Switzerland, where he was hosted by Tadeusz Kawecki and supported by a competitive short-term grant from the Swiss National Science Foundation. The Kawecki lab works on questions regarding malnutrition and learning, using the *Drosophila* as a model system. His reason for spending the sabbatical in this lab was to get acquainted with this research area at both a theoretical and experimental level, while the host lab wanted to explore how his expertise with honeybees can be applied to conducting behavioral experiments with *Drosophila* in the field. During his time in this lab, Dr. Naug did hands on work to learn all the logistics behind maintaining fruit flies, doing experimental evolution studies with them, and learning assays one can conduct with flies. He did a large experiment, looking at the effect of malnutrition on cognitive performance, using lab and field based assays. While he did finish the field assays and some of the lab assays, more lab assays need to be finished before the results can be prepared for a manuscript.

The interactions and discussions he had in the Kawecki lab led him to develop and submit a grant proposal to NIH on cognitive aging – a new research area for him, which received positive reviews, but was not funded in the first submission. This has now been resubmitted. He

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presented two seminars during this time, one in this department and another at the Centre for Research in Animal Cognition at the Universte Paul Sabatier, France. Dr. Naug also spent time working on a book chapter, a book review, and four manuscripts.

Jean Opsomer – Statistics

Dr. Opsomer visited professors at the University of Melbourne in Australia and the Universiteit Leuven in Belgium. Both groups of researchers are among the top researchers in statistics in the world, so Dr. Opsomer was fortunate to be able to schedule these short-term but focused visits with them. During both visits, he initiated substantial new research projects on statistical methods for survey estimation and inference. Both projects are on-going and are expected to lead to several research papers. In addition, Dr. Opsomer was able to make progress on several other research projects he was working on independently, leading to several new submissions. Finally, he gave invited talks at international conferences in Canada, South Korea, and Hong Kong.

The research performed during the sabbatical will provide benefits to Colorado State University by enabling Dr. Opsomer to continue publishing influential papers in survey statistics, an area of broad importance to federal and state statistical agencies, as well as users in many organizations in Colorado and elsewhere who are using those data. The international presentations given during the sabbatical directly enhance the reputation of Colorado State University as leading research institution.

Chris Peterson – Mathematics

Dr. Peterson spent his sabbatical at multiple universities. In particular, part of the time was spent in Italy as an INDAM Visiting Professor at the University of Reggio Calabria and at the University of Messina. Another period of time was spent in research visits at the University of Idaho, Notre Dame University, the University of Kentucky, the University of California at Riverside, and the Ohio State University. Another period of time was spent completing research projects while in residence at Colorado State University.

The research benefit of the sabbatical was three papers published, five accepted for publication, and seven more in various stages of the referee process, undergoing revision, or being further prepared for submission. During the sabbatical, six research presentations were given. A 12-hour mini-course on secant varieties was co-taught with Hirotachi Abo as part of the International School on Computational Commutative Algebra and Algebraic Geometry in Messina, Italy. In addition, a session was presented as part of the SIAM Conference on Applied Algebraic Geometry.

The combination of research output, research presentations, research visits/collaborations, mini-courses, and conference organization has benefited Colorado State University by increasing its

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visibility at both a national and international level. In addition, the multiple new research collaborations and many new research projects has broadened and invigorated Dr. Peterson's research program. This has led to a direct benefit for the graduate students that he advises both in helping them to further their own research agendas and in helping provide leads and possibilities for future jobs. The broadened research agenda will enable the continued successful pursuit of grants from multiple funding agencies.

Amy Prieto - Chemistry

Dr. Prieto spent her sabbatical primarily in Sydney, Australia, visiting one of the most well-known structural solid state chemist's in the southern hemisphere, Professor Chris Ling from the University of Sydney. She also spent time with Dr. Scott Watkins and his photovoltaics group at CSIRO in Melbourne, Australia. Both hosts were gracious and generous with their ideas. Dr. Prieto was able to give six invited seminars at the top Chemistry departments in Australia and New Zealand, which served to increase awareness of Colorado State University in that part of the world. She welcomed her new son in early March, and so the sabbatical came at a perfect time to balance family with a pretty amazing focus on bringing new ideas into her research program at CSU.

In terms of tangible benefits to CSU and her research group in particular, Dr. Prieto started collaboration with Professor Neeraj Sharma from UNSW. He is a diffraction expert (synchrotron and neutron diffraction) and is just beginning to characterize some battery materials with these techniques. Dr. Prieto was able to have her group send her some samples of their anode material (which were developed by her group at CSU, but scaled up by her startup company, Prieto Battery, Inc.) and Neeraj was able to obtain diffraction patterns at the synchrotron facilities outside of Melbourne *in a cycling battery!* These in situ experiments will be critical in helping them to understand how their novel electrodeposited anode material cycles. This knowledge is important for understanding how to extend the cycle life of these materials.

Dr. Prieto brought back new knowledge in the current state of the art renewable energy technologies, which is influencing two grant proposals she is writing now as well as material that she's including in her Chemistry 311 course: Introduction to Nanoscale Science.

Matthew Rhodes – Psychology

A core goal of Dr. Rhodes' sabbatical was to work on a book-length treatment of one of his areas of research specialization, metacognition. This work was undertaken in close cooperation with a colleague at the University of California, Los Angeles. They made significant progress on this project, including engaging in intensive study of other books on the market, refining the format of the book, developing a proposal, and preparing content. Beyond work on the book, the sabbatical afforded Dr. Rhodes significant time to further expand his scholarship in his chosen area, with a particular eye on potential grant opportunities. Related to that point, he has

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developed a number of ideas that he envisions coming to fruition in the form of grant applications in the near future. He was able to complete further work on an additional book project focused on translating core research in learning and memory in accessible and actionable strategies for college students. This book will be the core reading for a new class being introduced at the university and is under contract with Oxford University Press.

Carol Seger – Psychology

Dr. Seger's sabbatical was spent at South China Normal University (SCNU) in Guangzhou, China. Her sabbatical was supported by a grant from the High End Foreign Experts Recruitment program of Guangdong province, and by SCNU internal funds. These funds covered housing, a small stipend, and research expenses.

The primary goal was to conduct functional MRI studies examining neural systems involved in learning and decision making. In addition, she planned to learn additional methods, and to visit other universities in China to explore potential collaborations. All of these goals were achieved. She collected data for three full fMRI studies, and is currently working on writing these papers for publication. She learned about new analysis techniques for anatomical and fMRI resting state data. She visited Beijing Normal University, East China Normal University, and Southwest University. Along with SCNU, these comprise 4 of the 5 highest ranking universities in China in the field of Psychology; furthermore, Beijing Normal and East China Normal are current partner institutions with CSU.

Matthew Shores – Chemistry

Dr. Shores spent his sabbatical term in Australia, New Zealand, and Fort Collins. He originally intended to be in the southern hemisphere for seven months, instead he was in Fort Collins most of the spring semester to welcome the birth of his son – he was not part of the proposed activities when he submitted his sabbatical request originally! Nevertheless, Dr. Shores was able to take two trips to Australia and one to New Zealand, and was able to interact with everyone listed in his proposal plus many others. For the main trip down under, he was based in Sydney Australia. During his trip, he participated as an invited speaker in an international conference on magnetic materials (SANZMAG-1) and also visited and lectured at six of the top chemistry research universities in Australia and New Zealand. He worked on several manuscripts, and developed new ideas for research efforts now active in his laboratory at CSU.

At Sydney University, Dr. Shores was designated a Visiting Scholar and based in the laboratories of Professor Cameron Kepert, an Australian Research Council Future Fellow and arguably the top researcher in the top chemistry department in Oz. Dr. Shores was also hosted by Drs. Deanna D'Alessandro and Suzanne Neville, who operate independent research laboratories that collaborate closely with Professor Kepert, including weekly joint group meetings. His hosts assisted with professional introductions and organizing seminar trips. They also made their

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students and postdocs available to him, and he learned a lot of new chemistry from ad hoc individual and weekly group meetings.

The benefits to CSU from this sabbatical include new material for graduate chemistry courses; two new research projects for his chemistry students at CSU, increased visibility for the CSU chemistry program in the competitive field of molecular magnetism, and a refreshed associate professor ready to help (re)build the chemistry department at CSU.

Michelle Strout – Computer Science

Dr. Strout spent her sabbatical at Australia National University (ANU) in Canberra. She gave three invited talks while there. She also gave a talk about applying for graduate school in the United States. She participated in ANU's graduate student review process and in a number of discussions they were having about MOOCs (Massively Open Online Courses). Their more thorough and frequent student review process provides the graduate students much more feedback about their research and presentation skills. As the new graduate program director in the Computer Science Department, Dr. Strout plans to use some of these experiences to help drive change in the department. Another benefit to CSU and Dr. Strout's own research program were the significant number of high-profile publications and the \$500K grant she wrote while on sabbatical.

Joseph von Fischer – Biology

Dr. von Fischer's sabbatical leave was hosted by one of the world's leading research institutes in his field: the Max Planck Institute for Biogeochemistry (MPI-BGC) in the German city of Jena. He was hosted by institute director Susan Trumbore, a member of the U.S. National Academy of Sciences, to help her group develop new research projects in his area of expertise: the study of greenhouse gas dynamics.

Dr. von Fischer participated in four major research activities. All of these began during his sabbatical time and most are expected to continue for several years:

- He participated in the German Science Foundation-funded project to develop an integrated understanding of how diversity in microbial communities, geologic settings, land use and hydrology lead to patterns in biogeochemistry.
- He designed and helped execute a series of experiments for quantifying rates of microbial C fixation, and for understanding what causes variation in these rates.
- He partnered with German scientists to develop new ways to measure rates of nitrogen fixation.
- He helped design and execute a series of experiments to understand processes that influence the rates of methane oxidation.

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Colleen Webb – Biology

During her sabbatical leave, Dr. Webb was primarily based at the Max Plank Institute for Biogeochemistry (MPI-BGC) in Jena, Germany. She was jointly sponsored and so also spent approximately one day a week at the German Center for Integrative Biodiversity Research (iDiv) in Leipzig, Germany. During her sabbatical time, she gave three research seminars and participated in three research workshops held at the institutes she was visiting. Her primary sponsor was Prof. Christian Wirth. With Prof. Wirth's sponsorship, Dr. Webb became a member of the Jena Biodiversity Experiment. They wrote a proposal to work with data from this long-term experiment that was accepted, accessed the data, and began to develop analyses to test the trait-based framework for predictive ecology that she had developed in earlier papers and was the subject of her sabbatical proposal. Dr. Webb met another group of researchers, led by Prof. Helge Bruelheide, who worked on tropical tree systems and had appropriate data to further test Dr. Webb's trait-based framework. She worked closely with Prof. Bruelheide's post doc to begin preliminary analyses of their data.

In addition to these research activities, Dr. Webb consulted frequently with the Science Coordinator at iDiv on organization for the institution as iDiv was in its first year and she had experience as Chair of the Scientific Board for a similar center in the U.S. (NIMBioS). Dr. Webb helped develop and participate in a workshop, professional development retreat and subsequent seminars for a large postdoc group from both iDiv and MPI-BGS. She gave a presentation on natural history and cultural comparisons between Colorado and Germany for a local elementary school class. Because she was in Europe, she participated in a number of other activities resulting from working closely with other European collaborators. These included a keynote talk at the Trait-based Approaches to Ocean Life Workshop in Copenhagen, a PI meeting for one of her international grants at Warwick University in the UK, a Small Mammals as Reservoirs for Disease working group meeting at Cambridge University in the UK, a featured talk in a Wellcome Trust disease course in the UK, and a Foot-and-Mouth Disease Modeling working group meeting at the University of Sydney in Australia.

Warner College of Natural Resources

Sara Rathburn – Geosciences

The most important benefits derived from Dr. Rathburn's sabbatical are research progress, advancement and collaboration, as well as international exposure for her and for CSU. New collaborations with the University of Wyoming and Italian colleagues resulted in successful NSF funding for two projects. The collaborations offer new avenues of scholarly research for her, allowing her to expand into topics of landscape lowering and basin sensitivity to climate change. Dr. Rathburn and her students benefited substantially from interactions with collaborators and their students at the University of Wyoming and the Universities of Bozen-Bolzano and Milan

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Bicocca, Italy. The NSF RAPID work has already resulted in one published abstract and an upcoming oral presentation at the AGU meeting in December 2014. The field work in Italy was instrumental in developing the NSF CNIC proposal with Italian colleagues by allowing them to collect initial data and develop a conceptual model of how climate change will affect basins undergoing deglaciation in the Italian Alps. Dr. Rathburn will return to Italy next summer and take three students who will assist with field work, data analysis, and subsequent reporting and presentations.

Other benefits derived from this sabbatical include growing the graduate program in the Department of Geosciences by admitting and supporting two students (one M.S. and one Ph.D.) in the fall semester of 2013 and two M.S. students in the fall semester of 2014. The two M.S. students admitted in the fall of 2014 are supported on new COI, NPS grants, one of which is in Denali National Park, the first time her research has extended beyond Rocky Mountain National Park. Finally, her sabbatical allowed her to participate in service activities for which she otherwise would not have had the time. She agreed to give more community presentations, especially those that required several pre-presentation meetings (e.g. Poudre River Forum), or occurred during the day (e.g. Optimist Club). She is committed to communicating her research to the public as a representative of CSU and as a citizen interested in helping build an informed and engaged community.

Sally Sutton – Geosciences

Dr. Sutton spent her sabbatical in Krakow, Poland where she was involved both in research and teaching. She was affiliated with both Jagiellonian University and the AGH University of Science and Technology. At both universities, she taught graduate level courses on gas shales and other aspects of unconventional hydrocarbon deposits, taught short courses for graduate students on scientific publishing and ethics, and gave lectures on higher education in the United States. While in Poland, Dr. Sutton gave several guest lectures at other institutions on gas shale development and the environmental aspects of unconventional hydrocarbon recovery. She attended several conferences in Europe and gave research presentations. During this time, Dr. Sutton gained an understanding of higher education and the scientific enterprise in Poland. She gained considerable insight into the regional geology and the similarities and differences in the shale-based gas and oil resources between North America and Central Europe. In addition to her teaching, outreach, and research activities while on sabbatical, Dr. Sutton took Polish courses and acquired a reading knowledge of scientific Polish.

Dr. Sutton's primary research activity during the sabbatical was a collaborative project with colleagues at Jagiellonian University on a study of the Kupferschiefer, a particularly important copper deposit. She did fieldwork for the Kupferschiefer project underground in the Rudna and Lubin copper mines in southwestern Poland and did considerable laboratory data acquisition at Jagiellonian University, primarily utilizing scanning electron microscopy and energy dispersive spectroscopy. She is still processing the data, but anticipates submission for publication soon.

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This project is an outgrowth of work she has done on similar copper-bearing shales of the Central African Copperbelt and northern Michigan. These three localities are the best-known localities globally for shale-hosted copper deposits and, as a group, present an opportunity to decipher the controls on fluid movements in low permeability rocks, which has implications for understanding how gas, oil, water, and contaminants migrate through rock.

In addition to the work in Poland, Dr. Sutton and her CSU colleague, John Ridley received funding during this year to initiate a study of the relationship between copper mineralization in the northern Michigan shales and maturation and migration of hydrocarbons. The initial stage of that work is now underway. She re-analyzed data acquired by a recent M.S. student and they have generated a manuscript that is now in press with the *Journal of Sedimentary Research*.

College of Veterinary Medicine and Biomedical Sciences

Susan Lana – Clinical Sciences

The majority of Dr. Lana's leave was devoted to learning about and making connections with others to benefit the Flint Animal Cancer Center biorepository efforts and clinical trials programs. She also worked in collaboration with Dr. Anne Avery on a project investigating T Zone lymphoma in Golden Retrievers.

Dr. Lana visited two active biorepositories to meet with their directors and tour the facilities. They were the Biorepository Core Facility at the University of Colorado Anschutz Medical Campus and Fisher BioServices in Rockville, MD. The latter houses samples that are collected as part of the Canine Comparative Oncology and Genomics Consortia effort. She met with and gave a presentation to Dr. Yaffa Rubinstein who heads the biorepository effort at the Office of Rare Disease Research at the National Institutes of Health. Based on Dr. Rubinstein's recommendation, Dr. Lana will be joining the International Society of Biological and Environmental Repositories (ISBER). ISBER is a global organization which creates opportunities for sharing ideas and innovations in biobanking and harmonizes approaches to evolving challenges for biological and environmental repositories. ISBER fosters collaboration, creates education and training opportunities, provides an international showcase for state-of-the-art policies, processes, and research findings, and innovative technologies, products, and services.

Dr. Lana also met with collaborators from the NCI Comparative Oncology Program to make plans for a *call for collaboration* within the Comparative Oncology Trials Consortia (COTC) Pharmacodynamic core, a group she leads for the COTC. These new and continued regional and national connections have increased her awareness and understanding of the science and extent of the field of biobanking as a whole. To strengthen the biobanking and clinical trial program within the Flint Animal Cancer Center, Dr. Lana began a clinical trial involving a network of private specialty practices in the Front Range area. This project has involved establishing standard operating procedures and training from appropriate data collection, sample collection,

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shipping, and payment to six clinics in this network. The Front Range Oncology Group lymphoma clinical trial is the first of hopefully many other trials that will take place with this group, enhancing recruitment by reaching a larger service area and more eligible patients. This network can also be used to increase and expand the biobanking collections, particularly in relevant disease models such as lymphoma.

In Dr. Avery's lab, Dr. Lana worked on a project with the aim to better characterize T zone lymphoma, particularly in Golden Retrievers. Specifically, she worked to characterize the functional properties of T zone T cells with respect to possible immunosuppression and drivers of proliferation. This work was intellectually satisfying, interesting, and clinically applicable as this is a newer disease phenomenon in canine patients and there is much to learn about this disease.

John Rosecrance – Environmental and Radiological Health Sciences

The goal of Dr. Rosecrance's sabbatical was to conduct collaborative research for the development of publishable manuscripts and to generate ideas for grant proposals related to ergonomic exposure assessment and the prevention of musculoskeletal disorders among workers in the dairy industry (cow and ewe). This goal was accomplished by combining his expertise in the quantification of ergonomic exposures and upper limb disorders with the strong dairy industry partnerships developed by his colleagues at the University of Sassari (Department of Agricultural Engineering) and the University of Milan (Department of Health Sciences) in Italy. His sabbatical experience extended the opportunities for additional international collaborations between faculty at CSU and the Universities of Sassari and Milan by solidifying relationships with faculty at those respective universities and by developing relationships with faculty at other Italian academic institutions.

Colorado State University has a strong federally funded agricultural research center (High Plains Intermountain Center for Agricultural Health and Safety (HICAHS)). Within this Center is the International Research Dairy consortium, which consists of more than a dozen universities from around the world. The mission of the Consortium is to *"Increase research capacity, share best practices, and optimize resources. Collaborate on research and outreach projects that ultimately result in the reduction of injuries and illnesses among dairy workers internationally."* The sabbatical work conducted was consistent with the mission of the consortium and significantly strengthened our international partnerships. Growing faculty collaborations as outlined in the sabbatical report has the potential to increase CSU's reputation as a global campus.

Highlighted outcomes as a result of the sabbatical included:

- The submission of two scientific manuscripts on occupational ergonomic issues related to the production of Pecorino Romano cheese.

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- The submission of one grant proposal with Italian colleagues regarding prevention of zoonotic diseases for Italian and Indian dairy workers.
- The initiation (Fall 2014) of a “One Health” study in Italy (Lombardy region) and the U.S. (Colorado region) that focuses on the prevention of animal handling injuries (kicks to workers) and process drift (that effect cow health) in U.S. and Italian dairy parlors.
- The support of an Italian doctoral student from the University of Milan (Fall 2014) at CSU to work with graduate students in the occupational ergonomics and safety research group.

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MATTERS FOR ACTION:

New Special Academic Unit: School of Biomedical Engineering

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the Office of the Provost
 – Colorado State University, to establish a new Special Academic Unit entitled The
 School of Biomedical Engineering.

EXPLANATION:

Presented by Tony Frank, President.

The School of Biomedical Engineering (SBME) at Colorado State University is not a department but rather an interdisciplinary program. The SBME combines Colorado State University's strengths in veterinary medicine, engineering, and the sciences to provide an interdisciplinary focus on improving health, fighting disease, and aiding persons with disabilities. With over 50 faculty members from four award-winning colleges, biomedical engineering students at Colorado State University have the advantage of working with nationally and internationally recognized leaders in their field.

The School of Biomedical Engineering will house the Master and Ph.D. programs in Bioengineering. The undergraduate Biomedical dual-degree programs will continue to be administered in the College of Engineering.

 Approved

 Denied

 Scott C. Johnson, Board Secretary

 Date



SCHOOL OF
BIOMEDICAL ENGINEERING

School of Biomedical Engineering
1376 Campus Delivery
Fort Collins, CO 80523-1376
Voice 970-491-7157

Dr. Mark Zabel
Chair, Committee on Scholarship, Research & Graduate Education
Associate Professor, Dept. of Microbiology, Immunology & Pathology
Colorado State University
1619 Campus Delivery
Fort Collins, CO 80523-1619

February 4, 2013

Dear Dr. Zabel and Members of CoSRGE,

Please accept for your consideration this request for recognition as a Special Academic Unit as specified by Section C.2.8 of the AP Manual for the School of Biomedical Engineering (SBME), which currently operates as a CIOSU in the College of Engineering. As a graduate program, SBME is an interdisciplinary unit with active faculty from 14 departments spread across 4 colleges (CVMBS, CNS, CAHS, and COE). There are 43 core and 23 associate faculty. We accept 8-10 incoming PhD students, offering 3 rotations and 5-7 GRA positions in faculty labs. In our request for designation as an SAU, we do not propose changes in the graduate program. As currently configured, SBME operates under the rules of an SAU (Attachment #1 Organizational Chart). Our motivation in obtaining the SAU designation is to align our existing operating arrangement with CSU's new interdisciplinary program designation so as to take advantage of new opportunities for program development as they become available.

Please see the attached required documentation for your consideration.

We would very much appreciate CoSRGE's support of this endeavor.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Stuart Tobet".

Stuart Tobet, PhD
Director of SBME
Professor of Biomedical Sciences



Dr. Stuart Tobet
 Colorado State University
 School of Biomedical Engineering
 1376 Campus Delivery
 Fort Collins, CO 80523-1376

Office of the
 Provost and Executive Vice President
 108 Administration Building
 1001 Campus Delivery
 Fort Collins, Colorado 80523-1001
 (970) 491-6614
 www.colostate.edu

February 4, 2013

Dear Dr. Tobet,

On December 5th we met to discuss the designation of the School of Biomedical Engineering as a "Special Academic Unit" (SAU), which is the newly-defined academic structure outlined in the Faculty and Administrative Professional *Manual*. My understanding from our discussion is that SBME will seek this designation as a mechanism to better support its current graduate education program, which involves courses taught by faculty in multiple departments and colleges, as well as its Regulatory Affairs Interdisciplinary Studies Program in the future. This reorganization will also enhance the development of future graduate degree programs, should that become desirable.

I expect that the SAU designation will preserve the SBME program, as it currently exists including:

1. The structure of the program, with its governance provided by the Director, Associate Director, and Executive and standing committees. The Executive Committee will continue to provide program oversight as specified in the *Manual*.
2. The budget for SBME as an SAU will start from its current level, but be eligible for new programmatic funds going forward as appropriate.
3. Faculty participation will continue to be dependent upon successful execution of memorandum of understanding (MOUs) with the Deans of the appropriate colleges, Chairs of the relevant departments, and the SBME faculty members themselves. These MOUs codify existing practices with regard to teaching and service efforts, and do not represent a significant expansion of the effort of faculty members in the SBME.

I understand that you will be meeting in future weeks with the appropriate University parties whose consultation and/or approval will be necessary for the establishment of the SAU, including the Vice Provost for Graduate Affairs, the Dean of COE, the Chairs of the involved departments, and the relevant Faculty Council committees (Scholarship, Research, & Graduate Education, Curriculum; Strategic & Financial Planning; Faculty Governance; and, Executive Committee) prior to seeking approval of the Faculty Council, as required by the *Manual*. You may let these parties know that I am generally supportive of the designation of SBME as a SAU, as stipulated above, and welcome the ultimate recommendations of the Faculty Council in this matter.

Sincerely,

A handwritten signature in cursive script that reads "Rick Miranda".

Rick Miranda
 Provost and Executive Vice President

xc: Dr. Bill Farland
 Dr. Tom Gorell
 Dr. Tim Gallagher
 Dr. Jodie Hanzlik
 Dr. Jan Nerger
 Dr. Mark Stetter
 Dr. Steve Abt

NEW/MAJOR, MINOR CHANGES/DROPS PROGRAMS OF STUDY-CURRICULAR REQUESTS

CONTACT PLEASE PRINT: NAME Stuart Tobet EMAIL stuart.tobet@colostate.edu PHONE 1-1672
(REQUIRED)

CHECK THE APPROPRIATE LINE ON THE FAR LEFT. See Curricular Policies and Procedures Handbook, available at <http://www.colostate.edu/orgs/ucc> for instructions.

ADDS

- ADD a new degree or major or graduate program or concentration or specialization or option or minor or interdisciplinary studies program. (Complete Section I-Columns A and B (only new gets listed in column B), Section II, Section III-Column B, Section IV as needed, and Section V.)
- ADD a new department and/or college or new SAU. (Complete Section I-Columns A and/or B and Sections II and V.)

MAJOR CHANGES

- CHANGE the curriculum requirements of an approved major or graduate program or concentration or specialization or option or minor or interdisciplinary minor/studies program involving a sum total of 7 or more credits. (Complete Section I-Column A, Section II, Section III-Column A, and only changed item(s) in Section III-Column B, Section IV as needed.)
- CHANGE the name of an existing department and/or college, or SAU. (Complete Section I-Column A, only changed item(s) in Section I-Column B, and Section II.)
- CHANGE the name of a degree or major or graduate program or concentration or specialization or option or minor or interdisciplinary minor/studies program. (Complete Section I-Column A, only changed item(s) in Section I-Column B, and Section II.)
- CHANGE AUCC Category 4 requirements of an approved major or concentration. (Complete Section I-Column A, Section II, Section III-Column A, and only changed item(s) in Section III-Column B.)
- DROP a degree or major graduate program or concentration or specialization or option or minor or interdisciplinary minor/studies program and requirements. (Complete Section I-Column A and Section II.)

MINOR CHANGES

- CHANGE the curriculum requirements of an approved major or graduate program or concentration or specialization or option or minor or interdisciplinary minor/studies program involving a sum total of less than 7 credits. (Complete Section I-Column A, Section II, Section III-Column A, and only changed item(s) in Section III-Column B, Section IV as needed.)
- CHANGE courses and/or group requirements from freshman/sophomore year to junior/senior year or vice versa in an approved major or concentration or option or minor or interdisciplinary studies program. (Complete Section I-Column A, Section II, Section III-Column A, and only changed item(s) in Section III-Column B.)

SECTION I

A. PRESENT NAME / EXISTING ONLY

B. REQUESTED NAME / NEW OR CHANGES ONLY

<u>Engineering</u>	<u>COLLEGE</u>
	<u>School of Biomedical Engineering</u>
	<u>SAU</u>
<u>DEPARTMENT/SAU</u>	
<u>MAJOR/GRADUATE PROGRAM NAME</u>	
<u>UNDERGRADUATE CONCENTRATION/</u>	
<u>GRADUATE SPECIALIZATION</u>	
<u>OPTION</u>	
<u>MINOR</u>	
<u>INTERDISCIPLINARY MINOR/GRADUATE</u>	
<u>STUDIES PROGRAM</u>	
<u>DEGREE</u>	

EFFECTIVE DATE (TERM AND YEAR) REQUESTED July 1, 2015

SECTION II-JUSTIFICATION FOR REQUEST

The School of Biomedical Engineering (SBME) at Colorado State University is not a department but rather an interdisciplinary program. The SBME combines Colorado State University's strengths in veterinary medicine, engineering and the sciences to provide an interdisciplinary focus on improving health, fighting disease and aiding persons with disabilities. With over 50 faculty members from four award-winning colleges, biomedical engineering students at Colorado State University have the advantage of working with nationally and internationally recognized leaders in their field.

CHANNELS FOR APPROVAL	DATE	CURRICULUM & CATALOG USE ONLY	Approval Date
Department Head/ Chairperson*	<u>4/28/14</u>	Comm. On Strategic and Financial Planning (CoSFP)	<u>4/16/2014</u>
Chairperson, College Curriculum Committee		Council of Deans	<u>10/3/2014</u>
Dean of College*		University Curriculum Committee	
University Curriculum Committee Representative		Faculty Council	
Chair, CoSRGET		Board of Governors	
*Signature indicates approval and a commitment of resources.		CCHE	
†Graduate programs only.		Approved Effective Date	

School of Biomedical Engineering (SBME) Code

As stated in the Colorado State University Academic Faculty and Administrative Professional Manual Section, C.2.4.2 Departmental Organization, ‘each academic department shall operate under a Departmental Code. The Departmental Code shall be consistent with the provisions of the University code relating to departmental matters, and the University Code shall take precedence in all instances’. This document contains the code for the School of Biomedical Engineering (SBME) at Colorado State University. The SBME is not a department but rather an interdisciplinary program. Consequently some terms in the University Academic Faculty and Administrative Professional Manual have been modified to reflect the status of the SBME.

Article I SBME Mission

The Colorado State University SBME combines Colorado State University’s strengths in veterinary medicine, engineering and the sciences to provide an interdisciplinary focus on improving health, fighting disease and aiding persons with disabilities.

Article II Program Organization

The organizational chart shown in Appendix A describes the structure of the SBME. Faculty from four Colleges: Health & Human Sciences, Engineering, Natural Sciences & Veterinary Medicine & Biomedical Sciences are eligible to become members of the SBME.

Article II.1 Designation and Titles of Administrative Officers

The administrative officers of the SBME are the Director, who is also the Director of the Graduate Degree programs, and the Associate Director, who is also the Director of the Undergraduate Program.

Article II.2 Executive Committee

The Executive Committee shall consist of the Deans or their appointed representative from the participating Colleges, the Dean of the Graduate School and the Director of the SBME. The SBME Director reports to the Executive Committee. The Director of the SBME shall be a full voting member of the Executive Committee except when the Committee is considering a candidate for Director of the SBME who has been elected by the Core Faculty.

- Upon written request of either the Chair of the home Department or the participating faculty member, the Director of the SBME will provide recommendations on Promotion and Tenure for participating faculty to their home Department. The Director of the SBME shall seek opinions and advice of other faculty, research staff and students of the Program before making their final recommendations. The Director will transmit the material through administrative channels as outlined in the CSU Academic Faculty and Administrative Professional Staff Manual.

Article II.3. SBME Director and Graduate Programs Director

The primary administrative officer of the SBME is the Director. This person is also the Director of all the graduate degree programs in SBME. Members of the SBME Core and Associate faculty are directly responsible to the director for SBME-related issues and activities. The Director will be elected by the SBME Core Faculty and approved by the Executive Committee (excluding the SBME director) for a five-year term. If the Executive Committee fails to approve the candidate elected by the Core Faculty, a new nomination process and election will be held by the Core Faculty. The Director reports to the SBME Executive Committee.

The duties of the Director include:

- To call meetings of the SBME Faculty (at least one per semester).
- To execute decisions of the Core Faculty.
- To coordinate the functions of the Graduate Affairs and *Ad Hoc* Committees.
- To manage the SBME staff in conjunction with the Associate Director.
- To work with Associate Director to manage all SBME activities, including strategic planning and development (fund raising).
- To organize the staffing of the various SBME graduate courses in consultation with the Core Faculty and Department Heads from participating departments.
- To act as spokesperson for the SBME in meetings with the Provost/Academic Vice President, the Deans of the participating Colleges and other administrative officers of the University.
- To appoint Ad Hoc and standing committees as needed.
- Assign graduate teaching assistantship awards in conjunction with Associate Director
- To oversee elections of members to the Core Faculty.
- To perform program evaluation and assessment as needed (see article IV) and to provide SBME program information (including budget information) to the Core Faculty, the Executive Committee, the Provost/Academic Vice President, the Dean of the Graduate School, the Deans of the participating Colleges, and other administrative officials as needed.
- The Director shall establish an External Advisory Board. This Board may consist of Colorado State University Alumni, representatives from Government, Industry, other universities and other external constituents and will meet at least once per year. If it is more convenient, teleconferences may be held in place of actual meetings. This board will provide advice and direction to both the SBME Director and Associate Director on both the graduate and undergraduate programs, respectively.

Article II.4 SBME Associate Director and Undergraduate Programs Director

The secondary administrative officer of the SBME is the Associate Director. This person is also the Director of all the undergraduate dual B.S. degree and interdisciplinary studies programs in SBME. The Associate Director will be selected by the Dean of the College of Engineering and

reports to the Dean of the College of Engineering in matters related to the undergraduate program and to the SBME Director for other matters. The Associate Director must be a COE faculty member and member of the SBME Core Faculty. The Director may request that the Associate Director serve as Acting Director during short absences.

The duties of the Associate Director include:

- To manage the SBME staff in conjunction with the Director.
- To manage all undergraduate program SBME activities (with Director as needed), including strategic planning and development (fund raising) and ABET accreditation).
- To work with the SBME External Advisory Board.
- Assign graduate teaching assistantship awards in conjunction with the Director.
- Members of the SBME Core faculty who are in the College of Engineering are directly responsible to the Associate Director for SBME undergraduate program- related issues and activities.

Article II.5 Graduate Affairs Committee

The Graduate Affairs Committee shall consist of one representative from each of the participating colleges (Health & Human Sciences, Engineering, Natural Sciences & Veterinary Medicine & Biomedical Sciences) and one SBME student. The duties of the members of the Graduate Affairs Committee will be assigned by the Director of the SBME and will include making admissions decisions for all the graduate degree programs. The Committee members will elect their chair. The members of this committee shall act as a short-term advisory committee for SBME graduate students without an assigned advisor (as necessary) and all Master of Engineering students.

Article II.6 Undergraduate Affairs Committee

The Undergraduate Affairs Committee shall consist of one representative from each College of Engineering department involved in the undergraduate curriculum. The duties of the members of the Undergraduate Affairs Committee will be assigned by the Associate Director of the SBME. The Committee members will elect their chair. The Director of SBME will serve as an ex officio member of this committee. The undergraduate dual degree resides specifically under the auspices of the College of Engineering. Undergraduate curriculum will originate with the BME Undergraduate Affairs Committee and proceed to the COE Curriculum Committee.

Article II.7 Graduate Curriculum Committee

The Graduate Curriculum Committee shall consist of at least one representative from three of the four participating colleges (Health & Human Sciences, Engineering, Natural Sciences & Veterinary Medicine & Biomedical Sciences) and one SBME graduate student. The duties of the members of the Graduate Curriculum Committee of the SBME and will include designing and updating the SBME graduate curriculum and provide input on all curricular issues. The Committee members will elect their chair. Curriculum changes from this SBME committee will be forwarded to the College of Engineering curriculum committee for approval prior to submission to the University Curriculum Committee.

Article II.8 Ad Hoc Committees

The Director shall appoint *ad hoc* committees as needed to review complex issues, seminars, etc.. The term and tasks of a given committee will be defined upon formation.

Article II.7 Core Faculty

Article II.7.1 Procedure for election of SBME Core Faculty

- An applicant must hold an appointment as a regular tenured or tenure track faculty member of Colorado State University, have an active research program in the Biomedical Engineering/Bioengineering that is appropriate for the training of graduate students, and/or have the expertise and willingness to contribute to the teaching of undergraduate and/or graduate courses of the SBME.
- An applicant must be nominated by a member of the Core Faculty and provide a nomination letter, current curriculum vitae and a statement of (1) his/her interests in SBME committee service and/or graduate student advisory committee service, (2) areas of expertise and willingness to teach SBME courses or elective courses that are appropriate for SBME students, (3) ideas for seminar speakers, and (4) other ideas for his/her functioning as a SBME Faculty member.
- The applicant's curriculum vitae and statement will be reviewed by the Director and/or Associate Director before forwarding to the Core Faculty for voting. Appointment requires a simple majority of a quorum of the Core Faculty.
- The Director of SBME shall be responsible for the execution of a Memorandum of Understanding (MOU) between the new faculty member and SBME. This MOU will be signed by the Director of SBME, the faculty member, the head of the faculty member's home department, and the dean of faculty member's college detailing the expected commitments to SBME, and the duration of these commitments

Article II.7.2 Review of SBME Membership:

Membership in the SBME Core Faculty is a privilege that carries certain responsibilities. Core faculty will be asked to submit a brief report every three years on their contributions to SBME. The Director will review faculty members who do not turn in the report or as needed by sending the member(s) a form asking him/her to review his/her participation in the SBME Program with particular reference to the following:

- Mentoring of SBME Graduate Students
- Graduate Committee service other than one's own student
- Developing and/or teaching undergraduate or graduate courses for SBME
- SBME Committee service
- Invitation and hosting of SBME seminar speakers
- Attendance at SBME seminars
- Participation in SBME meetings and activities. In case of no response, a reminder will be

sent after 3 weeks. If a review is triggered due to lack of reporting, a majority approval by the Core Faculty is required to renew membership in the SBME Program. If the form has not been returned to the Director after one month, the member will be formally notified by email that he/she is no longer a member of the SBME Faculty. If the Director is not informed that there has been a mistake, the person can be readmitted only through formal application. At any time, any faculty member may choose to withdraw from the faculty.

Article II.7.3 Functions of the SBME Core Faculty

- The SBME Faculty can act as a committee of the whole if a quorum consisting of one-half of the regular membership is present.
- The SBME Faculty acting as a committee of the whole can override decisions of the Director or the committees and change program policies with a two-thirds vote of the members in attendance. Unless otherwise stated in the code or voted by the faculty acting as a committee of the whole, other decisions that involve procedural matters require only a simple majority.

Article II.7.4 Responsibilities of Core Faculty

- To maintain and help enhance a productive research program that is conducive to training of graduate students.
- To teach SBME undergraduate and/or graduate courses
- To advise SBME graduate students, provide lab-rotations to SBME graduate students, provide research assistantships to SBME graduate student advisees when possible and to serve on SBME graduate students' committees.
- To sustain an active participation in SBME activities including attendance in seminars, faculty meetings and a willingness to accept assignments from the Director and Associate Director.
- To promote SBME by using the SBME affiliation (in addition to their home department affiliation) when making presentations, publishing papers, etc.)

Article II.7.5 Privileges of Core Faculty Membership

- Participation in SBME Faculty Meetings. Core Faculty have full voting rights.
- Full Access to all SBME resources and facilities.
- Full participation in the SBME seminar series including nomination of seminar speakers.
- Only Core Faculty may be elected as a member of the Graduate Committee and Director of the SBME.
- Core Faculty may use the title Assistant, Associate or Professor of Biomedical Engineering corresponding to his/her rank in his/her home department.

Article II.7.6 Associate Faculty

Any individual, who holds an appointment as a special, regular tenured or tenure track faculty member of Colorado State University, may be nominated for associate faculty status. All applicants must include a curriculum vitae and a statement of how the applicant intends to participate in the SBME. Core Faculty must vote in favor (by simple majority) for the applicant

being granted the status of Associate Faculty of the SBME.

The privileges of associate faculty status are:

- serve on graduate students' committees
- recommend seminar speakers
- participate in core faculty meetings as a non voting member
- eligible for appointment to *ad hoc* committees
- use the title of Associate Faculty Biomedical Engineering

Article II.7.6 Affiliate Faculty

Any individual, who possess training and experience useful to the SBME's teaching and research activities and who is not employed by Colorado State University may receive a faculty affiliate appointment. The appointment will be renewable every three years. All applicants must include a curriculum vitae and a statement of how the applicant intends to participate in the SBME.

Applications will be reviewed by the Director and Associate Director who will determine if affiliate faculty status should be granted.

The privileges of affiliate faculty status are:

- serve on a students thesis committee
- recommend seminar speakers
- participate in core faculty meetings as a non voting member

Article III. Student Grievances and Procedures

All matters concerning student grievances will be in accordance to Section I.7 of the Colorado State University Academic Faculty and Administrative Professional 5 Manual. To start the appeal of a grading decision, the student shall submit a written request to the SBME Director. If required, in accordance with the Colorado State University Academic Faculty and Administrative Professional Manual a committee consisting of two members of the Core Faculty, two students from the SBME and, when possible, a committee member who is not a member of the SBME but is a member of the student's home department will be established by the Director. The committee will consider all student grievances. If there is a conflict of interest involving any member of the committee, the Director may appoint a replacement for the member concerned.

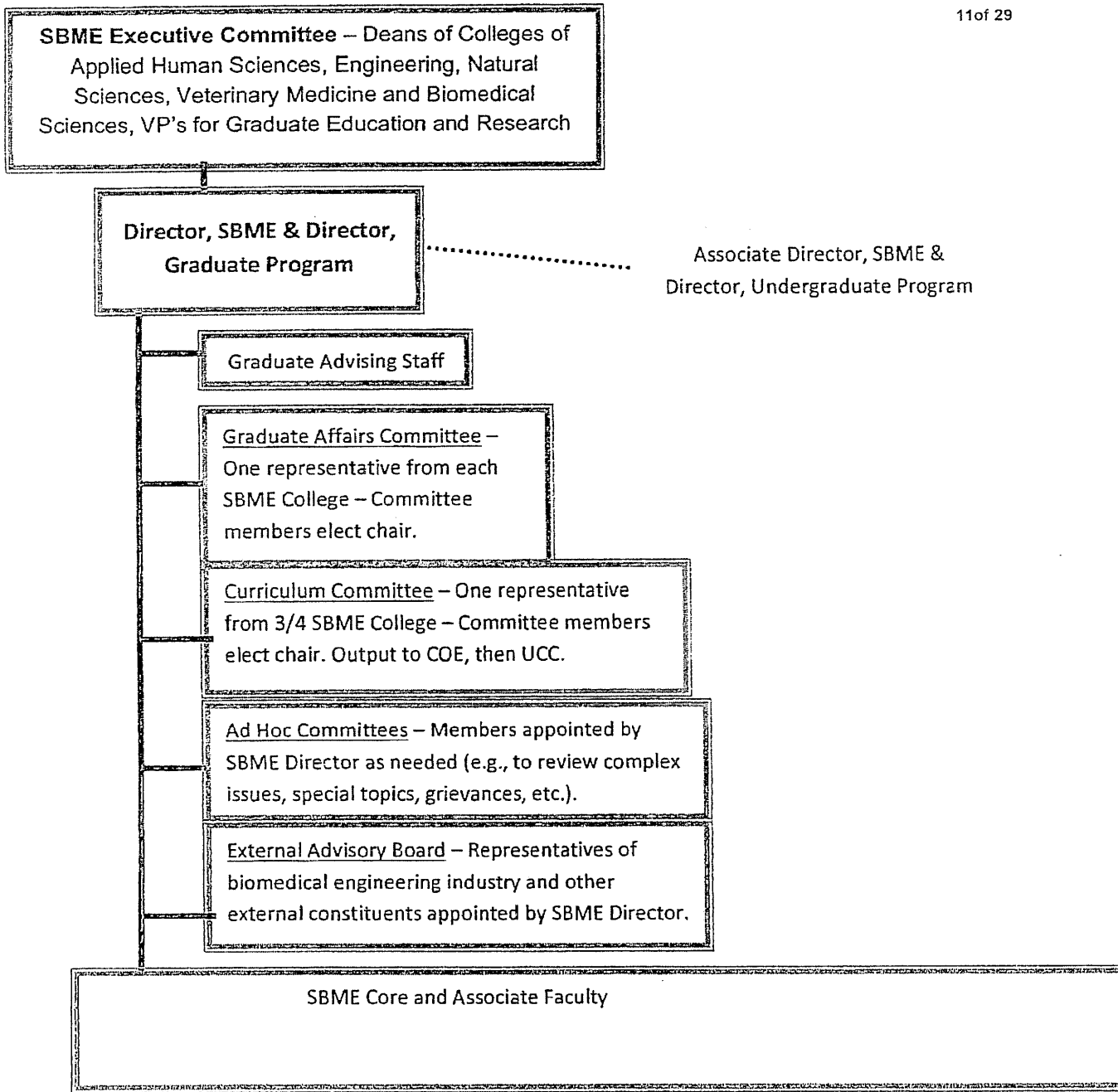
Article IV. Assessment and Evaluation of Program Operations

Every six years as described by CCHE or at the direction of the Deans of the participating Colleges, the Core Faculty of the SBME shall select an *ad hoc* committee to evaluate the SBME operations by the procedures outlined in the University Code and dictated by the Provost's Office. In the case of graduate program review, the Executive Committee and the External Advisory Board shall review the evaluation. In the case of undergraduate program review, the Dean of the College of Engineering and the External Advisory Board shall review the evaluation. The Associate Director will coordinate assessment and evaluation required for ABET accreditation. An Evaluation and Assessment of the Program may occur at anytime if approved by vote by 2/3 of the Core Faculty.

Article V. Changes to this Code

Proposed amendments to this code must be distributed to all Core Faculty for review and approval. Adoption of an amendment requires a majority endorsement of the members.

Effective Time Period of this Code This Code will take effect on _____.



Colorado State University
SCHOOL OF BIOMEDICAL ENGINEERING

Special Academic Unit
Policies & Procedures 2013-2014

This is the Policy and Procedures Manual for the School of Biomedical Engineering (SBME), a Special Academic Unit of Colorado State University. The policies and procedures outlined in this manual may affect you in your role as faculty, postdoctoral, staff, graduate or undergraduate student. Additional policies are outlined in the SBME code and the graduate student guidelines.

Please take few moments to look over these policies and procedures. You will be expected to know, understand and adhere to the policies presented here. These policies and procedures are updated annually, and you should review each annual update for changes to our policies and procedures.

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Director and Associate Director

SBME Director and Graduate Programs Director The primary administrative officer of the SBME is the Director. This person is also the Director of all the graduate degree programs in SBME. Members of the SBME Core and Associate Faculty are directly responsible to the director for SBME-related issues and activities. The Director will be elected by the SBME Core Faculty and approved by the Executive Committee (excluding the SBME director) for a five-year term. If the Executive Committee fails to approve the candidate elected by the Core Faculty, a new nomination process and election will be held by the Core Faculty. The Director reports to the SBME Executive Committee.

The duties of the Director include:

- Calling meetings of the SBME Faculty (at least one per semester).
- Executing decisions of the Core Faculty.
- Coordinating the functions of the Graduate Affairs and *Ad Hoc* Committees.
- Managing the SBME staff in conjunction with the Associate Director.
- Working with Associate Director to manage all SBME activities, including strategic planning and development (fund raising).
- Staffing the various SBME graduate courses in consultation with the Core Faculty and Department Heads from participating departments.
- Acting as spokesperson for the SBME in meetings with the Provost/Academic Vice President, the Deans of the participating Colleges and other administrative officers of the University.
- Appointing Ad Hoc committees as needed.
- Assigning graduate teaching assistantship awards in conjunction with Associate Director
- Overseeing elections of members to the Core Faculty.
- Performing program evaluation and assessment as needed (see article IV) and to provide SBME program information (including budget information) to the Core Faculty, the Executive Committee, the Provost/Academic Vice President, the Dean of the Graduate School, the Deans of the participating Colleges, and other administrative officials as needed.
- Establishing and maintaining an External Advisory Board. This Board may consist of Colorado State University Alumni, representatives from Government, Industry, other universities and other external constituents and will meet at least once per year. If it is more convenient, teleconferences may be held in place of actual meetings. This board will provide advice and direction to both the SBME Director and Associate Director on both the graduate and undergraduate programs, respectively.

Associate Director and Undergraduate Programs Director

The secondary administrative officer of the SBME is the Associate Director. This person is also the Director of all the undergraduate dual B.S. degree and minor programs in SBME. The Associate Director reports to the Dean of the College of Engineering in matters related to the undergraduate program and to the SBME Director for other matters. The Associate Director must be a COE faculty member, and member of the SBME Core

Faculty and will be selected by the Dean of the College of Engineering and. The Director may request that the Associate Director serve as Acting Director during short absences.

The duties of the Associate Director include:

- Managing the SBME staff in conjunction with the Director.
- Managing all undergraduate program SBME activities (with Director as needed), including strategic planning and development (fund raising) and ABET accreditation.
- Working with the SBME External Advisory Board.
- Assigning graduate teaching assistantship awards in conjunction with the Director.
- Working with members of the SBME Core faculty on undergraduate program related issues and activities. SBE Core faculty who are in the College of Engineering are directly responsible to the Associate Director.

Committees

Executive Committee

The Executive Committee shall consist of the Deans or their appointed representative from the participating Colleges and the Dean of the Graduate School. The SBME Director reports to the Executive Committee. The Director of the SBME shall be a full voting member of the Executive Committee except when the Committee is considering a candidate for Director of the SBME who has been elected by the Core Faculty.

Upon written request of either the Chair of the home Department or the participating faculty member, the Executive Committee will provide recommendations on Promotion and Tenure for participating faculty to their home Department. The Committee shall seek opinions and advice of other faculty, research staff and students of the Program before making their final recommendations. Such recommendations require a simple majority vote. The recommendations shall be submitted in writing to the Director who will transmit the material through administrative channels as outlined in the CSU Academic Faculty and Administrative Professional Staff Manual.

Graduate Affairs Committee

As per Article II.5. in the code, the Graduate Affairs Committee shall consist of one representative from each of the participating colleges (Health and Human Sciences, Engineering, Natural Sciences, and Veterinary Medicine & Biomedical Sciences) and one SBME graduate student. The duties of the members of the Graduate Affairs Committee will be assigned by the Director of the SBME and will include making admissions decisions for all the graduate degree programs. The Committee members will elect their chair. The members of this committee shall act as a short-term advisory committee for SBME graduate students without an assigned advisor (as necessary) and all Master of Engineering students.

Graduate Curriculum Committee

As per article II.7 in the code, the Graduate Curriculum Committee shall consist of at least one representative from three of the four participating colleges (Applied Human

Sciences, Engineering, Natural Sciences & Veterinary Medicine & Biomedical Sciences) and one SBME graduate student. The duties of the members of the Graduate Curriculum Committee of the SBME and will include making curriculum decisions for all the graduate degree programs. The Committee members will elect their chair. Curriculum changes from this SBME committee will be forwarded to the College of Engineering curriculum committee for approval prior to submission to the University Curriculum Committee.

Ad Hoc Committees

As per article II.8 in the code the Director shall appoint *ad hoc* committees as needed to review complex issues, seminars, etc. The term and tasks of a given committee will be defined upon formation.

Seminar Committee

The Seminar Committee is composed of one member of the Executive Committee, the SBME Director, at least two faculty members, committee administrative staff and one student representative. The seminar committee coordinates the seminar program.

Staff

Main Office, 133 Engineering Success Center, Scott Engineering Building
 Sara Neys, Graduate Advisor
 Brett Beal, Undergraduate Advisor
 Allison Robin, Business Development Coordinator
 Deanna Scott, Director Regulatory Affairs Interdisciplinary Studies Program and Industrial Liaison

Policies and Procedures

Academic Agreements

Alcoholic and Drugs/Alcohol on Campus

The age for legal possession and consumption of alcohol in the State of Colorado is 21 years of age. State law is followed on campus.

SBME follows Current University Policies:

1. The CSU Academic Faculty and Administrative Professional Manual, sec.I.16, states in part: No member of the academic community (faculty members, administrative professionals, staff, and students) may unlawfully possess, use, manufacture, dispense, or distribute controlled substances, illicit drugs, or alcohol on University property or as a part of any University activity. The University, through its established committees and procedures, will impose sanctions on students and employees found to be in violation of this policy, possibly including, but not limited to, one (1) or more of the following:

required rehabilitative treatment, reprimand, probation, expulsion, eliminating or lowering salary increases for a period of time, temporary suspension with or without pay, termination, and referral to civil authorities for prosecution consistent with local, State, and Federal law and University policy.

University employees who are convicted under a criminal drug statute for an act in violation of this policy must report the conviction to their appropriate supervisor in writing within five (5) days.

2. The CSU Student Conduct Code, Art.III, Section A(16) expressly prohibits the use, possession, manufacturing, or distribution of alcoholic beverages on campus. Other proscribed conduct relating to alcohol and drugs is clearly set forth in other sections of the Code. See link below.

3. CSU is required under the Drug Free Workplace Act of 1988 (41 U.S.C. §701, et seq.) and the Federal Drug-Free schools and Communities Act Amendment of 1989 (20 U.S.C. §1011i; 34 C.F.R. §86.1, et seq.) to adopt a policy with specific provisions that prohibit the unlawful manufacture, distribution, possession, and use of illicit drugs and alcohol in the workplace. Failure to comply with these requirements could result in significant detriment to the institution, including the loss of all federal grants for up to a five-year period. CSU complies with these requirements by maintaining the policies noted herein.

4. The State of Colorado, Department of Personnel and Administration, maintains a Universal Policy for all state employers, "Impairment in the Workplace" may be viewed by clicking the link below. As an institution of higher education, Colorado State University has the authority to maintain its own policies that are consistent with the state's policy, and does so. For more information, see the annual Safety Update and Alcohol/Drug Policy published by CSUPD and the Vice President for Student Affairs. See the State of Colorado Policy Statement link below.

Computer Accounts

The University requires all students and employees to sign up for an eID (electronic identity). eID is required to register for classes and to access any University electronic services. You will receive a University account and set your email address when creating an eID. To sign up for your free eID, log onto <http://eid.colostate.edu/> . You will need your CSUID number to do this.

Students, staff and faculty in the School of Biomedical Engineering have an additional computer account that provides access to the College of Engineering computer network. Services include:

- Login access to engineering lab computers
- Engineering computer lab door lock access
- Personal file space on the Engineering College computer network
- An Engineering email account: username@enr.colostate.edu
- Printing credits for students

- Access to online applications provided by ENS *eID vs. the Engineering Account* It is important to note that the Engineering account is separate from the electronic ID (eID) issued by the university and that the eID is a prerequisite for getting an Engineering account. See cid.colostate.edu for more information.

Computer Usage

Your use of computers and networks at Colorado State University is governed by the Acceptable Use Policy for Computing and Networking Resources at CSU, which can be found here: <http://www.acns.colostate.edu/?page=aup> .

Computers on campus and in laboratories for use by student and staff should be used for work- related purposes only; unauthorized software and hardware may be removed immediately without notice.

University Supported Core Research Facilities

Colorado State University is committed to supporting specialized facilities and research instrumentation to serve the needs of a growing research institution. These resources offer access for internal and external users to state-of-the-art research tools and expertise. They also provide a structure which serves to consolidate and coordinate the use of such resources.

Characteristics of a Core or Specialized Facility

Research Infrastructure - Office of the Vice President for Research

Proteomics and Metabolomics Facility (Includes DNA Sequencing and Flow Cytometry)
 Infectious Disease Research Center (Includes Next Generation Sequencing Facility)
 Animal Care Program Laboratory Animal Resources

Specialized Facilities and Research Instrumentation - Designated FY11 RFP Funding Recipients

The following Specialized Facilities were selected to receive funding through the FY13 Research Administration / Resources for Scholarly Projects Request for Proposal and will receive two years of funding for enhancement of their equipment and/or services. The next RFP process is anticipated for FY14 with funding available to successful applicants in July, 2014.

- Proteomics and Metabolomics Facility
- Chemistry Central Instrument Facility
- CSU-CHILL National Radar Facility
- EcoCore
- Electron Beam Lithography Facility
- Microscope Imaging Network
- Graybill Statistical Laboratory
- Synchrotron Access Facility

Other Research Facilities and Instrumentation

A number of other resources are available to internal researchers and in many cases external clients on a fee-for-service basis

- Listing of current departmental and college research resource facilities and capabilities

Food and Beverages in Laboratories

OSHA and NRC regulations prohibit the consumption of food in the laboratory. These regulations also prohibits the drinking of beverages, including soda and coffee. Food and non-alcoholic beverages can be consumed outside of laboratories. Adherence to this policy ensures the maintenance of CSU's license to utilize chemicals and radioisotopes.

Hazardous Waste/Radiation

According to State law, students and university employees are liable for the safe use and disposal of chemicals ordered, even after leaving CSU. Therefore, all personnel working with laboratory chemicals must be trained by Environmental Health Services (EHS) on the appropriate processing of hazardous waste. Hazardous waste must be stored in a secure satellite accumulation area that is registered with EHS.

The Radiation Safety Office must certify personnel working with radioactivity. Those working with controlled substances will require special permits.

For more information, contact EHS at 970-491-6745 or at www.ehs.colostate.edu.

Keys

Keys or key cards for admission to specific buildings need to be approved by the administrative offices of the departments housed within the bulidng and not by the SBME staff.

Lost keys must be reported to the department from which they were issued and a lost key report must be filed with the Key Desk at Facilities Management before replacement keys can be issued. Upon leaving, the University key holders MUST return all keys issued in their name to the Key Desk.

Some buildings entry doors and some interior doors in buildings are on an electronic key system where entry into areas is monitored. Entry doors are locked between the hours of 7:00pm and 7:00am. See the departmental office responsible for the buildings or rooms in question to obtain electronic clearances for your CSU ID card.

Mail Service

Faculty, research staff, graduate students and department staff will have mailboxes located in their primary departments. SBME Graduate students have their mail delivered to the following address:

The SBME mailing address is:
School of Biomedical Engineering
1376 Campus Delivery
Colorado State University
Fort Collins, CO 80523-1376

SBME stationery is to be used for official CSU business only. All off-campus mail must have a return address and an account number or stamp. Use of the university mail service for personal mail is discouraged.

UPS is the primary express delivery service for CSU but other carriers can be used if you prefer. Express delivery items must be marked appropriately (i.e., UPS-next day service) and taken to Mail Service, 104 Central Receiving (Lake Street) to ensure that it is sent that day.

Office Hours

The SBME office is open Monday - Friday from 8am-5pm in the spring and fall semester and 7:45 am-4:45 pm in the summer. However, due to limited staffing, the office may be closed when staff members are away for meetings, training, or on personal leave.. Please email Sara Neys (sara.neys@colostate.edu) or telephone 970- 491-7157 for an appointment.

Parking

Staff may purchase an 'A' permit from Parking Services, and students may purchase a 'Z' permit. There are A and Z permit parking lots located at several spots on campus, including the new multistory parking garage on the southeast corner of Lake and Center streets. This garage also has visitor/metered parking spaces on the ground floor. Day parking passes for visitors on legitimate university business are available from University Parking Services located the first floor at the south end of the multistory parking garage.

For additional information see the Parking Services website:
<http://parking.colostate.edu/index.asp>

Payroll

Faculty, staff and graduate students are paid monthly. See the appropriate departmental office Administrative Assistant with any questions concerning payroll.

Student hourly, work-study, and non-student hourly employees are paid biweekly. Timesheets must be submitted no later than 4:30 pm on the pay period end date.

Phones

Long-distance calls and faxes require a 5-digit access code or a personal calling card. Long distance access codes are issued through research grants. Faculty, shall see the Accounting staff in the appropriate department to obtain codes. Staff and students need to

obtain the access code from their Principle Investigator.

Personal Calls – The University prefers that you use your personal calling card or cell phone for all personal long distance calls. In the event of an emergency that you must use your university access code, charges for personal phone calls must be reimbursed.

Responsible Conduct of Research Training

All undergraduate and graduate students, as well as postdoctoral fellows, who are engaged in any type of research or scholarly inquiry at CSU are required to take the online Responsible Conduct of Research (RCR) training course within their first year at CSU, and every four years thereafter, or upon advancement to a new career level. After reading the materials, trainees are required to take a “Mastery Quiz” to document that they have been trained. This policy and access to the online course can be accessed at <http://rcr.colostate.edu/training>. In addition, trainees who will receive stipends paid from NIH or NSF grants must *also* take a face-to-face ethics course, such as GRAD544, within their first year of instruction/training

Sexual Harassment Awareness Training

All University employees are required to complete an online training course designed to raise awareness of and prevent sexual harassment on campus. New SBME graduate students should complete the online course and submit the certificate of completion to the SBME Administrative Assistant within one month of starting employment. CSU’s sexual harassment policy and the online course are found at: <http://oeod.colostate.edu/>.

Travel

All travel on SBME funds must be approved by the Director.

Travel Authorization Form and Guidelines

(http://www.engr.colostate.edu/ebo/travel/travel_authorization.html)

Steps to travel with Colorado State University - College of Engineering:

1. For international travel, follow the instructions in the yellow box below before proceeding to Step 2. Allow at least 4 weeks for international travel approval.
2. Contact one of the CSU Approved Travel Agencies to arrange an itinerary and obtain a price quotation for the ticket.
3. Instruct the travel agency to email this itinerary and quotation to the Engineering Business Office at ebo@engr.colostate.edu as soon as the reservation is made.
4. Within **two hours** after making the reservation with the travel agency, complete and return the Travel Authorization Request Form: online or fillable PDF (attach additional documentation to the PDF form if needed) o For clarity on the request, see travel justification examples (MS Word file).

NOTE: EBO must receive the travel agency itinerary, quote, and the Travel Authorization Request Form by **1:00pm** on the day the reservation is made to ensure pricing and

reservation.

- The travel agency itinerary and quote, and the Travel Authorization Request Form are required for the EBO to generate a CSU Travel Authorization. The CSU authorization allows the travel agency to book the trip - **Do not purchase the ticket yourself**. The EBO will provide the travel agency with the required number.
- Effective January 1, 2010, **all international visitors** must complete the Travel Authorization Request form (above).
- International visitors *with travel related expenses that need reimbursement* must **also** complete the Travel Reimbursement Request Form **and** the Foreign National Information Form (detailed document requirements are provided on the form). **Return all completed forms to EBO Business Support Services**, which is located in the Engineering I Building. Forms may be dropped off in Room AR203, sent via campus mail using Campus Delivery 1301, or emailed.

INTERNATIONAL TRAVEL NOTE: Online registration with Risk Management is required. Using your eID login and password, complete the [CSU International Travel Application online form](#) and submit to EBO with the Travel Authorization Request form (above).

Allow at least 4 weeks for international travel approval.

All international travel requests must include an International Insurance Card or Waiver AND approval by Department, Dean and Provost before authorization will be processed.

Contact Sally Alexander, Director, [Office of Risk Management](#) at (970) 491-7726 or Mona Steinke, Risk Mgmt Insurance Assistant at (970) 491-1432.

- **Additional links:**
 - o [CSU Travel Services - Dept of Business and Financial Services](#)
 - o [Foreign Liability \(PDF file\)](#)
 - o [List of sanctioned countries](#)

Weather

Colorado State's severe weather policy is driven by the needs of the entire campus community rather than the particular needs of each individual. Each individual is responsible for deciding if the conditions are safe for their own travel.

Employees who are absent due to extreme weather when the University remains open must take annual leave, or leave with out pay (if no annual leave is available) for work time missed.

CSU operation updates during severe weather can be found at:

Call 491-snow (5449)

Radio 530 AM

Radio 90.5 FM (KCSU)

To obtain cell phone updates, register your cell phone with the RAVE text messaging

system to receive emergency notifications by logging into <https://ramweb.colostate.edu> with your eID.

Work Injuries

An injury received while performing work duties at CSU must be reported immediately. To obtain a Workers Compensation claim form see SBME administrative staff to be directed the appropriate departmental contact. In cases of job-related injury, employees are required to obtain care from one of the following providers:

Occupational Health Services
South Clinic Poudre Valley Hospital
4674 Snow Mesa Dr., Suite 200
Fort Collins, CO 80528
970-495-8450

Occupational Health Services
North Clinic Poudre Valley Hospital
1025 Pennock Place
Fort Collins, CO 80524
970-495-8450

Poudre Valley Hospital Emergency Department
1024 South Lemay Ave.
Fort Collins, CO 80524
970-495-7000

Concentra 2620 E. Prospect Rd., Suite 160
Fort Collins, CO 80524 970-221-5811

General Care Medical Clinic
620 S. Lemay Ave.
Fort Collins, CO 80524 970-482-6620

Workwell 1608 Topaz Drive

Of Particular Interest to Faculty

Animal Care

The use of laboratory animals for research and teaching requires prior approval from the Institutional Animal Care and Use Committee (IACUC). Approval form can be found at: <http://web.research.colostate.edu/ricro/acuc/forms.aspx>.

ASCSU Course Survey

The University requires that ASCSU Course Surveys be conducted in courses during the last week of classes. Results are sent directly to the Faculty. GTAs are also

required to have their students complete the survey. The results of the survey are available on line at <http://ascsuc.colostate.edu>.

Executive Committee

The Executive Committee meets periodically throughout the year. If you have issues you wish the Executive Committee to consider, please talk with an elected representative or the SBME Director.

Faculty Meetings

Faculty Meetings are held once each semester. An agenda is prepared and distributed by the SBME Director and all faculty members are expected to attend. If you cannot attend, please notify the SBME Administrative Assistant.

Teaching Assistants

TA's are assigned for many undergraduate courses, especially those with laboratories. TA's generally attend all classes, hold help sessions, and help grade papers and exams. When GTA positions become available in conjunction with the undergraduate major, GTA assignments will be made by the Director and Associate Director with advice from the Executive Committee when appropriate.

Website:

<http://www.engr.colostate.edu/bep/>

Of Particular Interest to Graduate Students

Welcome to the School of Biomedical Engineering. We hope that you enjoy your program of study and work in our department. The *Graduate Student Policies* are designed to inform graduate students of their role and responsibilities, and to make explicit the program requirements in the School of Biomedical Engineering. It is your responsibility to familiarize yourself with these policies and to abide by them. You are also expected to familiarize yourself with the Graduate School's *Graduate and Professional Bulletin*, available at <http://graduateschool.colostate.edu/faculty-staff/bulletin.aspx>. If you have questions, comments, or concerns about your program or the Department, please contact your adviser, or department staff.

Academic Integrity and Professional Conduct

All students are subject to the policies regarding academic integrity found:

- at <http://www.catalog.colostate.edu/front/policies.aspx>,
- in the current *General Catalog* under "Policies and Guiding Principles," and
- in the *Graduate and Professional Bulletin* under "Student Rights and Responsibilities."

Examples of academic dishonesty can be found in these sources. Faculty, graduate students, and undergraduates all have a responsibility to uphold the integrity of their scholarly work. As part of this responsibility, faculty must deal promptly and appropriately with any credible suspected cases of academic dishonesty on the part of a student. This will include promptly investigating all suspected cases of academic dishonesty, and reporting all cases to the Office of Conflict Resolution and Student Conduct Services, when any penalty is imposed. Penalties may include a failing grade for a course, failing a preliminary or final examination, and/or dismissal from the University.

While executing their teaching, research, and course work, a student interacts with many persons, particularly closely with his/her adviser. This provides an opportunity for students to develop skills in working effectively with others that will be of importance throughout their future professional careers. Students are expected to conduct themselves in a courteous and professional manner in all their dealings with others, and particularly in their interactions with their adviser. Any problems involving discriminatory/rude behavior or sexual harassment will be dealt with promptly by the Department Head, who will take whatever appropriate actions are needed to correct the problem.

Use of University Resources, Building Access, and Parking

All purchases of supplies and equipment, meeting registrations, and travel arrangements made by graduate students must be approved by their adviser in advance and be charged to the appropriate university account. Any such purchases made by a student without the proper approval are solely the financial responsibility of the student.

Through payment of the computing fee, graduate students have access to the College of Engineering computing facilities. If the research contract or student funds do not provide for adequate computing capability, students should confer with their advisers to arrange additional computing access.

Graduate students will be issued keys to specific desk spaces, laboratory, and/or work areas. No master keys will be issued to graduate students under any circumstances. Formal key assignments will be made through the Department by completion of the University's *Key Authorization Form*. All keys must be returned as part of the student's final Department check-out prior to graduation.

Colorado State University Zone A parking permits will not be issued to graduate students under any circumstances.

Obligations of Students Supported on Graduate Research Assistantships (GRAs)

Typically, students are not assigned TA responsibilities during their first and last semesters of their graduate programs. TA responsibilities will be coordinated with the instructor of the course to which the student is assigned.

Graduate assistantships are renewed each semester based on satisfactory progress toward degree completion and financial need. All graduate students are expected to diligently pursue their respective graduate programs. However, graduate assistants are classified as "at-will" employees by the State of Colorado, meaning that employment can be terminated at any time. The Department will make every effort to ensure funding for students making satisfactory progress towards their degree.

Advisers are encouraged to arrange for meetings with their students on a regular basis to provide for review of research progress. Uniform progress is important both for the student's timely completion of thesis/technical report requirements for the M.S. or Ph.D. degrees, and also for formal reports normally required by sponsors of research projects. Students are paid over the period of their degree programs with the implicit understanding that successful completion of their programs involves contributions (such as data collection, analysis of data, summarizing results) leading to completed theses, reports, and publications. By its nature, research is a process requiring flexibility in the time devoted to achieve the desired end. This ongoing process often requires a time commitment well beyond a typical "nine-to-five" work schedule to complete the research objectives and publication requirements in a reasonable time. Reasonable times to graduation are one-and-a-half to two years for the M.S. programs and four to five years for a Ph.D. program.

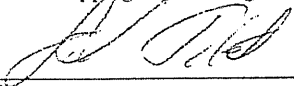
Family Medical Leave Policy for Graduate Students

Under CSU's Family Medical Leave Policy, any graduate student who has been employed full time for at least twelve (12) months is eligible for unpaid leave (up to 12 weeks) for any one (1) or combination of the following reasons: (a) The birth of a child, and to care for the newborn child (leave must be completed within twelve (12) months of the date of birth); (b) The placement of a son or daughter for adoption or foster care with the employee to care for the newly placed child (leave must be completed within twelve (12) months of the date of placement); (c) To care for a spouse, son, daughter or parent with a serious health condition; and (d) Because of a serious health condition which causes the employee to be unable to perform one or more of the essential functions of his or her position. (Refer to <http://www.facultycouncil.colostate.edu/files/manual/appendic.htm> , Appendix 3 for further details regarding the University's Family Medical Leave Policy.)

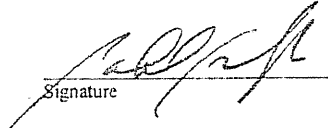
CURRICULAR PROPOSAL ADDITIONAL SIGNATURES PAGE

Program Name: School of Biomedical Engineering SAU Application

9. Overlapping/Affected Signatures or Additional Approval Signatures:

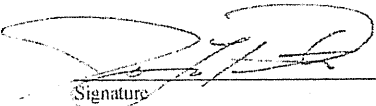
	STUART TORSBET	DIRECTOR	BMS/CVMS	2/4/13
Signature	Print Name	Print Title	Dept/ College Name	Date

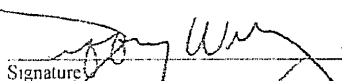
	STEVEN R. AHT	DEAN	ENGINEERING	4 Feb 2013
Signature	Print Name	Print Title	Dept/ College Name	Date

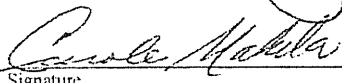
	PATRICK FITZHUGH	UCC COE REP		2/8/2013
Signature	Print Name	Print Title	Dept/ College Name	Date

	Thomas Silk	CCC-Chair	COE	8 Feb 13
Signature	Print Name	Print Title	Dept/ College Name	Date

	KENNETH BRETHM	ASSOC DEAN	CVMS	MAY 17, 2013
Signature	Print Name	Print Title	Dept/ College Name	Date

	James Peterson	CCC-Chair	CUS	5-19-14
Signature	Print Name	Print Title	Dept/ College Name	Date

	Jeffrey Wilusz	FC-COSEP Chair	CVMS	5-19-14
Signature	Print Name	Print Title	Dept/ College Name	Date

	CAROLE MAKELA	CCNHS		7/17/14
Signature	Print Name	Print Title	Dept/ College Name	Date

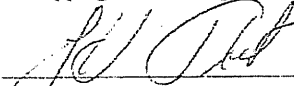
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Program Name: School of Biomedical Engineering SAU Application

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	STUART TOBET	DIRECTOR	BMS/CUMBS	2/4/13
Signature	Print Name	Print Title	Dept/ College Name	Date

	STEVEN R. ABT	DEAN	ENGINEERING	4 FEB 2013
Signature	Print Name	Print Title	Dept/ College Name	Date

	PATRICK FITZHUGH	COE UCC REP		2/8/2013
Signature	Print Name	Print Title	Dept/ College Name	Date

	Thomas Siller	CCC-Chair	COE	8 FEB 13
Signature	Print Name	Print Title	Dept/ College Name	Date

	KENNETH BLEHM	Assoc Dean	CUMBS	MAY 15, 2014
Signature	Print Name	Print Title	Dept/ College Name	Date

	James Peterson	CCC-Chair	CNS	5-19-14
Signature	Print Name	Print Title	Dept/ College Name	Date

	Jeffrey Wilusz	FC-COSPP	CUMBS	5-19-14
Signature	Print Name	Print Title	Dept/ College Name	Date

	CAROLE MAXELA	CCMHS		7/19/14
Signature	Print Name	Print Title	Dept/ College Name	Date

Signature	Print Name	Print Title	Dept/ College Name	Date
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Signature	Print Name	Print Title	Dept/ College Name	Date
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Board of Governors of the Colorado State University System
Meeting Date: February 5, 2015
Report Item

MATTERS FOR ACTION:

Sabbatical leave report from Colorado State University-Pueblo for AY2013-2014.
Report Item. No action necessary.

EXPLANATION:

Presented by Lesley Di Mare, President.

REPORT ON SABBATICAL LEAVES FOR AY2013-2014

This report consists of summaries of the reports prepared by the nine CSU-Pueblo faculty who had sabbatical leaves in the 2013-2014 academic year.

Pursuant to Section 23-5-123, C.R.S., sabbatical leaves may be extended consistent with board and institutional policy as a privilege and a benefit to members of the institutional faculty. The CSU-Pueblo Faculty Handbook section 2.11.2 (Sabbatical Leaves) states,

“The purpose of sabbatical leave is to provide tenured faculty an opportunity to engage in research, scholarly or creative activity, or otherwise enhance professional stature as teachers and scholars.” 2.11.2.2.i states in part that “Sabbatical leaves will be granted on the merits of the faculty member's application, the availability of funds, and institutional priorities... Faculty members must demonstrate in writing, as part of their application, a well structured plan involving research, scholarly or creative activity, study for advanced degrees outside their primary discipline, or other activities which will result in the faculty member's professional growth, increase the overall level of knowledge in the leave holder's area of expertise, and enhance the institution's reputation, and the students' educational experience.”

Per section 2.11.2.4 of the CSU-Pueblo Faculty Handbook, faculty who received sabbatical leave must submit a final report within three months of the end of the sabbatical period to their department chair (who forwards it to the respective Dean and Provost), which includes a summary of activities undertaken and benefits accrued.

Dr. Melvin Druelinger, Professor of Chemistry, fall 2013-spring 2014. Professor Druelinger transitioned from full-time administration as Dean of Graduate Studies and Director of Research and Sponsored Programs back to full-time faculty status as an organic chemist beginning in fall 2012, and the sabbatical request had included plans to assess data that his

research group had collected prior to his administrative activities for viability for publication; re-develop expertise in use of certain instruments and experimental techniques/protocols; exploration of possible new areas of research; and possible submission of grant proposals. Over the academic year, he examined previously collected data on electrophilic fluorination of alkenes/alkenyl alcohols/alkenyl acids; tetrazine cycloadditions; oxaziridines; and electrophilic fluorination of N-heterocycles (and found that some of the work was recently published by other groups). He examined possible areas of research including electrophilic fluorination of new classes of compounds, both pi-excessive and pi-deficient aromatic heterocycles; he examined trifluormethylation methodologies in organic fluorinations; and he examined the use of ionic liquids as solvents (both for green chemistry as well as for fluorinations). He learned new experimental techniques in microwave synthesis (relevant in part due to our newly acquired microwave instrumentation) as well as flash chromatography separation (relevant because of another new piece of equipment). He gave eight off-campus presentations, including two that were research-related [one invited at a university in Texas, and one at a national meeting of the American Chemical Society (ACS)], and six presentations related to undergraduate research including invited workshops for ACS as well as for the Council of Undergraduate Research. He also submitted two NSF grant proposals as coPI (unfunded) and two internal proposals as PI (funded). He also continued work on three manuscripts in preparation.

Dr. Annette Gabaldón, Associate Professor of Biology, spring 2014. Dr. Gabaldon coauthored one publication, “Simulated weightlessness and synbiotic diet effects on rat bone mechanical strength”, *Life Sciences in Space Research*, 3:45-54, 2014, with an off-campus colleague (Dr. Cynthia Blanton at Idaho State) as well as several on-campus colleagues (Drs. Sarper and DePalma from engineering and Dr. Melnykov from mathematics). This manuscript describes ongoing work that investigates the influence of dietary synbiotics on bone mechanical strength and the analysis of uptake of certain elements (calcium, magnesium, and phosphorous) in bone as a result of the diet. In addition, Dr. Gabaldón worked on another manuscript (tentatively “A synbiotic diet does not prevent skeletal muscle atrophy in hindlimb unloaded adult male rats”) which includes analysis of hindlimb skeletal muscle protein levels and cross-sectional areas, along with muscle elemental composition. For some perspective, such research examines the effectiveness of synbiotic diets in reducing the amount of atrophy in muscle and loss of bone strength that could result from extended space travel. Dr. Gabaldón also prepared two internal grant submissions (including one for micro computed tomography (μ CT) scanning of mouse tibia and femur bone). New work being undertaken in collaboration with the same colleague at Idaho State includes examining whether synbiotics can enhance the blood pressure lowering effects of blueberries in spontaneously hypertensive rats. As a result of part of the sabbatical, Dr. Gabaldon Gabaldón has received more research training that enhanced her skills in micro CT technology.

Dr. Matthew Harris, Professor of History, fall 2013. Dr. Harris’s sabbatical provided him with the necessary time to complete his manuscript *Blacks and Mormons: A Documentary History* containing contextual essays related to primary Mormon documents on race and religion. This book is scheduled for publication in September of 2015 by University of Illinois Press. Dr. Harris was also engaged in archival research related to the development of the above

manuscript and a second with the working title *The Ancient Curse is No More: African Americans, Mormons, and the Quest for Racial Equality*.

Dr. Bruce Lundberg, Professor of Mathematics, fall 2013-spring 2014. Dr. Lundberg's work with the Aerospace Corporation allowed him to contribute to current space mission planning, safety, and computational tools, including multivariate probability estimating of orbital mechanics parameters as part of the newer field of 'uncertainty quantification'. This work resulted in three published technical reports ("Optimal control adjoint jump conditions and algorithms for time-padded eclipse and true longitude initiated time duration events", 11 pages, June 2014; "Multi-Phase Spitzer Transfer Optimization Methods, Implementation and Examples for Low Thrust Propulsion", 16 pages, July 2014, and "Numerical Analysis, Modeling, and Optimization Alternatives for Certain Boost Trajectory Controls," 32 pages, also in July 24) and one approved technical report ("Range and Range Rate Extended Kalman Filtering, Smoothing, Tuning and Covariance Estimation Techniques With Applications," 26 pages, August 2014). He wrote and had published one manuscript ("Hans Jonas on mathematics, technology and human nature", *Journal of Interdisciplinary Studies* XXV (1/2) 67-88, 2013) on another area of interest, the relations of mathematics and technology to human nature based on the work of philosopher Hans Jonas. A conference presentation included work on mathematical and scientific work around the time of Galileo and its impact on modern science. Dr. Lundberg also did editorial and review work on a book for a Swiss astronomer at ETH Zurich. In addition, he gave other presentations on launch characterization and range safety data filtering and simulation, given to, e.g., MIT/Lincoln Labs personnel. He also worked on the restricted three-body control problem as it pertains to an asteroid impact mitigation project (for near-earth-object collisions and deflection strategies).

Karen Pardue, Associate Professor of Library Services, January-June 2014 (12-month faculty). Professor Pardue's sabbatical allowed her to disseminate research conducted from 2011-2013 pertaining to the status of the accessibility of text equivalencies in academic library websites and to use the results of that research to serve as a foundation for investigating the causalities of inaccessible web elements in the aforementioned area. In June 2014 she presented her findings at the national meeting of the American Library Association. As a result of this presentation, she was contacted by an editor of a refereed journal and invited to submit her findings to that journal.

Dr. Caroline Peters, Associate Professor of Art, fall 2013-spring 2014. Despite health issues and being unable to fully engage in her sabbatical project, Dr. Peters' scholarly leave generated four scholarly/creative achievements, one of which was international (Dundee Scotland) along with four national engagements including exhibitions, dialogue and panel activities. Towards the end of her leave she was also able to engage in some travel including trips to Ireland, Mexico and India that provided substantive materials for her "Squatter" series of drawings that received initial exposure. The latter project is ongoing and has the potential to lead to additional exhibition opportunities.

Dr. Jeff Piquette, Associate Professor of Education, fall 2013-spring 2014. Dr. Jeff Piquette took a one-semester sabbatical leave to conduct a research in the Canon City School District on

science and math professional development models. The sabbatical leave was initially scheduled for one academic year but the school district was not able to obtain federal funding that was planned to provide half of the salary for Dr. Piquette's year-long sabbatical leave. Therefore, Dr. Piquette reduced the length of his sabbatical leave from one academic year to one semester during which he worked with Mountain View Core Knowledge School as a science and math specialist.

He implemented a study to determine whether the professional development model he had designed from a previous study would be an effective way to improve science and math teaching and the accompanying student outcomes. Dr. Piquette worked with the school teachers to implement instructional models that yielded relatively high student scores on the state standardized tests. The student scores were well above state and district averages and showed significant growth from the previous year. Student attitudes about science and math also improved. Dr. Piquette has since generated a paper for publication in a peer-reviewed journal "[Piquette, J. \(2014\). Student-Centered, Guided-Inquiry Physical Science: A Novel Approach to Modeling Authentic Science for Pre-Service Teachers. *The Chemical Educator*, 19, 1-6.](#)" He expects to follow with another publication which is currently in draft form. Dr. Piquette believes that his activities helped to improve the CSU Pueblo partnership with the Canon City School District.

[Dr. Alegria Ribadeneira, Professor of Foreign Languages, spring 2014.](#) Professor Ribadeneira's activities were focused on two scholarly projects. The first was her research involving the study of the instruction of Heritage Language Learners in mixed classrooms. This work concerned, among other things, administering surveys, statistical analysis, presentations at regional and national conferences and article writing, of which the latter is in progress. The second project, also relating to the subject of Heritage Language Learners, required active engagement in professional development opportunities including those related to best practices, course material development, an invited presentation at Long Beach City College, and the writing and publishing of an article, "Colorado State University – Pueblo: Building a Program to Serve all Students." National Heritage Language Newsletter. April 2015. UCLA.

[Dr. Jeff Smith, Associate Professor of Biology, fall 2013.](#) Professor Smith collaborated with a colleague at Colorado State University, working in the lab of Professor James Bamburg for 43 days, working on amyloid beta toxicity studies, using Western blots and confocal and atomic force microscopy on neuronal cell cultures. Dr. Smith was invited to coauthor an invited review paper with Dr. Bamburg. Dr. Smith also spent a week at the University of New Mexico School of Medicine in the electrophysiology lab of Dr. Donald Partridge, learning how to perform whole cell patch clamp work in rat brain slices (i.e. recording currents through multiple channels in a given cell membrane simultaneously). Professor Smith also traveled to the University of Minnesota School of Medicine Duluth, working with Professor Lester Drewes (to outline an invited review article), and presented a research seminar there.

Section 5

Evaluation Committee

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Section 6

Board Chair's Agenda



COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University - Pueblo • CSU - Global Campus

January 23, 2015

President Lesley Di Mare
Colorado State University-Pueblo
2200 Bonforte Boulevard
Pueblo, CO 81001

Dear President Di Mare and the CSU-Pueblo community:

On behalf of the Board of Governors of the Colorado State University System, please accept our warmest congratulations on the ThunderWolves' NCAA Division II football national championship. This remarkable achievement has brought recognition and pride to the university, the city and county of Pueblo, and the entire State of Colorado.

The team's defeat of Minnesota State-Mankato 13-0 at Sporting Park in Kansas City on December 20, 2014 is nothing short of breathtaking and awe inspiring. We salute the student athletes, Coach John Wristen, and his coaching staff for their dedication, hard work, and winning attitude throughout the season as well as in the final game. We also want to acknowledge and extend our sincere appreciation to the loyal fans and supporters who truly have been "the 12th man" on the field. Winning a national championship is an amazing accomplishment for any institution, but it is particularly impressive given that the ThunderWolves' football program is in its seventh year of competition since being restored in 2008.

The successful athletic program at CSU-Pueblo speaks to the broader commitment to excellence at this institution and all of the positive impacts it has on the Pueblo community and the state as a whole. CSU-Pueblo has a vital role and mission, and this symbol of athletic success is an inspirational demonstration of what is possible when talent is partnered with hard work, perseverance and passion.

The CSU-Pueblo ThunderWolves have made all of us so proud! Again, congratulations and GO THUNDERWOLVES!

Best regards,

Dorothy Horrell
Chair of the CSU System Board of Governors

Section 7

Faculty and Student Representative Reports

Board of Governors of the Colorado State University System
Meeting Date: February 4-6, 2015
Report Item

MATTERS FOR ACTION:

Report Item. No action necessary.

EXPLANATION:

Presented by Robert Deemer, Faculty Representative from CSU-Global

Report to the Board of Governors that provides an overview of Schoology the new Learning Management System (LMS), which started in the Winter-B (December) term.

This new platform offers an intuitive, easy-to-use interface with a more modern design and new technological capabilities to make the learning experience the best it can be!

Why Schoology?

Schoology was founded in 2007 (the same year CSU-Global was founded) with the goal of reinventing how technology is used in the classroom. While Schoology has been the go to solution for a wide range of K-12, higher education, and corporate training applications, CSU-Global is proud to be the first 4-year university to implement Schoology as its primary LMS.

CSU-Global students and faculty asked for a more intuitive system, and Schoology is the answer. Schoology's commitment to student success, as well as its alignment with our value of quality, innovative, and collaborative educational opportunities, made it the perfect choice for our university. We worked closely with Schoology's development team to configure a learning environment specifically for the future needs of online education.

What are the benefits?

- Better communication tools
- Easier to use discussion boards (with multimedia and rich text editing features!)
- More instructor feedback opportunities
- Integrated assignment markup and grading tools

- Faculty profiles
- Straightforward course navigation
- File uploading and sharing

CSU-Global Faculty Representative Board Report

Board of Governors of the
Colorado State University System
December 2014 Meeting
CSU-Pueblo Faculty Report

COLORADO STATE UNIVERSITY-PUEBLO FACULTY REPORT

This report covers highlights since the December 2014 Board of Governors Meeting.

Since the December Board of Governors meeting the 2014-2015 Colorado State University-Pueblo faculty senate have met once in a full session of the senate on January 19, 2015. This report highlights the major items currently under consideration with the full senate and the accompanying sub-committees.

January 19, 2015- Colorado State University-Pueblo Faculty Senate Meeting

The following items were major highlights of the presentations, assignments and discussions of the senate during the January 19 meeting.

The senate received an update on the university strategic plan by Dr. Rick Kreminsky and Dr. Rhonda Gonzales the plan committee chairs. The senate members were provided with the powerpoint talking points that were distributed at the December Board of Governors meeting and the Spring 2015 convocation meeting. The chairs explained to the senate membership the key features of the plan.

- Focused on student success
- Mission Driven
- Measurable

The chair's highlighted how the plan dovetails into the current CSU System and the university missions. It was also mentioned that one of the strengths of the plan is the ability to continually measure the objectives through a series of preset benchmarks. The plan will be fluid and subject to change to as the data is continually gathered. Dr. Kreminsky outlined the concept of "dashboard" reporting process that will constantly track data and compare results continually rather waiting to compile it. The team chairs encouraged the participation at the units, departments and college levels to study and implement where appropriate. A definition of the timeline was also given. The chairs completed the presentation with a request for interested parties to join the team.

The senate membership was also given an overview and a status report of the HLC (Higher Learning Commission) committee. The committee introduced the HLC assumed practices criteria. A list of the criteria was distributed to the senate for overview. The committee will be looking for compliance issues as well as successes at the individual program levels as well as other areas within the campus community.

Jessica Boynton- Director of Student Judicial Affairs, approached the senate about large scale safety training in the academic buildings. An example of a training project would be something in the area of an active shooter drill. The scenario would be handled by the Pueblo County Sheriff's Office on campus under part of the service provided to the university. The senate expressed support for the concept and suggested that possibly a convocation day or days be dedicated to the training.

President Di Mare's provided the senate with updates on a few current issues:

- President Di Mare updated the senate on the recent resignation of Provost Wright. She mentioned that replacement of the position is a priority. Consideration was given to beginning a national search as well as the possibility of hiring a private search firm. Consideration was given to each of the options however given the time restraints and past history the search and internal search would provide the best results. An internal search would seek input from specific groups across the campus. The details of the process would soon be released to campus community with a possible February timeline.
- Once the provost is chosen the search will continue for the Assistant Provost will resume with the new provost heading the process.
- A new job description will be developed and updated taking into consideration the recent changes and the current campus climate.
- Consideration for the current IT situation was discussed. Dr. Di Mare reassured the faculty of her concern for the current status of the IT infrastructure. She mentioned the need to secure funds to make the necessary upgrades to stabilize the system. President Di Mare informed the senate membership of her plans to testify at the state level to provide funds which will be used for parts of the necessary upgrades.

A report was provided to the membership on status of the Equity Study by Dr. Kevin Seeber, Committee Chair. The following issues were discussed in reference to study findings.

- The consulting company looking at specific metrics and comparisons to peer institutions. A copy of the finalized report will be coming.
- The study will be used to define inequities and determine the necessary funding to fix the inequities.
- The consulting group is also providing the university with benchmarks for the study.
- The faculty senate raised concerns on whether the study considered ethnicity and gender as part of the study.
- The faculty also raised concerns about the faculty resources used in subcommittee time and effort while having invested a significant amount for the consultant.

The faculty senate presidents reported that ad hoc committee on the university restructuring would be reconvening and working toward providing recommendations to the senate.

New Action Items:

A first reading was presented in a motion to change language in the faculty handbook by the FCC.

Committees/ Board Reports:

All committees were given the opportunity to report on their current workings and projects.

The Information Technology Board (ITB) representatives expressed grave concern for the current IT infrastructure. Representatives reported that the current system is nearing a fatal breakdown that could affect the ability to deliver instruction campus wide.

Faculty Representatives:

All representatives were given the opportunity to report on their current workings and projects.

New Business:

A vote was taken on the proposed time schedule for the new academic calendars. The senate membership was reminded of the two options which had been previously submitted to the senators via email. After discussion of the options a vote was take and the majority of the senate agreed to propose that the new Monday, Wednesday and Friday daily schedule begin at 8:00 am versus 7:45 am.

Having no other business the meeting was adjourned at 5:15 pm.

Respectfully submitted by:

Michael A. Mincic, PLS, MEd
Board of Governors Representative for the CSU-Pueblo Faculty Senate
Chair of Engineering Technology, Construction and Automotive Industry Management
Professor and Program Coordinator, Construction Management and Civil Engineering
Technology
Colorado State University-Pueblo
719-549-2638

Report by Faculty Representative to the Board of Governors from CSU –
Fort Collins
BOG Meeting February 5-6, 2015 in Denver

1. December 2, 2014 Meeting of Faculty Council
 - a. Report of BOG Rep

Members of faculty council were invited to ask questions and share comments with the BOG rep in preparation for the Board's consideration of President Frank's proposal in support of an on-campus football stadium. President Frank was in attendance at the meeting to answer questions from faculty council members. Some of the issues raised included the changing nature of football generally, the state of fundraising for the on-campus stadium, the future of the land that Hughes Stadium stands on, interests of international students (that don't typically include football), risks (particularly financial) involved with the proposed on-campus stadium, the lack of faculty support for the proposal, impact on the athletic budget, and whether maintenance of the new stadium is being budgeted for when maintenance for Hughes was deferred.
 - b. Action Items
 - i. Proposed revision to *Graduate and Professional Bulletin D. Admissions Requirements and Procedures*. The changes clarify procedures for admission to Integrated Degree Programs (IDPs) – both Bachelor's/Master's and Bachelor's/Doctoral degree programs. Changes also clarify important differences between IDPs and Sequential Degree Programs (SDPs). The motion passed.
 - ii. Proposed revision to *Graduate and Professional Bulletin E. Graduate Study*. These changes add a new Master's degree program the Professional Science Master's degree. The purpose of the PSM is train managers for technology based organizations in the public, private and non-profit sectors. The majority of courses taken for the degree are in STEM disciplines. The PSM must conform to national standards as defined by the PSM National Office. The motion passed.
 - iii. Proposed revision to *Graduate and Professional Bulletin E.1.4. Graduate School Appeals Procedure* – "Graduate Study". These changes are to clarify and streamline the process for appeals by graduate students. The motion passed.
 - c. Discussion Item: Non-tenure track (Non-TT) faculty at CSU. Presented by Vice Provost for Faculty Affairs Dan Bush, and Chair of the Committee on Non-Tenure Track Faculty Jen

Eberle. The Power point presentation is on the Faculty Council webpage.

Summary of the presentation: **Of the 1,710 faculty members at CSU, over 40% are Non-TT faculty. Non-TT faculty teach more than 60% of the undergraduate student credit hours at CSU.** 40% of Non-TT faculty have been working at CSU for more than 10 years. Proposals and initiatives are under the following headings; (1) Rights, representation and resources, (2) Recognition, respect, and remuneration.

The presentation was well received and there was good discussion about how Faculty Council can contribute to achieving the goals of non-TT faculty at CSU.

2. Ripple Effect Donor Grant. A committee met to review the 47 proposals submitted in response to the campus wide call for projects that would contribute to making CSU the best place for women to work. A donor provided \$50,000 to be used to support the best proposals. The committee decided to fund 7 projects. These included a project to collect and disseminate the stories of women employees across campus, a workshop series for women interested in improving their writing skills, workshops in financial literacy and home repairs, a leadership book club, a mentoring program for women, and bike riding club to support women's health and fitness. An additional 8 projects were identified for funding by the university. Overall the experiment in soliciting ideas from employees across campus to make the workplace better for women was a great success and we are grateful for the generosity of the donor.
3. Campus Climate Survey. Results of the Campus Climate Survey run out of the Office of the Vice President for Diversity have been presented across campus. A number of results from the survey are noteworthy. In general employees express greater satisfaction with the university in general than with their own departments/units. Women and minorities are more likely to report experiencing and witnessing acts of discrimination, harassment, and bullying. Low response rates and an unwillingness to self-identify in certain aspects of the survey reveal a concern about confidentiality in responding to the survey. Employees identified lack of accountability by supervisors as a problem in the workplace. The VP for Diversity Mary Ontiveros held a retreat January 10, 2015 to discuss issues of culture and climate including the role of bystander training in creating an environment that addresses many of the issues coming out of the Campus Climate Survey. It was a very positive and empowering experience that created strong

support for a campaign across campus to deal with the issues raised.

4. Standing Committee on Women Faculty (SCWF). The President appointed a Standing Committee of the Commission on Women and Gender Equity to make recommendations on issues related to Women Faculty at CSU. The committee has been working on a number of issues this semester; pay equity, parental leave, culture and climate. The committee made a recommendation to the President at the end of the Fall semester on a new parental leave policy for faculty. The policy is based in large part on the parental leave policy at Harvard University. The committee believes that if CSU is truly to be the best place for women the work and learn, we should be at the forefront when it comes to best practices on parental leave and we currently are not. The policy recommendation can be found on the SCWF webpage.
5. Parking Master Plan. The proposed Parking Master Plan was presented to a number of groups on campus this Fall. There was significant opposition to the Plan from Faculty Council, Administrative Professional Council and State Classified Council as well as the Commission on Women and Gender Equity. In response the Vice President for University Operations Amy Parsons has agreed to meet with representatives of the various Councils and postpone making a recommendation to the BOG on a parking plan.

Respectfully submitted by Dr. Alexandra Bernasek, Faculty
Representative to the Board of Governors from Colorado State University.

Board of Governors to the
Colorado State University System
February 6th, 2015
Student Report



CSU-Global has created a new blog called Global Broadcast.

- This is a webpage where current faculty, staff, students and outside guests can write an article to share with all of CSU-Global.
- Along with many other topics discussed in the blog, some topics will include student and faculty spotlights, study tips, professional development and self-improvement.
- This will also be an avenue for students to stay current on CSU-Global news.

Update on the transition to Schoology.

As reported at previous meetings, CSU-Global has made a switch in Learning Management Systems, going from Blackboard to Schoology. I wanted to offer up some of the observations that I have made so far in my first few classes in this system.

- First, I feel that the format is much more organized than Blackboard. It is much easier to navigate the Schoology classes.
- The course content modules are also easier to navigate. There is a drop down box that lets the student quickly jump to the course module he/she wants from the main page.
- Also, the discussion boards are much simpler to use. The discussion appears on one thread instead of having to jump back and forth between multiple threads to read and respond to other students.

While there was a small learning curve in the switch, I feel that this is a much better system than we were using before.

Respectfully submitted,

Brad Schifflbein

Student Representative
Colorado State University Global Campus



Colorado State University – Pueblo

Timothy A. Zercher – Student Representative

ASG is currently involved in a number of programs and we continue to represent students by serving in 73 unique positions on committees, boards, and task forces across campus. The focus of this report will be the projects that ASG has been committed to and will continue to pursue this semester. We will keep the descriptions of these initiatives fairly brief but we are happy to provide more information upon request. If there are any questions regarding these or other initiatives that ASG is involved with please do not hesitate to contact me directly.

Discount Program

As a continued project from last semester we plan to continue to grow the Student Discount Program while simultaneously promoting the new discounts across campus. We have had some difficulty acquiring new discount partners. However, with new staff and a number of new resources at our disposal, we believe we will have the program revived soon. Our goal is to double the current number of companies involved in the student discount program by the end of this semester.

Free Resource Utilization

A new initiative this semester is seeking to increase the use of free, or very low cost, online textbooks for basic level college courses. This can be done using several online resources that offer such material to professors and students at full-quality and content. The goal is to compile lists of these resources and distribute them to professors to allow them the option of using these low-cost resources. This would be a tremendous benefit to students who pay four to six hundred dollars for books each semester. The goal of this program is to alleviate the high-cost of textbooks, at least for most general-education courses, for students at CSU-Pueblo.

Pack Pantry

Although it was not an ASG initiative, we are proud to announce the opening of our Pack Pantry at CSU-Pueblo. A determined group of students, faculty, and staff have worked tirelessly to create a food pantry program to benefit the students, faculty, and staff at CSU-Pueblo that have difficulty purchasing food and hygiene items each month. Pack Pantry officially opened on January 22nd and it has been met with excitement from all parties on campus.



Student Emergency Fund

ASG is partnering with the CSU-Pueblo Foundation to create an emergency fund for CSU-Pueblo students facing times of personal trial and turmoil. The funds will be disbursed by a committee comprised of mostly students. We expect this fund to be operational and ready to assist students by the end of this semester.

Educating Students on Student Services

CSU-Pueblo students, primarily those living on-campus, should be aware of the resources available to them at CSU-Pueblo. In order to raise awareness of these services, we will be creating and dispersing print materials that list each student service area, as well as the contact information for each service area in a simple format that students can keep with them at all times.

Creating Transition materials for Next Year's ASG

We are currently creating a packet for each position within our organization that details the duties of that specific position, contact information that may be important for them, as well as current projects. Nothing this detailed has existed in the past to help new ASG members and we believe that this will assist with transitioning the officers elected in April into their new positions.

Colorado Student Government Coalition

Our last meeting of the CSGC was fairly successful; we began to build our bylaws and made recommendations to the legislature on a few topics of importance to higher education in Colorado. We are happy that this coming CSGC meeting will take place at CSU-Pueblo on February 21 and we will have the chance to show off our beautiful campus.

Wolfie Clock Tower

This exciting project is continuing to move forward very quickly. A recent survey was conducted to gain student input that slightly changed the scope of the project. The new scope involves building two towers; one with a pavilion near the new OUC, which would create a new student gathering area, and one to be placed at the entrance to CSU-Pueblo to welcome visitors to campus. The survey results were very positive and the project is moving forward using those parameters. Architectural firms are being selected now and we expect to break ground at the beginning of the summer semester.



COLORADO STATE UNIVERSITY

Samantha Guinn – Student Representative

CSU Sick Day Policy

ASCSU is currently on the agenda for the February Committee on Teaching and Learning meeting to discuss this specific initiative with administrators. We are hoping that if CoTL is receptive to this idea that framework around policy writing could be co-written between ASCSU and CoTL. We are trying to be very conscientious about the impact this may have on professors and assignments in class, as we want this to have the least amount of academic impact as possible.

Colorado Student Government Coalition

CSGC sent off the resolution that was passed at the last meeting to the senate budget committee, CCHE, and Governor Hickenlooper stating that we, as an organization, support administrative costs being a metric in HB4-1319. The next meeting is scheduled for Saturday, February, 21 at CSU Pueblo. Hopefully, we will be having a discussion about the potential “Yes Means Yes” legislation and what students can do to get that effort off the ground and have sent to the representatives at the capitol.

Advocacy Day – Day at the Capitol

We have just recently determined that the date of the event will be on February 19, 2015 at the capitol in Denver. We are in the process of designing an agenda for the day but are hopeful to leave CSU from the transit center at 7:00 am and have the morning and partial afternoon at the capitol. We are optimistic to have the opportunity to seek out different representatives and express the student concerns with them as well as have the educational aspect for the students. Mentioned in my previous report was the possibility of a trip to Washington D.C., but we have decided against that motion. It is not the best use of student fees to spend the money on a trip out there, but rather have a set agenda and possible resolution to bring down to Denver and have meetings set up with our national representatives while they are in the state. This is more economically feasible and this doesn't require students to miss multiple days of class to attend the trip.

911 Cellular App

We have been in contact with Dr. Burns, Chief Harris, tried contacting the Public Safety Team, and Amy Parsons about this new initiative. We are still in the budgetary phase of the App but are optimistic this is something ASCSU will be able to provide students this year. The benefits this App could have for all students, staff, faculty, and visitors outweigh the cost and we could really help students transition successfully and have them know they are safe on our campus. We have contacted the other institutions who have been a part of this App and gained feedback from what works best on their campus and what they would change which also gives us the opportunity to design the best App for our campus that we possibly can. The current cost projections of the App are:

- \$14,000/year for the program
- \$6,000/year for the Indoor Positioning System
- \$1,500 startup fee
- \$1,500/year branding fee to use CSU logo on the App

We will have a more detailed budget if there is a contract agreement that is made and be sure to inform the board of any advances on this effort as it becomes clearer.



ASCSU Spring Retreat

The ASCSU spring retreat was on January 24th where we all discussed new goals that we wanted to accomplish during this last semester. We had different branch breakout sessions where individually everyone had dialogue that was pertinent to their departments as well as a whole group setting. We have a good idea on where to go for the spring semester and have initiatives we hope to accomplish.

Inside ASCSU

- Health has finalized their “Anti-Stigma” campaign flyers and those are set to be set up around campus during the month of February and again after spring break.
- Environment’s “Leave It Behind” initiative has started to catch some headwind. So far Rams Village and Rams Point are receptive to the idea and are willing to work with ASCSU to start a program like this to help eliminate the excess waste students leave at apartment complexes when they move out.
- Lauren Wester, Deputy Chief of Staff, has been working with the Division of Student Affairs to put on and promote a faith awareness campaign where students have the availability to learn about different faiths/religions that are present on our campus in an inclusive and respectful environment.
- Diversity has put on their first by-stander intervention training that was focused more on staff and faculty rather than students, but it was successful and there was knowledge gained which paves the way to do another for students.
- Marketing has started promoting ASCSU with friendly competitions via social media to encourage students to stop into the office and get some marketing material and learn about the services that ASCSU provides.
- I have been in contact with COPERG about the new bus that the Colorado Department of Transportation is launching in March from Fort Collins to Denver. I am trying to help them promote the service to students to alleviate the headache of driving down there and also to help get more cars off the road and promote public transportation.
- Student Fee Review Board will start to hear budget presentations from the different fee areas on campus starting the week of February 6th and will finish up in April.
 - RamRide will be moving towards their own fee. ASCSU’s RamRide fee will be readjusted to simply just a RamRide fee, which will decrease ASCSU’s fee and show a line item increase in the RamRide separate fee.
- The elections manager has opened the elections committee application in hopes of being ahead of the game this elections season and having all the prep work finished before spring break.

Section 8

Approval of CSU System Administrative Professionals Handbook

This section intentionally left blank.

Section 9

Consent Agenda

A. Colorado State University System

- Minutes of the December 4, 2014 Board of Governors Board and Committee Meetings
- Minutes of the December 5, 2014 Board of Governors Board and Committee Meetings

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING
Colorado State University System Office, Denver, Colorado
December 4, 2014**

CALL TO ORDER

Chair Dorothy Horrell called the meeting to order at 8:00 a.m.

ROLL

Governors present: Dorothy Horrell, Chair; William Mosher, Vice Chair; Joseph Zimlich; Treasurer; Scott Johnson, Secretary; Dennis Flores; Mark Gustafson; Jane Robbe Rhodes; Nancy Tuor; Samantha Guinn, Student Representative, CSU; Brad Schiffelbein, Student Representative, CSU-Global Campus; Timothy Zercher, Student Representative, CSU-Pueblo; Michael Mincic, Faculty Representative, CSU-Pueblo.

Administrators present: Michael Martin, Chancellor, CSU System; Tony Frank, President, CSU; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Allison Horn, Director of Internal Auditing, CSU System; Michael Nosler, General Counsel, CSU System; Rich Schweigert, Chief Financial Officer, CSU System.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Guests present: Jon Bellum, Provost, CSU-Global Campus; Susan Calhoun-Stuber, Faculty Senate Co-President, CSU-Pueblo; Derrick Dobbin, Controller, CSU-Global Campus; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Blanche Hughes, Vice President, Student Affairs, CSU; Jason Johnson, Deputy General Counsel, CSU; Lynn Johnson, CSU CFO; Rick Kreminski, Acting Director, Institutional Research and Analysis, CSU-Pueblo; Richard Levin, Baker Hostetler; Margie Massey, Faculty Senate Co-President, CSU-Pueblo; Karl Spiecker, Vice President, Finance and Administration, CSU-Pueblo; Carl Wright, Provost, CSU-Pueblo

Chair Horrell convened the meeting and reviewed the agenda. She noted that Governor Munn would not be present for the regular meetings but would be participating in the Friday afternoon session.

PUBLIC COMMENT

Chair Horrell confirmed that no one had signed in for the non-stadium public comment. She asked Governor Zimlich to convene the Audit and Finance Committee meeting.

AUDIT AND FINANCE COMMITTEE

Governor Zimlich, Committee Chair; Governor Munn, Committee Vice Chair; Rich Schweigert, Chief Financial Officer, CSU System, and Allison Horn, Director of Internal Auditing, CSU System, assigned staff

Committee Chair Zimlich convened the Audit and Finance Committee and asked Allison Horn, Director of Internal Auditing, CSU System, for her report.

Status of Current Year Audit Plan: Ms. Horn reported two reports were issued since the last meeting and the executive summaries were included in the meeting materials. Progress is being made with the regularly scheduled audits in the current year audit plan and there have been a few special projects. Useful recommendations have been made and no significant weaknesses or red flag areas have been identified.

Overdue Recommendations: Ms. Horn reviewed the recommendations that have passed the initial target dates for implementation for a variety of reasons. Since the report was issued, the recommended certification for the College of Engineering has been implemented.

Committee Chair Zimlich asked Rich Schweigert, Chief Financial Officer, CSU System, for the Finance Report.

HB 1319 Higher Education Funding Model: Mr. Schweigert reported the CFOs of the institutions and systems came to an agreement on the funding model on November 20th. The Executive Advisory Group subsequently reviewed and adopted the model that will now move forward to the JBC. Mr. Schweigert summarized the highlights that include an additional \$60 million or 10% additional funding recommended by the Governor. Chancellor Martin reported the CEOs have also conditionally endorsed the model.

When asked about differences in funding for CSU-Pueblo as part of a system compared to other regional institutions, Mr. Schweigert explained the variance in state support per resident FTE by institutions and the internal allocation model for the CSU System. The suggestion was made to develop a summary of the benefits, both financial and non-financial, that CSU-Pueblo receives as part of the System to understand the complete picture.

CSU-Global Campus Task Force: Committee Chair Zimlich recounted the purpose of establishing the ad hoc committee to structure the Board's discussion on the future of CSU-Global Campus including cash position, opportunities for expansion, and utilization of intellectual properties. The work group met in November.

President Takeda-Tinker explained the concept of NewCo as a tech transfer entity to leverage CSU-Global Campus' expertise to serve market needs. Services would be offered to other educational institutions and business sectors, and would include consulting, technology licenses, and outsource services. NewCo would benefit the CSU System and CSU-Global Campus in multiple ways in planning for future financial viability. The suggestion was made to provide examples of Colorado tech transfer entities in the business plan.

Committee Chair Zimlich asked for a motion to convene in executive session. **Motion/Action:** Governor Gustafson made the motion; Governor Robbe Rhodes seconded; and the motion carried unanimously. General Counsel Nosler read the meeting into executive session at 8:51 a.m. to receive legal advice on specific legal questions regarding NewCo, all confidential pursuant as set forth in the meeting notice. The meeting recessed for a break at 9:22 a.m. and reconvened in open public session at 9:34 a.m.

General Counsel Nosler read the matter for action to authorize the President of CSU-Global Campus in consultation with the General Counsel to create a new nonprofit corporation for the purpose of supporting the CSU System. Two authorizing statutes, CRS 23-5-121 and CRS 23-1-107.5, that authorize creation of such an entity were cited and included in the materials. **Motion/Action:** Governor Tuor made the motion to approve; Governor Flores seconded; and the motion passed unanimously. Committee Chair Zimlich reported the work group would meet again prior to the February meeting and other Board members would be invited to attend.

CSU System Financial Overview: Mr. Schweigert explained the presentation was prepared mainly with data generated by the state legislature or the executive branch to assist in understanding what is occurring at the state level and the challenges for higher education. He reviewed the total FY14-15 state budget with 14% appropriated for higher education; the history of the General Fund and the breakdown of the FY14-15 General Fund; the potential issue of Tabor refunds; a comparison of enrollment and degrees or certificates awarded by public and private institutions in Colorado; a comparison of state support per resident FTE; and total revenue for each of the CSU System campuses. With declining state funding, a larger portion of the cost of higher education has been shifted to students.

Quarterly Financial Reports: Mr. Schweigert indicated each campus CFO would provide an update.

Lynn Johnson, CSU Chief Financial Officer, explained the special items on the financial statement for 2014 included changes relative to university benefits reimbursement and transfer of some Colorado State Forest Service operations to the state. She explained depreciation expense, which is a noncash expense, will continue to increase as new facilities come online.

Derrick Dobbins, Controller, CSU-Global Campus, reported the campus has a solid operating model and continues to operate at a robust rate. With a 34% net margin last year, revenues, tuition and fees are projected to increase by 40% for FY 2015. The net margin for the first quarter was 31% with a \$4.1 million increase in the net position. CSU-Global Campus continues to work on the NewCo project and collaborative efforts with CSU-Pueblo.

Karl Spiecker, CSU-Pueblo CFO, reported the campus is on-track with the approved budget. Total fall enrollment declined slightly and there was an increase in non-resident students. The first quarter financial report was generated through the Quali system. The Quali payroll function was loaded in September. There will need to be a few internal adjustments made for the next quarterly statement.

Mr. Schweigert explained the expenditures in the CSU System financial statement are for the Board of Governors and the CSU System office. From the state's accounting perspective, there are four entities in the CSU System and the System has its own accounting to produce financials.

Review of Draft Year-End Audit Findings: Mr. Schweigert explained that independent financial audits are conducted annually for the CSU System and reviewed by the Board's Audit and Finance Committee. BKD is hired on a contractual basis to conduct an independent annual financial audit for the State Auditor's Office and the legislature to demonstrate that the state funding is utilized in a financially prudent manner. The CSU System has a good working relationship with BKD and adequate time is allowed to respond to any findings. While there are a few audit findings, no major problems are anticipated with the final audit results.

Ms. Johnson explained, in addition to the financial audit for CSU, an OMB Circular A-133 audit is also required to demonstrate compliance with the Federal Funding Accountability and Transparency Act (FFATA) for federal funding. Many of the research projects funded through the federal government are in collaboration with other institutions through sub-recipient contracts. There was one finding with no financial implications for not correctly capturing sub-recipient information relative to the FFATA regulations. Procedures to remedy this problem have already been implemented.

Mr. Schweigert relayed BKD's acknowledgement of the positive improvements that have been made at CSU-Pueblo under the oversight of Mr. Spiecker. Mr. Spiecker commented on the collaborative effort and assistance from CSU and the System to complete the year-end closing. There were two material audit findings for CSU-Pueblo. The first finding was relative to journal entries and account reconciliations.

Staff turnover and vacancies contributed to the problems. The Kuali implementation will provide better controls. The second finding was related to federal reporting for Pell grants and financial aid. Measures implemented to address the finding include automated reporting on a weekly basis.

When asked about the \$5 million in funds transferred from CSU-Global Campus to the System and then to CSU-Pueblo to address the financial deficit, Mr. Schweigert explained there was a \$5.5 million transfer of funds and an additional \$500,000 loan. Committee Chair Zimlich asked Mr. Schweigert to follow-up to confirm the actions taken.

Campus Reserves Reports: Mr. Schweigert explained that the reserves reports are prepared annually for the previous fiscal year. He asked Ms. Johnson for her comments on CSU's reserves.

Ms. Johnson explained the segregation of Education and General Funds from self-funded activities, and the restricted and unrestricted net assets. At year-end, each college is able to carry over 1.5% of its annual appropriated budget to the following fiscal year. There is also a request process for any additional funds remaining beyond this carry-over amount. Typically the units use the funding for faculty start-up packages. The goal is to annually grow the unrestricted E&G fund balance by 3%. Due to concrete repairs at Hughes Stadium, the growth in the fund balance was less than the 3% this past year.

Mr. Schweigert pointed out the CSU-Global Campus report was less complicated and Mr. Dobbins was available for any questions. Hearing none, he then asked Mr. Spiecker for his comments on CSU-Pueblo's reserves. Mr. Spiecker commented on the concern about the negative fund balance in the E&G account but the campus is moving in a positive direction.

Approval of Equipment Lease and Line of Credit: General Counsel Nosler explained there was a resolution for the annual renewal of the CSURF line of credit to provide equipment leasing for the CSU-System. **Motion/Action:** Governor Robbe Rhodes moved to approve; Governor Johnson seconded; and the motion was passed unanimously.

EVALUATION COMMITTEE

Governor Mosher, Committee Chair; Governor Johnson, Committee Vice Chair; General Counsel Nosler, assigned staff

Committee Chair Mosher indicated the committee would convene in executive session and asked President Frank and Chancellor Martin to remain for the first portion of the discussion. General Counsel Nosler read the meeting into executive session at 10:24 a.m. for the purpose of discussing and evaluating public officials and professional staff employees of the Board as set forth in the meeting notice. **Motion/Action:** Governor Johnson moved to convene in executive session; Governor Robbe Rhodes seconded; and the motion carried unanimously.

The meeting reconvened in open session and recessed for lunch at 11:50 a.m. Chair Horrell reconvened the meeting at 12:30 p.m. and asked Governor Gustafson to call to order the Academic and Student Affairs Committee.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Mark Gustafson, Committee Chair; Jane Robbe Rhodes, Vice Chair; Rick Miranda, CSU System Chief Academic Officer and CSU Executive Vice President and Provost, assigned staff

Governor Gustafson convened the committee meeting and asked Dr. Miranda for his report.

Colorado State University 2015-16 Sabbatical Requests: Dr. Miranda reminded the Board that the approval of faculty sabbaticals was delegated to the Presidents and there would not be any action taken by the Board. He reviewed the sabbatical leave approval process that begins with the Department Chair and culminates with approval by the President with recommendations from the Provost. There were 63 sabbaticals approved (report in meeting materials) which is approximately half of the number of faculty who were eligible. The purpose of the sabbatical is to refresh faculty members and their research; to impact the students with the results of the research incorporated into the curriculum; and for opportunities to work with external colleagues around the country and the world. There are two options for sabbaticals: full-year and half-year. The sabbatical process is important to recruiting both faculty and students.

Colorado State University Program Review Summary: Dr. Miranda explained the program review process that is conducted annually, with ten reviews completed this past year (summaries in meeting materials). The reviews, typically on a five or seven-year cycle, provide an opportunity to review and assess the applicability and demand for the program; the quality of the degree; the curriculum and learning outcomes; and student success, retention and graduation. The Office of Institutional Research provides the vital statistics. Program review software provided by CampusLabs enables commentary to be uploaded; to analyze learning outcomes; and to track changes. There is an internal review committee that reviews the self-study. Many degree programs are externally accredited and there is often a review by external committees.

In response to questions on the program review awards program and accreditation, Dr. Miranda explained how all programs reviewed in the past year can submit a proposal for funding to execute a project that came out of the program review. The overall HLC institutional accreditation is completed every ten years and the accreditation process does not generally analyze the program reviews for any one program, but is more focused on the effectiveness of the program review process.

Colorado State University Faculty Manual Changes: Dr. Miranda reviewed the two faculty manual changes: C.2.3.1.e that changes the names of two departments, and D.7.20 to add emeritus designation for administrative professionals. Approval of the faculty manual changes is on the consent agenda.

Colorado State University Posthumous Degree: The confidential materials were available in a separate packet and Dr. Miranda indicated an executive session could be convened if necessary to discuss the request. Committee Chair Gustafson noted approval of the posthumous degree is on the consent agenda.

CSU-Pueblo 2015-16 Sabbatical Leaves: Dr. Carl Wright, Provost, CSU-Pueblo, reported there were 20 sabbaticals for 2015-16, which is higher than the usual 9-10 per year because several were put on hold from the previous year due to budgetary concerns. He explained the approval process that begins with the Department Chairs and culminates with the President's approval.

CSU-Pueblo Program Review Summary: Dr. Wright explained that program reviews are conducted to enhance the quality of the programs, and to ensure the program is relevant and meeting industry demands. The process is conducted in accordance with the faculty handbook and includes a self-study for the department, an internal review panel and an external review by a professional in the discipline. Summaries for the seven program reviews for 2013-14 were included in the meeting materials.

Recommendations from the reviews are important with additional resources and more tenure-track faculty as two of the most cited recommendations. Dr. Miranda commented that space issues, i.e., buildings, offices, laboratories and classrooms, are also often cited. Dr. Wright added that needed repairs were also often cited for CSU-Pueblo. When asked about collaboration between CSU and CSU-Pueblo on the program reviews, Dr. Miranda responded the reviews are completed independently.

CSU-Pueblo 2015-16 Academic Calendar: Committee Chair Gustafson noted the approval of the academic calendar is on the consent agenda. President Di Mare explained the academic calendar has been under discussion for numerous years to determine if the academic calendar for CSU-Pueblo is in compliance with CCHE and HLC requirements in terms of seat time, specifically for M-W-F classes. The academic calendar presented exceeds the requirements by 140 minutes which is helpful in case of cancelled classes, i.e., power outages or snow. Governor Mincic added that the Faculty Senate analyzed the data and different options. While not everyone was pleased by the choice, the proposed academic calendar meets the requirements and is in the best interest of students. Governor Zercher added that the student government also discussed the options and voted 13-1 to support this proposal.

Professor William Brown, CSU-Pueblo, commented that the academic calendar is compatible with the community's work schedules, i.e., Pueblo schools and medical institutions. When asked if the majority of other institutions have a longer semester, President Di Mare explained that, rather than adding two weeks to the schedule, adding five minutes to M-W-F classes added a total of 200 minutes. Chair Horrell commended President Di Mare, the academic leadership team and the faculty for resolving the issue and noted this sends a strong message of a focus on students and the standards of excellence.

Campus Enrollment Reports

Dr. Miranda explained the three campus enrollment reports incorporate a similar, parallel format that uses five years of enrollment data for fall enrollments.

Colorado State University Enrollment Report: Dr. Miranda reviewed the highlights that include overall the number of degrees awarded have increased; credit hours remain steady; headcount overall has increased with the current year setting a record for enrollment; resident freshmen enrollment decreased which is reflective of the 3% decrease in high school graduates in Colorado; graduate enrollment has increased; new undergraduates has decreased slightly; and the female/male enrollment is balanced. First generation enrollment decreased slightly and is mostly residents. Minority enrollment, which is self-reporting, has increased. Enrollment of international students has increased by 23% due to the INTO program and other recruitment efforts.

The Western Undergraduate Exchange (WUE) is a reciprocity agreement with western states that allows cooperation for unique programs, i.e., Equine Science. There are three student classifications: Colorado resident, WUE nonresidents, and non-WUE nonresidents, the latter of which has increased almost 10%. Criteria for accepting WUE students vary by institution.

In response to questions, Dr. Miranda explained more resources are being devoted to merit-based aid; Colorado high school graduation rates should begin to increase in four to five years, largely due to the increase in Hispanic population; there has been more effective in-state recruiting; and, while there are still college fairs, there are new social media tools to help recruiting efforts. Feedback on campus tours is generally positive. In addition to costs, fundamental metrics, such as quality educational experiences, degree programs available, career opportunities, and graduation rates, are important to students and parents.

CSU-Pueblo Enrollment Report: Dr. Wright reviewed the data for degree awards and commented on efforts to enhance the masters programs. He reviewed the changes from one year ago in enrollment; headcount; undergraduate enrollment; freshmen enrollment; new undergraduate enrollment; female/male ratio; WUE/Non-WUE/Resident; Pell/Non-Pell; first generation; minorities; and enrollment by colleges. Overall enrollment and headcount decreased 3.5% and 3.3% respectively. However, there were 124 new

students (freshmen and transfers) and international enrollment increased by 11.9%, which are positive changes attributable to the recruitment initiatives.

CSU-Global Campus Enrollment Report: Dr. Jon Bellum explained the data is for 2009-2013 which is different from the other campuses since CSU-Global Campus has monthly starts and there is one month remaining for the 2014 collection period. The institution continues to expand with an aggressive, manageable growth pattern. Headcount increased 40% last year and a similar increase is expected for 2014. Overall credit hours have increased; the number of classes students enroll in has increased which decreases in the amount of time to completion; and new undergraduate enrollment increased with a slight decrease in graduate enrollment. Gender breakdown remains stable; 53% were Colorado residents in 2013; Pell funding has increased slightly; and the number of first generation and underrepresented minorities has increased. Age has remained stable since CSU-Global Campus began with the focus on nontraditional adult learners and a major change is not anticipated with the expanded mission for first-time freshmen enrollment. In AY2013-14, there were 1,276 degrees conferred.

President Takeda-Tinker added that CSU-Global Campus is running its first cohort of scholarships with a variety of ages and backgrounds. Retention remains high as the institution expands; fall retention from 1st to 3rd term is 85%. Cost of acquisition has remained at \$1,200 per student and is projected to increase.

Academic and Student Affairs Committee Work Plan: Committee Chair Gustafson noted the update on the work plan was added to the agenda and asked Dr. Miranda for his comments.

Dr. Miranda reviewed the list and timelines for recurring faculty- and student-related reports; program-related items; and research and engagement reports. A proposed focus for the February retreat would be on tuition, affordability, financial aid and access. Dr. Miranda explained the athletic reports were a separate item from the Academic and Student Affairs Committee. President Frank added that the annual athletics reports are generally done in August. Chancellor Martin suggested additional updates on athletics can be included in the Presidents' reports. In addition to recurring items, the suggestion was made to include topics/discussions to assist the Board in being proactive and to ensure the Board is asking the right questions in order to carry out its duties as stewards. A recommendation was made that, in addition to the annual in-depth report, to have more frequent campus safety updates.

With no further discussion, Committee Chair Gustafson asked for a motion to adjourn the Academic and Student Affairs Committee: **Motion/Action:** Governor Johnson moved, Governor Flores seconded, and the motion carried.

EXECUTIVE SESSION

Following a brief break, the meeting reconvened at 2:15 p.m. for the executive session. General Counsel Nosler read the meeting into executive session for the purpose of receiving the litigation report or to receive legal advice on specific legal issues, as set forth in the meeting notice. **Motion/Action:** The motion to convene in executive session was made, seconded and carried unanimously. The Board moved out of executive session and into the open public session at 2:33 p.m.

CONSENT AGENDA

Chair Horrell reported the consent agenda include approval of the minutes from the October meetings and the November task force meeting, two faculty manual changes, and the CSU-Pueblo academic calendar. **Motion/Action:** Governor Robbe Rhodes made the motion; Governor Gustafson seconded; and the motion passed unanimously.

APPROVAL OF REVISED BOARD POLICIES

General Counsel Nosler explained the policies are periodically reviewed and modified to current practices and to ensure conformity current statutes. He reviewed the revisions for policies 105, 106, 112, 119, 120 and 123. When approved, the policies will be finalized with any additional modifications and posted on the Board's website. Chair Horrell read the matter for action to approve the amended policies.

Motion/Action: Governor Zimlich moved to approve; Governor Flores seconded; and the motion carried unanimously.

FACULTY AND STUDENT REPORTS

Governor Alexandra Bernasek, Faculty Representative, CSU, indicated her written report provided an update on activities of the Faculty Council. She explained that the students in her ECON 492 capstone class this fall were charged with creating a white paper on student debt. Governor Bernasek briefly shared information on the conclusions, major problems and solutions identified. The white paper will be shared with the Board who was invited to attend two upcoming presentations on the findings. Governor Bernasek also encouraged the Board to view the documentary *The Ivory Tower* that focuses on the future of higher education.

The meeting briefly recessed at 2:53 p.m. and reconvened at 2:58 p.m.

PRESENTATION BY DR. NORMAN AUGUSTINE

President Frank introduced Dr. Norman Augustine, retired Chairman and CEO of Lockheed Martin. Dr. Augustine shared with the Board work that is being done on the national level on the future of higher education and the challenges for public institutions, particularly in the area of research.

Chair Horrell thanked Dr. Augustine for his remarks and then outlined the evening's social events that would begin with a holiday reception followed by a dinner. The meeting was adjourned for the day at 4:35 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING
Colorado State University System Office, Denver, Colorado
December 5, 2014**

CALL TO ORDER

Chair Dorothy Horrell called the meeting to order at 8:00 a.m.

ROLL

Governors present: Dorothy Horrell, Chair; William Mosher, Vice Chair; Joseph Zimlich; Treasurer; Scott Johnson, Secretary; Dennis Flores; Mark Gustafson; Jane Robbe Rhodes; Nancy Tuor; Samantha Guinn, Student Representative, CSU; Brad Schiffelbein, Student Representative, CSU-Global Campus; Timothy Zercher, Student Representative, CSU-Pueblo; Michael Mincic, Faculty Representative, CSU-Pueblo.

Administrators present: Michael Martin, Chancellor, CSU System; Tony Frank, President, CSU; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Allison Horn, Director of Internal Auditing, CSU System; Michael Nosler, General Counsel, CSU System; Rich Schweigert, Chief Financial Officer, CSU System.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Guests present: Susan Calhoun-Stuber, Faculty Senate Co-President, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Rhonda Gonzales, Dean of Library Services, CSU-Pueblo; Kathleen Henry, President/CEO, CSURF; Jocelyn Hittle, CSU Director of Denver Operational Initiatives; Blanche Hughes, Vice President, Student Affairs, CSU; Jason Johnson, Deputy General Counsel, CSU; Lynn Johnson, CSU CFO; Rick Kreminski, Acting Director, Institutional Research and Analysis, CSU-Pueblo; Susan LaRue; Kelly Leid, Executive Director, North Denver Cornerstone Collaborative; Margie Massey, Faculty Senate Co-President, CSU-Pueblo; Amy Parsons, CSU Vice President of University Operations; Jeremy Podany, Director for the CSU Career Center and Ascend; Jennifer Uzen, Director of Business Development, AECOM Technology.

Chair Horrell reconvened the Board meeting and commented on the previous day's activities. She reviewed the agenda and asked Governor Deemer for his report.

FACULTY AND STUDENT REPORTS

Governor Robert Deemer, Faculty Representative, CSU-Global Campus, reviewed a flow chart for the curriculum development process. Program evaluation is completed for 30 courses every month and includes assessment on content and industry relevance in changing environments, and feedback from subject matter experts, students and faculty. All 27 program coordinators participate in the process. Courses must conform to CSU-Global Campus' learning outcomes and objectives, and be purposeful and participatory.

Governor Michael Mincic, Faculty Representative, CSU-Pueblo, noted his report reflect the minutes of the Faculty Senate meetings. Work undertaken by the Faculty Senate includes the academic calendar,

annual evaluation process, strategic planning, and faculty handbook updates. A presentation was made by Royall & Company to the Faculty Senate. Governor Mincic has been working with CSU-Global Campus to develop two online construction management programs that are projected to be operational in February 2015. Also, he is the campus representative for the Colorado Faculty Advisory Council that has been working on HB1319.

Governor Samantha Guinn, Student Representative, CSU, in addition to her written report, reported on the Traditions Week that will occur in the spring semester; the plans for a joint Advocacy Day with CU at the State Capitol in addition to an individual CSU day at the Capitol; work with housing property management companies to create tools to assist and educate students for off-campus living; and discussions held on a safety app for the CSU campus. ASCSU was approached by the Women & Gender Advocacy Center on possible jointly providing a bystander intervention and other trainings. ASCSU has been working with CSU's marketing office on an anti-stigma campaign on mental health.

President Frank commended Governor Guinn on the safety app and indicated he will be talking to the President's Commission on Women & Gender Equity to make the app available to employees. He also provided an historical context and outlined challenges in providing affordable off-campus housing for lower-income students and transportation.

Governor Brad Schiffelbein, Student Representative, CSU-Global Campus, provided an overview and shared a video on CSU-Global Campus' alternative credit programs and competency-based exams. When asked about other institutions, President Takeda-Tinker explained competency-based exams (CBE) are available for every course. While the learning shells are free, only 31% of students actually move forward and pass the tests. She commented on the Western Governors University model and models of for-profits; how federal financial aid is not currently available for CBEs; and the work done by CSU-Global Campus' Student Support Office to assist students with the alternative credit options. When asked about the maximum number of alternative credits, President Takeda-Tinker explained the HLC standard is 30 credits must be obtained through CSU-Global Campus. Students may use up to 90 transfer and alternative credits and the average is 55 credit hours.

Governor Tim Zercher, Student Representative, CSU-Pueblo, explained his report was focused on student discount program; initiatives to build better student relationships; and the Colorado Student Government Coalition that has met twice and will be meeting again in February 2015. He summarized a letter written to the Board by the student government to request assistance with funding CSU-Pueblo's information technology infrastructure. President Di Mare added that there have been issues with parents who are concerned about the instability of the Wi Fi in resident halls that could impact future enrollment and CSU-Pueblo did submit an application to the CDC that was not approved. Governor Zimlich indicated the funding should be considered in the context of the financing decisions for the overall institutional budget and strategic plan.

CSU-PUEBLO STRATEGIC PLAN

President Di Mare reported on the partnership with CSU-Global Campus to develop the online construction management and nursing programs that will be launched in the spring. CSU-Pueblo has been meeting with EVRAZ, a company which is interested in the online construction management degrees for the employees. President Di Mare also noted that CSU-Pueblo now has a virtual tour on its website which should assist with visibility and recruitment.

President Di Mare introduced Rhonda Gonzales, Dean of Library Services, CSU-Pueblo who, along with Dr. Rick Kreminski, have been the team leaders for the delivery and implementation of the strategic plan. A delivery and implementation team composed of eight members was created and has committed to

serving for the entire five years of the strategic plan to measure every month and annually to ensure the strategic objectives and performance metrics are working.

Dr. Kreminski noted the PowerPoint presentation is not the complete strategic plan. Ms. Gonzales explained the key features of the strategic plan are: 1) focused on student success with goals set on enrollment, retention and graduation; 2) mission-driven with a commitment to excellence, access and diversity, leadership with community partnerships, and tied to the CSU System mission; and 3) quantitative with measurable outcomes.

Dr. Kreminski explained the goals for the three key outcome areas are excellent academics; affordable education; transformative opportunities; and supportive student life. Each goal has defined objectives, strategies and measurable outcomes. Ms. Gonzales explained how the objectives are grouped and connected with goals tied to the key functions of the university. There are target data points within each strategy and some strategies are already underway.

Dr. Kreminski explained every unit was asked to participate and to develop relevant, appropriate measurements to support the plan. Ms. Gonzales reviewed the timeline for the development and implementation of the strategic plan. When asked about buy-in, Ms. Gonzales explained the plan was built from bottom up and the whole campus was involved in the process. Governor Mincic added that each college and department will have plans to dovetail with the overall plan. Dr. Kreminski noted that the strategic plan is a living document that will be monitored at every level.

The suggestion was made to connect the accountability to annual performance objectives for faculty to create individual accountability. President Di Mare and CSU-Pueblo were commended for creating a dynamic, living strategic plan that allows the university to stay focused on the larger targets and adapt accordingly. When asked about how the preparation for the HLC accreditation is connected with the strategic plan, Dr. Wright explained that the strategic plan is part of the HLC planning process and will be coordinated and incorporated into the data that is collected.

The meeting recessed for a brief break and reconvened at 9:45 a.m.

CHANCELLOR AND PRESIDENTS' REPORTS

Chancellor's Report: Chancellor Martin indicated his written report highlighted initiatives, successes and progress made over the past few years. He acknowledged the work of Mr. Schweigert and the System and campus staff on HB1319. Chancellor Martin reported proposals have been received on the 21st Century land-grant system initiative and he acknowledged President Takeda-Tinker's leadership in developing relationships with Native American communities in Colorado and other states. A delegation will be meeting with the USDA to discuss funding to help with development of agricultural and natural resources degrees, both at the two- and four-year level, with some of the tribes and nations.

Chancellor Martin thanked Governor Flores for his assistance with the CSU Center for Colorado Futures' (CCF) work on policy issues related to municipalities beginning with Pueblo. Phyllis Resnick, Lead Economist for the CCF, made a presentation to *The Pueblo Chieftain* editorial board and the City Council. The objective is to build relationships with the CSU-Pueblo campus utilizing community resources to help the community advance its economy. The CCF received one of the Venture Capital Fund grants to work with municipalities on statewide economic issues.

Chancellor Martin commented on the dynamics of the System office where the staff have taken on additional responsibilities as the number of staff was reduced. Additionally the System office is

relocating to a smaller space which will further shrink the budget. Chancellor Martin thanked Governor Mosher for his assistance in evaluating office space.

Presidents Reports: President Frank reported the City Council of Fort Collins passed a resolution that indicated the communication between the City, elected officials and the university is critically important and representatives of the City Council and City officials should formalize a communications committee with the university that include a representative from the Board. The committee would work jointly around issues such as housing, transportation, parking, law enforcement and master planning.

General Counsel Nosler read a matter for action for the Board's consideration to support CSU's engagement of the leadership of City of Fort Collins in discussion on issues that impact the city and the university with a member of the Board to act as a liaison for those discussions. **Motion:** Governor Robbe Rhodes moved to approve and Governor Flores seconded. Governor Zimlich added that this resolution memorializes what has been occurring under President Frank's leadership. **Action:** The motion was unanimously approved. The suggestion was made that a similar resolution may want to be considered for CSU-Pueblo and the City of Pueblo and President Di Mare concurred.

President Takeda-Tinker reported that Schoology launches today and CSU-Global Campus will deploy its own phone system this afternoon.

VENTURE CAPITAL FUND UPDATE

Amy Parsons, CSU Vice President for University Operations, explained that, through the Venture Capital Fund, a program was started two years ago utilizing the concept of creating a new model for ways CSU can engage with companies and organizations that would provide more than just trainings and educational offerings by bringing them the life of the university, i.e., access to the arts, athletic events, expertise from research, interns, new hires, etc. The university would gain more than just the value of the fees by creating new partnerships with possibilities for future philanthropic giving and funded research. The project was originally called the Enterprise Student Partnership program and has been renamed to Ascend. Ms. Parsons introduced Jeremy Podany, Director for the CSU Career Center and Ascend.

Mr. Podany explained that Ascend develops capable, connected and healthy organizations through a powerful affiliation to Colorado State University. Employees of healthy organizations are more engaged and bring more value to their customers by working together. The Ascend program began with extensive market research benchmarked with 50 different organizations. Based on the research, a business model of providing concierge, holistic services was developed. There are currently nine affiliate organizations where either services are already being offered or are in the assessment phase. Discussions are also being held with several more organizations. The Ascend website, Ascend.colostate.edu, has been activated and there will be a public launch in January. Ms. Parsons added there will networking events held in Denver and Fort Collins in the spring.

In response to questions, Mr. Podany explained that, while there is willingness to travel, the majority of the target organizations are on the Front Range. There is an annual membership fee of \$1,500; assessments range from \$1,500 to \$6,000; and there is a diverse range of service fees. President Frank added that the program is compatible with the university's engagement mission by allowing access to all people, including corporations, to the university's expertise which is supported through investment by taxpayers for the benefit of society.

Chair Horrell commended Mr. Podany on his dual role at the Career Center and Ascend that brings connections to employees. Phase two of the Venture Capital Fund will be addressed at the February meeting.

REAL ESTATE/FACILITIES COMMITTEE

Governor Tuor, Committee Chair; Governor Flores, Committee Vice Chair; Deputy General Counsel Johnson, assigned staff

Vice Committee Chair Flores convened the committee and adjusted the order of the agenda items.

National Western Center (NWC) Redevelopment: President Frank commented on CSU's historical agricultural connection to the NWC and, as part of CSU's engagement mission to benefit the citizens of Colorado, the appropriateness of CSU as one of the major partners in the NWC redevelopment. CSU's focus will be on veterinary and animal agriculture-related projects, and a wide range of educational opportunities.

Ms. Parsons commented on the role that universities can play in city revitalization and redevelopment. She introduced Kelly Leid, the Executive Director of the North Denver Cornerstone Collaborative (NDCC).

Mr. Leid recounted the timeline beginning in November 2012 with the announcement that the National Western Stock Show would remain in Denver and the Mayor's announcement in January 2013 of the creation of the NDCC to oversee six massive projects. An MOU was signed between the five partners; a feasibility study was completed and released in spring 2014; a roundup retreat was held to establish the vision and goals for the NWC as a 365 day/year destination; and then the work began on the master plan which will be released on December 18th.

Mr. Leid provided an overview of the locations, boundaries and plans for the NDCC six projects. He explained the site circulation and the use of baseline data to develop a parking management study for a holistic view, including proximity of other parking structures and transit stations. When the new arena opens, the coliseum site can be repurposed.

Mr. Leid explained nine phases have been identified and the critical start-up point will be when RTD begins construction in 2016 for the new transit station. A Finance and Governance Committee was created in May 2014 and will conclude its work with recommendations on funding options in early 2015. When asked about private development, Mr. Leid explained the plans are for a full build-out of the 270 acres and there will be limited opportunities for private development on either side of the complex.

Ms. Parsons described the programming, space utilization, and architectural design of the CSU building that was designed by CSU's internal architecture team. She introduced Jocelyn Hittle, CSU Director of Denver Operational Initiatives, who is working on the NWC.

When asked about CSU's costs, Ms. Parsons responded that, once the phasing plan has been completed, the campus team will start working on the business plan to make the programs financially feasible. President Frank added that the equine and sports medicine and rehabilitation facility is envisioned as a cost-neutral operation with user fees. Faculty and students are being creative in planning for the scholarship aspects of education and engagement. Mr. Leid explained one idea being considered is how to get the partners to the site early to test program ideas.

CSU Master Plan: Ms. Parsons explained the presentation will provide an overview of the master planning process and content with the intent to bring the full master plan to the Board at the February meeting. The master plan is quite comprehensive and extra time is being devoted this year since it will be presented for CCHE approval which is needed every ten years in accordance with state statute. The

university's mission and role guide the development of the campus. There is a 21-member master plan committee composed of a variety of stakeholders. Input is also sought from the campus and community with 150 campus and community master plan outreach events since January 2012. The master plan is composed of sub-area and system plans and is a living document that is flexible in order to take advantages of new opportunities and to address additional challenges.

Ms. Parsons reviewed the assumptions and key issues for the primary plans for the Main Campus, the Foothills Campus and the South Campus. All of the Master Plan information is available online on the CSU's Facilities website. Prior to the in-depth review in February, input is welcomed and a tour of the campuses can be provided for the Board members.

Executive Session: General Counsel Nosler indicated that an executive session to discuss the Denver South initiative was not needed since there were no new developments to report.

Approval of Oil and Gas Lease: Kathleen Henry, President/CEO, CSURF, explained the lease is for rights to explore minerals and to drill and produce. When asked about revenue sharing and working leases Ms. Henry responded that negotiations are occurring. President Frank added that consultants provide advice and the action item authorizes President Frank to sign the documents when necessary and appropriate. **Motion/Action:** Governor Johnson moved to approve. The motion was seconded and unanimously approved.

Chair Horrell reminded the Board that the afternoon's stadium presentation, public comment and discussion would be held in the second floor atrium at 475 17th Street. The meeting then recessed for lunch at 11:22 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING (continued)
CSU Denver Center, 475 17th Street, 2nd Floor Atrium, Denver, Colorado
December 5, 2014**

CALL TO ORDER

Chair Dorothy Horrell called the meeting to order at 12:00 p.m.

ROLL

Governors present: Dorothy Horrell, Chair; William Mosher, Vice Chair; Joseph Zimlich; Treasurer; Scott Johnson, Secretary; Dennis Flores; Mark Gustafson; Demetri “Rico” Munn; Jane Robbe Rhodes; Nancy Tuor; Samantha Guinn, Student Representative, CSU; Brad Schiffelbein, Student Representative, CSU-Global Campus; Timothy Zercher, Student Representative, CSU-Pueblo; Michael Mincic, Faculty Representative, CSU-Pueblo.

Administrators present: Michael Martin, Chancellor, CSU System; Tony Frank, President, CSU; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Allison Horn, Director of Internal Auditing, CSU System; Michael Nosler, General Counsel, CSU System; Rich Schweigert, Chief Financial Officer, CSU System.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Guests present: Darren Atteberry, City Manager, City of Fort Collins; Martin Carcasson, Director, Center for Public Deliberation; Susan LaRue, Professor, Environmental & Radiological Health Sciences, CSU; Katharine Leigh, Professor, Design & Merchandising, CSU; Bob McCluskey; Tom Milligan, CSU Vice President for External Affairs; Amy Parsons, CSU Vice President of University Operations; Tim Romani, CEO, ICON; Kevin Unger, President and CEO of Poudre Valley Hospital and Medical Center of the Rockies.

STADIUM PRESENTATION

Chair Horrell reconvened the meeting; recounted the work undertaken by the Board during the past two days; and reviewed the afternoon’s agenda. The meeting was being livestreamed on the CSU website and the City of Fort Collins television station. President Frank was asked for his report.

Background and Process: President Frank remarked on the significant amount of time devoted to the stadium topic and that, regardless of any outcome, the university will continue its land-grant mission as established 144 years ago to discover knowledge and teach for the benefit of society. He recounted progress that has been made with student success, research, philanthropy, physical infrastructure, and the financial foundation with every component of the financial index strengthened. The stadium deliberations began in early 2012 with the establishment of the Stadium Advisory Committee (SAC). Amy Parsons, CSU Vice President of University Operations and co-chair of SAC, was asked to recap the committee’s work.

Ms. Parsons explained the committee composition, the charge to evaluate the feasibility of building an on-campus stadium, and the assessment process through four subcommittees. The SAC determined

construction of an on-campus, multi-use, year-round facility was feasible. The recommended site offers adequate space; relatively low impact for the university; an improved southern gateway to the campus; and further integration of the core of the campus around the student centers. The impact to PERC has been explored and a collaborative vision has been reached on how to address that impact in a positive manner. The feasibility report was presented to President Frank in August 2012.

President Frank commented that equally critical to location and other issues was the financing. From the beginning, the intent has been to not use tuition, fees or state support with no impact to the general fund. A study was commissioned from CSL and later reviewed by Entertainment and Culture Advisors (ECA). The project manager, ICON Venue Group, was critical to evaluating the study. President Frank asked Tim Romani, CEO, ICON, for his comments.

Mr. Romani commented on the expertise of ICON that has overseen 30 stadium and arena projects around the world including the Broncos stadium. After submitting a proposal, ICON was selected to evaluate the feasibility analysis utilizing a range of experts. The analysis included market analysis and revenue projections; traffic and parking; construction costs modeling; and development of a budget and schedule.

The market analysis and revenue forecasting evaluated all stadium naming and sponsorship elements, premium seating, ticket sales and concessions, and put the data into quantification models benchmarked against peer programs in the Mountain West and nationally. Historical sales were analyzed and comprehensive market studies were conducted. ICON was instructed to be conservative. Three operating models – a base model, conservative (low) and optimistic (high) – were developed. The data was then analyzed by CSU and the CSU System to calculate a financing range.

Project Development Plans (PDPs) were generated through more than 2,000 pages of analysis and an optimal site was identified. During the schematic design and design development, different options were explored for scaling the project for flexibility with all the core elements. There are differences in the current environment from when the study was done in 2012, both in terms of cost and the success of the football team. Mr. Romani concluded that with all the studies, multiple program designs and conservative revenue projections, the \$220 million project with 36,000 seats is well conceived and ready to be executed.

President Frank commented on how the issue from the beginning engendered strong emotions and rapidly became polarized. The CSU Center for Public Deliberation (CPD) was engaged to assist in the process. President Frank asked Dr. Martin Carcasson, Director for the CSU Center for Public Deliberation, to provide an overview of the CPD's involvement.

Dr. Carcasson explained the CPD is an impartial resource that assists community organizations in dealing with difficult issues. The CPD's involvement began in January 2012 and concluded with a final report in August 2012. The CPD's role was to engage stakeholders and to summarize the views. Numerous opportunities were provided for comment, both online and face-to-face. Surveys were distributed and provided online with 2,000 responses. Public talk about the stadium from multiple additional sources was also analyzed. Dr. Carcasson observed that while successful in mapping the issue, the CPD was unsuccessful in moving the debate from a polarized debate to more robust deliberations.

President Frank reported that, after review of all data, the recommendation was made to the Board in October 2012 to proceed during the next two years to secure financing for a new on-campus, multi-use stadium facility with 50% of funds raised philanthropically and the remaining 50% through revenue bonds. In October 2013, the Board authorized entering into the design development phase with active engagement of the community. A Community Design Development Advisory Committee (CDDAC) was created and chaired by former Fort Collins City Councilman and state representative Bob McCluskey.

Mr. McCluskey explained the charge to the CDDAC was to provide an opportunity for the community to learn about the preliminary design development and provide feedback to encourage a high quality project; to identify potential concerns including parking, traffic, noise and other impacts; to find workable solutions to address the needs of the community at-large; and to foster transparency and communication between the university, the city and the surrounding neighborhoods. The committee was composed of 17 members from various stakeholder groups and met seven times during the process. All meetings were open to the public and the city televised most of the committee meetings.

The CDDAC also hosted a public listening session and developed a list of comments and recommendations. Mr. McCluskey highlighted recommendations for design elements; parking and traffic; noise; lighting; pedestrian and bicycle traffic; event data management; and community relations. When asked about follow-up on the recommendations, President Frank explained the CDDAC completed their work concurrently with the design development work. The recommendations will be revisited if the decision is made to move forward with construction documents.

President Frank reported the results of the two-year fundraising period failed to reach the 50% mark and, at the October 2014 meeting, the Board approved the recommendation to allow President Frank to evaluate four primary options. To assist with the evaluation, two committees were created. The Community Leadership Committee was composed of community representatives and chaired by Kevin Unger. The Campus Leadership Committee was composed of faculty and student representatives and chaired by Drs. Katharine Leigh and Susan LaRue.

Mr. Unger explained the Community Leadership Committee analyzed the pros and cons of each of the four options, and also considered recommendations and concerns presented by other groups such as SOS Hughes. The committee toured Hughes stadium to evaluate the infrastructure and evaluated the options from a growth and development perspective to increase enrollment and expand the academic mission. Based on the numerous infrastructure challenges, the committee did not recommend options 1 and 2 for the renovation of Hughes Stadium.

The committee debated the two on-campus options and recommended moving forward with an on-campus facility that would provide marketing opportunities as well as reconnecting alumni with the campus. The committee did not feel it had the knowledge or expertise to make a recommendation on the financing which should be determined by the Board. The committee had concerns on the scaled-back version and recommended the project be focused on the future with the full project completed if undertaken. The committee also had many of the same concerns on neighborhood impacts and recommended diligence in addressing those impacts.

Dr. LaRue explained the process utilized by the Campus Leadership Committee included reviewing several data sets with access to key personnel to assist with the knowledge collection phase. The committee then met in private in order to allow for candid and sometimes heated discussions. A strategy to evaluate each of the four options was developed and a document was created to report the findings. Each committee member contributed to the discussion and the writing of the document with the committee unanimous in the conclusions.

Dr. Leigh explained her role in synthesizing the comments from each committee member. The committee spent a lot of time on options 1 and 2, given the emotion associated with Hughes Stadium, and concluded neither of these two options was viable given the potential negative impact on the general fund. The committee then evaluated options 3 and 4. The committee supported option 3 and had concerns on control with option 4. The committee extensively discussed traffic planning and concluded the on-campus stadium would provide opportunities to bring alumni and visitors to the main campus.

Dr. Leigh noted the improvements, both scholastically and socially, that have occurred with changes that have been made to the physical campus. Gender equity is important and the new facility should be referred to as an athletic, not football, stadium with women's sports as important as men's sports. She further noted that the new stadium reflects the entrepreneurial spirit of the future of the campus. The most important consideration is the structure should be responsive to the needs of the students. Dr. Leigh expressed the committee's support for President Frank's ideas and vision.

President Frank explained formal opinions were also solicited from CSU Facilities and the CSU Athletic Department and those recommendations are posted on the stadium website with the other reports.

President Frank commented on how throughout the process one of the most consistent concerns voiced by the opposition was he and CSU in general were not listening to their input. He remarked on the difference between not hearing as opposed to listening but not arriving at the same conclusions. President Frank reiterated his commitment to open and transparent processes and asked Tom Milligan, CSU Vice President for External Affairs, to comment from the overall approach as a public institution.

Mr. Milligan commented on how the process was not a communications or marketing campaign to reach a desired outcome. The university was committed to being open and transparent to obtain the necessary information to make an informed recommendation and to assist the Board with its decision. From the beginning, multiple media channels were utilized to collect and share information with ample opportunities to share insights or opinions. Livestreaming was used from the beginning with the first SAC meeting and continued in multiple sites. More than 80 documents, including summaries and PowerPoint presentations, and links to SOS Hughes and Be Bold have been posted to the stadium website that has received over 86,000 page views.

Assumptions: President Frank summarized the assumptions in his November 29, 2014, report to the Board. An appropriately sized, multi-use stadium facility remains a good investment for the future of CSU. CSU is committed to working with the City of Fort Collins and the surrounding neighborhoods to mitigate impacts and to be responsible for its fair share of infrastructure improvements. No matter the issue, i.e., parking, transportation, housing, law enforcement, long-term planning, etc., the collaboration and relationship with the City of Fort Collins is critical. On December 2, 2014, the Fort Collins City Council passed a resolution and Darren Atteberry, City Manager for Fort Collins, was asked for his remarks.

Mr. Atteberry remarked on the positive, long history of the town-gown relationship between CSU and Fort Collins; the identity of Fort Collins as a university town; his respect for President Frank as a collaborator; and the role and decision-making authority of CSU. The stadium issue has been divisive with opponents pressuring the City Council to take a position of opposition which the City declined to do. The resolution passed by City Council recognized the need to develop an intergovernmental agreement with CSU to address issues to protect the community character of the surrounding neighborhoods.

On behalf of the Mayor, City Council and Fort Collins community, Mr. Atteberry asked that there be a genuine civic engagement process and full mitigation of the stadium impacts on the community. When asked about mitigation costs in the financial projections, President Frank explained how the costs were factored in and joint working teams of university and city staff will be established.

Risk Analysis: President Frank remarked his greatest responsibilities are to ensure the long-term future of the university and to protect the general fund for academic purposes. The most important question on whether to move forward with the project is the financial risks. The standard set for the stadium project is that it would have no impact on the general fund. Options 1 and 2 are not viable against that standard.

There are no existing examples of a traditional P3 partnership for a university stadium and no existing proposals for the CSU project; therefore, the recommendation is not to move forward with option 4. With option 3, the original target for 50% philanthropy was not met. The CSL study was re-analyzed with various scenarios, from the low to high base and a hybrid in between, with attendance a key aspect with a 27,000 low base and a mix of seating options. Since 1994, during winning seasons the average attendance has been 29,900. The CSL study was reviewed by ECA for a methodology review and concluded that the CSL report was an appropriately-based study.

President Frank reviewed the impact of a single bond issuance of \$195 million to \$220 million in the context of the overall university budget of \$952 million and current total annual debt service payments. He then reviewed a comparative financing illustration for the base, hybrid and low revenue scenarios in terms of a smaller scaled-back stadium and the larger project. With the non-general fund sources available as buffers, even in the worst case scenario, there should be no risks to the general fund. The university just came through a period of significant losses in annual state funding and in spite of that, increased every significant outcome parameter of the institution. President Frank noted that the idea that this project puts at risk the fiscal health of the university or at risk for shutting down programs or slowing growth of programs is inaccurate.

Conclusion: President Frank opined that a CSU-owned and operated facility can be obtained with minimal changes to the full scope \$220 million project that meets the fiscal standard that was established. The risks are more than adequately buffered by non-general fund resources and such a facility is in the best long-term interest of the university.

Recommendations: President Frank recommended approval of the construction of a new multi-use stadium located on Colorado State University's main campus; that President Frank be authorized to return to the Board with both the final program plan and a plan of finance in accordance with both state and Board policies; and President Frank be authorized to select a scope of plan and financing option that meet the standard of minimizing any negative impact to the general fund.

PUBLIC COMMENT

Chair Horrell reiterated that two hours were allocated for public comment. There were two sign-up sheets – one for proponents and one for opposition – and there was an even number of people signed up for both sides of the issue. She recounted how the Board had 100+ pages of correspondence in the December meeting materials on the issue. The process has been very robust and open, and the Board was appreciative of the input to assist with its consideration of the matter. The public comment process would be to alternate between the two lists, beginning with the proponents, with each person allotted three minutes for comment.

The following individuals addressed the Board: Dick Robinson, Louis Scharf, Larry Kendall, Jean Yule, Pat Brady, Chris Marshall, Patrick O'Keefe, Mike Pruznick, Linda Cates, Tom Linnell, Joel Dreessen, Dick Livingston, Kim Hughes, Mel Hilgenberg, Joe Bohling, John Yule, Kittie Hook, Bob Vangermeersch, Al Hornung, David May, Frank Johnson, Ben Morgan, Sally Lee, Dennis Brust, Jay Clark, Linda Vrooman, Stan Hornung, Emma Vakili, Tyler Shannon, Bob Vrooman, Corey Helm, Liz Pruessner, Rick Miller.

Following public comment and a five-minute recess, Chair Horrell reconvened the meeting and asked Governor Mincic, Faculty Representative, CSU-Pueblo, for his comments. Governor Mincic apologized for the necessity to leave and commented on how CSU is a Colorado and national treasure. He expressed

appreciation for the information that has been made available and commended the Board for being caring and conscientious in every decision made.

Chair Horrell then asked President Frank for any additional remarks based on the comments received. President Frank clarified that the statement made during public comment that the high and low base cases were relabeled was inaccurate. The base case has remained the same and the hybrid case is new and is an average. On the PERC greenhouses, the faculty submitted a letter suggesting the greenhouses be torn down and that new greenhouses be constructed in the proposed new location even if the decision is made to not move forward with the stadium.

Chair Horrell then asked for any additional questions or comments from the Board. In response to questions, President Frank explained the absolute worst case scenario would not present risks to the general fund based on the non-general fund buffers available and commented on the potential for philanthropic giving during the next 20 years. When asked about Hughes Stadium, President Frank commented that the Master Plan does not project a use for the 160 acres; the site is a long-term asset; and the Board will need to have careful discussions in the context of real estate policies. Any potential proceeds are factored in as a buffer and could potentially be applied to the cost of the new stadium.

BOARD DISCUSSION AND ACTION

Chair Horrell asked Governor Guinn, President of the Associated Students of CSU, for her comments. Governor Guinn commented that the university has outstanding leaders that are focused on the best, long-term interest of the institution. Following a brief delay due to the temporary loss of the livestreaming, Governor Guinn expressed appreciation for the opportunity to be part of the stadium discussion and noted she has diligently researched the issue.

Governor Guinn reported there was a recent student voice survey on the stadium issue, written to be unbiased, that was distributed to 2,500 undergraduate and 500 graduate students. Of the 862 respondents, 25.64% supported option 1; 44.78%, option 2; 13.46%, option 3 (phased); and 13.57%, option 4. There were 473 comments that included concerns on parking and traffic; that they do not attend the games at Hughes and would not attend games at an on-campus stadium; students liked the history of Hughes; and tuition should not be increased and tuition should not be used for athletics. Positive comments for an on-campus stadium were there would be more fans at the games; easier access; increased school spirit and visibility; and an opportunity to grow the student body. Governor Guinn reflected that, personally, she is a loyal Rams fan and could see the benefits of the new stadium.

Governor Schiffenbein, Student Representative, CSU-Global Campus, commented on how students may negatively view the construction process and have concerns about subsidizing the stadium with tuition. He supported the multi-use concept that includes other athletics, such as women's lacrosse, and encouraged referencing the facility on an equal, non-gender basis. Because the new stadium can positively impact the future of academics as well as athletics, Governor Schiffelbein supported the project. He remarked that, based on his experience on the Board, President Frank and the Board will act in the best interest of CSU and the CSU System.

Governor Bernasek, Faculty Representative, CSU, commented on the lack of support for the proposal among the faculty that may have resulted from some disjuncture where the question shifted from "can we do this" to "should we do this." She remarked on the legitimate differences in opinion; frustration by the faculty on the engagement process; salary challenges and diminishing numbers of tenure-track faculty; competition for funding; the need to balance academics and athletics; and concerns on deteriorating buildings on campus. She concluded noting that generally the faculty is supportive of President Frank and the positive achievements made under his leadership.

Governor Deemer, Faculty Representative, CSU-Global Campus, commented on the necessity to have the right program managers to keep the project in line with requirements and project scope. He expressed confidence that, with President Frank, there is strong leadership. The process has been well-structured and well-planned with factual information, open communication and transparency. While recognizing and respecting the concerns of the opposition, he expressed support for the on-campus stadium. Governor Deemer reflected on the richness and intellectual greatness of the campus environment and the enthusiasm that can be generated through tailgating and attendance at a football game.

Chancellor Martin recounted that, from his 40+ years of experience serving at five major land-grant universities, there is no conflict between great athletics and great academics; donors support athletics and academics equally; relationships developed with athletics can result in greater support for academics; and game day is special. Based on his observations, an on-campus stadium can benefit both academics and athletics; increase donor base and the number of students; connect alumni; and create a very special atmosphere. Chancellor Martin commented on his long association with President Frank who is a stellar university leader and who has approached this process from the perspective of what is in the best interest of CSU. The project can have a significant, positive impact and, should the Board decide to move forward with the project, Chancellor Martin will assist President Frank and his leadership team to be successful.

Governor Johnson thanked the opposition for their attendance, noting their presence provided an important balance to the process, and then stated his strong support for the on-campus stadium. He commented on the thoroughness and transparency of the process, and on his respect for President Frank and the management team. The benefits of the new stadium outweigh the costs and will provide greater student awareness; increased financial support; and a more positive campus atmosphere.

Governor Tuor remarked she was pleased that the larger audience had an opportunity to hear the thoughtful comments from the student and faculty representatives. As a new member, she was skeptical at first of the project, but has been impressed with the quality of the conversation and information presented. The assumptions for the project are very conservative and renovation of Hughes is not a reasonable option. While there are risks and the economic impact is unknown, a new on-campus stadium is the right action for the future of the campus. Community engagement, effective communication and mitigation are crucial and the Board will fulfill that responsibility.

Governor Flores commented on the extensive and deliberative process during the past 2.5+ years and his confidence in the financial analysis and President Frank. He indicated he supports the new stadium that will engage students differently; help recruitment; and be a marketing tool for the CSU brand.

Governor Robbe Rhodes expressed appreciation for the conservative approach. The new stadium would increase philanthropic efforts and provide other opportunities to bring people to the campus. As a CSU alum, a parent of a current CSU student, and the owner of a tailgating business, she was excited about the community benefits. Governor Robbe Rhodes indicated her support for the new stadium.

Governor Zimlich remarked on his respect for President Frank's leadership and judgment, and that President Frank presented a compelling vision for the tremendous impacts of the new on-campus. After thoroughly analyzing the information, he has concerns about the risk that students may bear the ultimate burden of the level of debt for the stadium at a time when students have been paying more with higher tuition and fees. As a result of these concerns, he would not be voting in support of the recommendation.

Governor Gustafson thanked the opposition for keeping the Board on task. He reflected on how seriously the Board analyzed the information and recognized the importance of the decision. Important issues are: what is the best for the long-term growth of the university; how is the risk to students reduced; and how is

the general fund protected. Based on his analysis, he concurred that a new stadium needed to be built and should be built on-campus.

Governor Munn added his appreciation for all those involved. He has read the extensive amount of information provided and there have been numerous opportunities for commentary, including an extensive session at the recent October meeting. While there are risks in projecting for the future, Governor Munn discounted the assumption that the monetary impact was not measured accurately since there were studies completed by experts with different scenarios which the Board has thoroughly reviewed. There has been commentary that the people of Fort Collins are not supportive of the stadium and the Board has factored in those concerns. However, CSU is a state institution and, as such, the decision should be based in the context of what is best for the citizens of Colorado.

Governor Munn rejected the argument that big time college sports have little or no place in an academic institution, particularly a land-grant institution. Historically, the academy has been about the pursuit of excellence in humanity which includes physical excellence and, for persons of color, this is often an opportunity to make a strong connection to the academy. Based upon the Morrill Act, land-grant institutions are about the transition from the theoretical side to the practical side of the academy. Athletics provide an opportunity to enhance the academic side. Governor Munn indicated he would support building an on-campus stadium.

Vice Chair Mosher commented on the long history of CSU and remarked that the question for him is not if it could be done, but whether it should be done. As stewards of the university, the Board spends time on the issues of excellence in academics; student success; affordability of education; financial sustainability; and transformation and change. With stadiums all over the world, Vice Chair Mosher commented on the importance of gathering places to the sense of community. The new stadium would be a gathering place to share community, competition and excellence in human accomplishment in the physical realm of athletics. While he has never played football, athletics provided him the opportunity to receive a college education and provided experiences through which he gained self-esteem, camaraderie and friendships.

On funding competition for academics vs. athletics, while respectful of the position of the CSU faculty, Vice Chair remarked on how the stadium would generate revenue. If the stadium were not built, there would not be funding from this endeavor that could be shifted to faculty salaries or for academic buildings. He noted that financial sustainability is important. However, there is no way the Board or the CSU leadership can totally eliminate financial risks on such a project and there would be greater risks by investing in Hughes Stadium. The analysis has been professional and the scenarios in the low and hybrid cases are very conservative. With competition for students and educational resources, marketing is a key factor. A new on-campus stadium will provide opportunities for alumni to reconnect to academic programs and for increased financial support. The timing to build a new facility is good with interest rates at a historically low rate.

Vice Chair Mosher supported the new stadium and pledged to ensure the stadium was well designed with fair mitigation, community outreach, and a focus on the consumer and student experience in a quality facility that is financially feasible. He expressed his support of President Frank, the CSU management team, and the consulting firm.

Chair Horrell expressed her appreciation for the diligence of the Board in its stewardship and commended President Frank and his leadership team for a thoughtful, inclusive process. As a three-time CSU alum and with 30 years of working in academia, her approach to the decision is from a values base. CSU is committed to the important value of quality, accessible education. The expertise of the other Board members and President Frank has been valuable in understanding the stadium issue. The Board is not just financial stewards, but also the stewards of the mission of CSU as a land-grant institution. The land-grant

mission is anchored in research, teaching and learning, and in service, and athletics is part of the total academic experience.

While not all risks can be eliminated, she concluded that the risk of not moving forward is greater than the risks of moving forward with the stadium. If approved, the next steps will be for President Frank to return with a plan of finance and a scope of the project. Mitigation of impacts to the extent possible and reconnecting with the community will be part of the process.

Chair Horrell read the matter for action to approve President Frank's recommendation to move forward with the planning, development, financing and construction of an on-campus, multi-use stadium facility at Colorado State University as set forth in President Frank's report and memorandum dated November 29, 2014. Further the Board authorizes President Frank to take all actions necessary to accomplish this project with periodic progress reports to be provided to the Board and he would return to the Board with a finance plan and scope of project. Hearing no further discussion, Chair Horrell called the question.

Motion/Action: Governor Johnson moved to approve, Governor Munn seconded, and the motion carried with eight in favor, no opposed, and one abstention. A written resolution was duly signed by the Secretary of the Board.

Chair Horrell reminded the Board that the next meeting would be in February at CSU-Global Campus. With no further business to come before the Board, the meeting was adjourned at 4:30 p.m.

Section 10

Executive Session

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Section 11

Presidents' Reports and Campus Updates



Increase Degree Attainment and Stakeholder Engagement

- CSU-Global leadership participated in the Buckley Air Force Base January *Leadership Roundtable* event. The event featured leadership topics shared with the men and women of the government and military forces to help support their need for lifelong learning and career development.
- On Saturday, January 24, CSU-Global hosted its first alumni social event for its graduates in Colorado. The event was planned to coincide with the university's participation in the *ABC7 New Year New Year Expo* at the Colorado Mills Mall. CSU-Global hopes to leverage its success of the inaugural event as it works to support its growing alumni network.
- CSU-Global was ranked #7 in the nation for Best Online Bachelor's degrees in the 2015 U.S. News and World Report. The university was also ranked 53rd in Best Online Business Graduate Programs, up from # 82 in 2014. The annual institutional rankings provided by U.S. News & World Report were calculated by a number of weighted factors including student engagement, faculty credentials, student services and resources, and student outcomes.

Improve Student Success

- CSU-Global participated in the January *Hiring Our Heroes* event at the Pepsi Center to provide veterans, transitioning service members and spouses with the opportunity to participate in an employment workshop on job search practices, attend one-on-one mentoring assistance with resumes and interviewing techniques, and connect with employers that are actively seeking to hire.
- As the university continues to expand and evolve, the department of Student Success has been restructured to include activities for both student entry into CSU-Global courses and for students who later encounter academic issues. The new structure is intended to enhance the university's focus on student retention as the department personnel will have the opportunity to experience the full student lifecycle while identifying ways and tools to improve student readiness and degree completion success.

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Enhance Access and Reduce Attainment Gaps through Academic Excellence

- As a participant in the Lumina Foundation's *Completion Colleges Design Convening* January meeting, CSU-Global leadership has provided insight into its enrollment agreement process and transparency principles. CSU-Global will continue to participate in the group that meets through June as it helps to collaboratively build a nationwide framework to facilitate successful nontraditional learner bachelor degree completion.
- CSU-Global's teaching and learning faculty have completed their work on the alternative teacher licensure program. The program is designed to recruit and prepare aspiring secondary math and science teachers in states which have shortages of math and science teachers including Alabama, Alaska, California, Colorado, Florida (Biology), Hawaii, Indiana, Maine, Maryland, Nebraska, New Jersey, South Carolina, South Dakota, Tennessee, Wisconsin, and Wyoming (Science). The program is designed to facilitate student success by bridging academic coursework with realistic experience in k-12 classrooms through a comprehensive, year-long co-requisite internship requirement.

Promote Affordability and Efficiency

- CSU-Global has been accepted into the U.S. Department of Education's Experimental Program for alternative credit options for bachelor's degree completion. Through its participation in the Program, CSU-Global will contribute to the Department, student outcome data from its Prior Learning and Competency-based course options as it is also able to authorize Federal funds for the alternatives. CSU-Global PLA and CBE course options provide students with new pathways to reduce the cost and time towards bachelor's degree completion.
- Under the authority of CSU-Pueblo, CSU-Global has launched the online version of its B.S. in Construction Management degree program. The CSU-Pueblo program combines the art and science of building technology with essential principles of business, management, computer technology and leadership, with courses that include planning, scheduling, evaluation, construction resources and activities, and project forecasting.



Take Your Career in
Construction Management
to the Next Level

Earn Your Bachelor's Degree Online with Colorado State University Pueblo-Online.

Construction Management combines the art and science of building technology with essential principles of business, management, computer technology, and leadership.



Become an expert in:

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- Law
- Materials and Methods

Possible career options with a degree in Construction Management

- Construction Manager
- General Contractor
- Foreman
- Project Manager
- ...and more

\$82k Average Salary for Construction Managers



16% Job Growth (2012-2022)

*Bureau of Labor Statistics; Occupational Outlook Handbook, 2012

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Quality education taught by world-class instructors.



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COLORADO STATE UNIVERSITY – PUEBLO PRESIDENT’S REPORT

I. ACADEMIC EXCELLENCE

A. PLP students offer Ethics Conference

Each year, the junior class of the President’s Leadership Program at selects a project they believe will have a positive impact on the Pueblo community while teaching the individual students how to lead in a group setting. This year’s class has teamed with the Center for American Values to coordinate the inaugural Ethics Conference for Emerging Leaders in February as well as an essay contest for high school seniors offering a \$1,000 scholarship for the 2015-16 academic year. The conference will be held on February 6 at the Sangre de Cristo Arts Center and include speakers, leadership panel discussions, networking, and lunch. The conference is open to high school seniors or anyone who considers themselves an emerging leader. Panel discussions with proven community leaders will explore ethics as they relate to a variety of situations.

B. Nursing faculty selected for Leadership Program

Cathy Coram, visiting assistant professor of nursing, is one of 20 nurses selected to participate in the year-long 2015 Leadership Development Program for Simulation Educators. The program targets experienced simulation nurse educators who wish to assume a leadership role in simulation. During this year-long program, participants examine issues related to research in simulation, curricular integration, the role of simulation in inter professional education, and managing simulation activities within a school of nursing or a service setting. The program, which begins with a face-to-face meeting at the National League of Nursing Leadership Conference in February, continues with conference calls, webinars, and forum discussions throughout the year. Over the course of the year participants will examine key issues in the design, development, use, and integration of simulation in nursing education; discuss the simulation initiatives of major national and international organizations; work on a group project that creates or expands simulation content for the web-based Simulation Innovation Resource Center (SIRC); create a three-year focused career development plan; implement an individual plan for leadership development; and with an executive coach, explore leadership assessment instrument.

C. Teacher Education adds Endorsement Program

The Colorado Department of Education (CDE) recently approved a proposal by the Teacher Education Program to offer an endorsement program for Culturally and

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Linguistically Diverse (CLD) teaching license. CSU-Pueblo proposed the program in response to the newly updated standards for public school teachers to be certified in culturally and linguistically diverse education. Any certified teacher in the state of Colorado can now add the CLD endorsement to his/her license by taking a prescribed course of 24 credit hours offered by the teacher education Program at CSU Pueblo. Students at CSU-Pueblo can pursue this added endorsement at the undergraduate level, as a degree plus student, or as part of the M.Ed. program. This is an exciting development because the CSU Pueblo program is one of the first in the state to be approved. In addition, the Colorado Department of Education has indicated that the CSU Pueblo program will be used as one of the model programs in the state.

II. STUDENT ACCESS AND SUPPORT

A. DSF Earns COSI Grant

The Denver Scholarship Foundation (DSF) program is among the 28 initiatives across Colorado to receive a grant from the Colorado Opportunity Scholarship Initiative. The funds are aimed at supporting Colorado students – especially those from low-income and/or underrepresented backgrounds – on the path to and through college and into the workforce. The \$50,000 granted to CSU-Pueblo (out of \$3.4 million total) will help fund an advisor to help retain DSF students and provide academic and social support systems. The DSF program was one of eight featured during Lt Governor Joseph Garcia’s state-wide Colorado Completes! Tour. The CSU-Pueblo/DSF collaboration serves a primarily low-income population with 93 percent of the 2013-14 cohort of students considered Pell eligible, 85 percent first-generation, and 65 percent female.

B. College Goal Sunday

CSU-Pueblo will support the national initiative to help college students and their parents find money for college by helping them complete and submit the Free Application for Federal Student Aid (FAFSA) at the eighth annual College Goal Sunday on February 8. CSU-Pueblo will provide free, professional assistance filling out the FAFSA form, which is a crucial step in the college planning process. Students and parents will have an opportunity to talk to financial aid professionals about financial aid resources and how to apply as well as obtain information about state-wide student services, admission requirements, and more. Students are encouraged to submit their FAFSA as soon as possible after the first of the year to maximize their chances of receiving aid, because some funding is limited.

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III. DIVERSITY

A. Diversity Resource Center hosts annual MLK Breakfast

The Diversity Resource Center hosted the annual Martin Luther King breakfast on Jan. 19. Dr. Ryan Ross, also known as Doc Ross, was a first generation college student who now serves as the dean of student development and retention at the Community College of Denver and is the founder and CEO of Stirred Up Enterprises, a motivational speaking and educational consulting boutique. He has inspired youth and adults across the country to live bold, free, and to never settle on being good because they are destined to be great.

B. Student Veterans sponsor fundraiser for Honor Flight

The Student Veterans of America (SVA) Chapter at CSU-Pueblo will co-host a fundraising event on Feb. 7 to benefit Honor Flight of Southern Colorado, a non-profit organization which transports military heroes to Washington, D.C. to visit their war memorial, with a focus on World War II veterans and those veterans from any war who have a terminal illness. The group also pays tribute to veterans of the Korea and Vietnam Wars, followed by veterans of more current wars. Colorado Senator Leroy Garcia will serve as master of ceremonies.

IV. IMAGE BUILDING

A. Pack Earns Football Championship, #1 Final Ranking

After winning the 2014 NCAA Division II National Championship Dec. 20, the American Football Coaches Association pegged the CSU-Pueblo football team as the No. 1 team in the final AFCA Division II poll. CSU-Pueblo defeated then-No. 1 Minnesota State University, Mankato 13-0 at Sporting Park in Kansas City, Kan. The ThunderWolves finished the regular season with a program record 14-1 mark. The Pack earned their fourth consecutive Rocky Mountain Athletic Conference championship in 2014 with an 8-1 record to share the honor with Colorado School of Mines. The ThunderWolves entered their fourth straight NCAA Playoff appearance as the No. 2 seed in Super Region Four. After a first round bye, the Pack defeated No. 23 Angelo State University, 52-14. In the quarterfinals, CSU-Pueblo welcomed No. 9 Ohio Dominican University and used a fourth quarter punt return to record a 31-28 victory and advance to the NCAA Semifinals for the first time in program history and the first time a RMAC team had reached the semifinals in the NCAA Division II Playoffs. The Pack punched their ticket to the national championship game with a 10-7 victory versus No. 25 University of West Georgia. The ThunderWolves finished the season with a perfect 6-0 record against nationally ranked opponents.

V. COMMUNITY OUTREACH

A. 2014 Math Day Competition Results

The Department of Mathematics and Physics hosted their 37th annual Math Day this past fall on November 20, which included the Swanson and Math Bowl competitions. Nearly 100 students from 12 high schools and one middle school participated in Math Day activities, including Antonito, Crowley County, Coronado, Fountain-Ft. Carson, Harrison, Kim, Pine Creek, Pueblo Academy of Arts, Pueblo Central, Rocky Ford, Rye, Swallows Charter Academy, and Swink. In addition to participating in the competitions, students were able to visit engineering, physics and laboratories and demonstrations. The Math Bowl Competition requires two three-person teams to go head-to-head in a 15-minute race for points. Each team alternately is given a mathematical question and has 25 seconds to respond. Winning teams proceed through the bracket to the final round. The 2014 Math Bowl winner was Pine Creek High School.

B. Celebration of Champions

A Celebration of Champions was held for the NCAA Division II National Football Champion ThunderWolves on January 23, beginning with a parade down Pueblo's Union Ave., over the Historic Pueblo Riverwalk, to Memorial Hall and followed by a pep rally/ceremony. The pep rally included a State of Colorado proclamation, a variety of videos and congratulatory messages, and introductions of players and coaches. A block party/Fan Zone followed the ceremony and provided opportunities for photographs and autographs from players.

VI. RESOURCE MANAGEMENT

A. CSU–Pueblo Foundation adds Director Trustee

The CSU-Pueblo Foundation recently named Dr. Alex Romero to the board as a Director Trustee. Romero received his Bachelor of Science in chemistry and biology in 2000 from Colorado State University-Pueblo. Upon graduation from the University of Colorado medical school, he completed his residency in orthopedic surgery at the University of Illinois at Chicago and a sports medicine fellowship with the Santa Monica Medicine Group in Santa Monica, Calif. Professionally, Romero specializes in the in the arthroscopic treatment of athletic injuries and conditions of the shoulder, hip, and knee. Additionally, he is an officer in the U.S. Army Reserve and holds the rank of Major. He functions as an orthopedic surgeon for the Army and currently serves as a team physician

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for CSU-Pueblo athletes. Romero will be a valuable asset to the CSU-Pueblo Foundation board, bringing his passion for CSU-Pueblo and the Pueblo community to the board.

B. University Library launches *Civil War 150*

The University Library launched *Civil War 150*, a national traveling panel exhibition organized by the Gilder Lehrman Institute of American History in partnership with The Library of America. The project, *Civil War 150: Exploring the War and Its Meaning through the Words of Those Who Lived It*, has been made possible in part through a major grant from the National Endowment for the Humanities: Exploring the human endeavor. In conjunction with this exhibit, the Library hosted a Civil War living history event with participants from across the state and New Mexico. This event drew hundreds of visitors to the University and brought the Civil War to life through reenactments of military drills, firings of cannons, displays of food, clothing, weapons, music, and more.

VII. GRANTS and CONTRACTS – RECEIVED ONLY:

Student Support Services

Sponsor:	Colorado Commission on Higher Education
Principal Investigator:	Dr. Derek Lopez
Project Title:	COSI Advisor
Award Dates:	5/2015-5/2017
Amount:	\$50,000

University Total Received: **\$50,000**

POLICIES OF COLORADO STATE UNIVERSITY-PUEBLO

UNIVERSITY POLICY

Policy Title: EMAIL AND ELECTRONIC MASS COMMUNICATIONS POLICY	Policy ID #: Category: Information Technology Services Select a Category: Contact(s):
<input type="checkbox"/> Draft	<input type="checkbox"/> Final
<input type="checkbox"/> New Policy <input checked="" type="checkbox"/> Revision of Existing Policy	Effective Date:

POLICY PURPOSE

This policy provides the guidelines for using the email systems owned and/or controlled by Colorado State University-Pueblo and the use of electronic mass communications. CSU-Pueblo is the owner of the domain CSU-Pueblo.edu (formerly colostate-Pueblo.edu).

APPLICATION OF POLICY

This policy applies to all users of CSU-Pueblo email systems, including students, faculty, staff, administration and affiliates.

DEFINITIONS

1. Mass communication is any email or group of substantially similar emails sent in total to more than 50 addresses.
2. Distribution Groups are email groupings of specific campus constituent source types (i.e. student, faculty, adjunct faculty, classified staff, etc.).

POLICY STATEMENT

Colorado State University-Pueblo has placed certain limits on use of its email systems, including specific requirements regarding the use of such systems for mass communication to faculty, students, staff administration and affiliates. Mass communication is not intended for incidental use and is prohibited except for as stated within this policy. Any exception for mass communications must involve official University business and must be conducted in keeping with the policies and guidelines in place. Only the President of the University, or the President's

designee, and the University's Campus Safety Team along with the Pueblo County Sheriff's Office, may authorize a person to send a campus-wide email to all students, faculty, and staff. The limitation of mass communications is to help assure that systems are not overtaxed, and that these mass communications on the University's behalf are appropriate to serve the University's business needs. Use of the email system is not intended to create or constitute a public forum. Use of the email system by an employee, other than for incidental personal communication is considered use within the employee's official capacity.

A. Use of CSU-Pueblo Email

1. **Acceptable Use:** The use of the University email account is subject to the CSUS Board of Governors Policy 127, *Use of Digital Resources*, and CSU-Pueblo's *Acceptable Use Policy (AUP)*, and any other policies of the Board of Governors and CSU-Pueblo that are established now or may be in the future. CSU-Pueblo will enforce its policies and those of the Board of Governors. Use of the email system must always be ethical, reflect honesty, including academic honesty and may not be used to harass, intimidate or frighten, annoy, discriminate, or defame someone or violate any federal, state or local laws. Employees and/or students engaging in such use may have their access to University electronic systems curtailed or deactivated, and/or be subject to disciplinary measures pursuant to the appropriate policies and procedures. The University has the right to deactivate any persons CSU-Pueblo email account immediately for any safety or security reason, without notice.
2. **Personal Use:** Incidental personal use of a Colorado State University- Pueblo email account is permitted. Nonetheless, official University business remains the primary use for which these resources are provided; personal use of University email accounts and services must be incidental, and accomplished with prudence and discretion.
3. Colorado State University-Pueblo uses e-mail as one of the official means of communication with students, faculty and staff to keep them informed of important information such as financial aid and billing data; deadlines, events, and updates; and important campus news. Each person is issued an official csupueblo.edu e-mail account for use while he or she is enrolled or employed. The University shall send official communication to students, faculty, and staff by e-mail with the assumption that persons will receive, read and, if necessary, act in a timely manner based upon these e-mails. It is the responsibility of students and employees to access and maintain these accounts in accordance with this policy and other University policies including, but not limited to, the Acceptable Use Policy for Electronic Resources. Anyone who chooses to have their email forwarded to an unofficial e-mail address does so at their own risk. Colorado State University-Pueblo is not responsible for any e-mail beyond delivery to csupueblo.edu accounts. If a person is found to have violated this policy and their email account is deactivated, then it is that person's responsibility to obtain official communications.

4. The President must approve any mass email communications to the campus community. The President may delegate to anyone in writing the authority to send mass communications. Upon delegation to the Vice Presidents by the President, the Vice Presidents may select individuals within their area to send mass communications for routine communications of official University business only. The President has the final authority on all persons delegated to send mass communication emails and may withdraw this privilege at any time for any reason. The President's decision to withdraw such delegation is not reviewable and is final.
5. Distribution groups may be created within a department that are for less than 50 addresses and such group may be used within the department. A person may request approval to create a distribution group for that department that is more than 50 addresses, if reasonable, based on the number of addresses within the department. This request must be in writing and approved by the President or by the Vice President for that department if the President approves.

B. Confidentiality and Monitoring of Email Messages:

1. The contents of email messages sent or received by Colorado State University-Pueblo students, faculty and staff are generally intended to be confidential; meaning that the contents of any email message are intended to be shared only by its sender and recipients, and by any other people to whom the sender or recipients may disclose the contents of the message. Although the content of email messages is intended to be confidential, the fact that these messages occurred (i.e. were sent by whom, to whom, and when), is not.
2. Confidentiality of email message content cannot be guaranteed. For example, email messages can be saved indefinitely on receiving computer(s); copies made and forwarded to others electronically or on paper; systems may be "hacked" or accessed by unauthorized persons; and messages sent to nonexistent or incorrect addresses may be delivered to a system administrator or postmaster at an external site. In addition, emails may be required to be disclosed due to a Colorado Open Records Act request or a subpoena for court.
3. The contents of email messages are not routinely monitored by the University. However, the University may monitor email sent or received on its systems where required to prevent the continued use of email messages for illegal purposes or to meet externally imposed legal requirements. Further, routine maintenance of networking or computing systems may, in very rare cases, result in the contents of files and communications being seen by network, system, or other administrators.
4. Sharing one's email password with another is prohibited and can lead to violations of this policy and other policies of the institution.

RESPONSIBILITIES

Enforcement of this policy is done by bringing the violation to the attention of the President, the Chief Information Officer or the Vice Presidents, who in turn may enforce the policy or delegate the enforcement of the policy to the appropriate persons in coordination with the disciplinary procedures for students, faculty and staff.

RELATED LAWS, POLICIES & PROCEDURES

CSU-Pueblo Acceptable Use for Electronic Resources Policy

CSUS Use of Digital Resources Policy – Policy 127

Faculty Handbook

Student Code of Conduct

APPROVED:

COLORADO STATE UNIVERSITY-PUEBLO

By: _____
Lesley DiMare, President

Date: _____

POLICIES OF COLORADO STATE UNIVERSITY-PUEBLO

UNIVERSITY POLICY

Policy Title: ACCEPTABLE USE FOR ELECTRONIC RESOURCES POLICY	Policy ID #: Category: Information Technology Services Select a Category: Contact(s):
<input type="checkbox"/> Draft	<input type="checkbox"/> Final
<input type="checkbox"/> New Policy <input checked="" type="checkbox"/> Revision of Existing Policy	Effective Date:

POLICY PURPOSE

Computing and data systems, equipment and services at Colorado State University-Pueblo are valuable and limited resources that serve a large number and variety of Users. Misuse of these resources can result in loss of integrity, functionality, speed, bandwidth and reliability of the University's information systems, as well as violations of other laws and policies (such as those concerning conflicts of interest). The purpose of this policy is to establish what constitutes acceptable use of these resources in order to assure that they are available to everyone as needed for the University's business needs.

APPLICATION OF POLICY

This policy applies to all users of CSU-Pueblo email systems, including students, faculty, staff, administration and affiliates.

DEFINITIONS

"Resources" include, but are not limited to, University technology devices, servers, networks, storage devices and systems (including cloud storage), data, applications, installed software, and system credentials.

POLICY STATEMENT

All Users have the responsibility to make use of the Resources in an efficient, ethical, and legal manner. The Resources are meant to be used in a manner consistent with the instructional, research, and administrative objectives of the University community in general and with the purposes for which such Resources were provided. Access to the Resources is a privilege and imposes upon Users certain responsibilities and obligations, as further described in this policy. All users must agree in writing to comply with this policy prior to being given access to University electronic resources and may need to update such agreement from time to time based on changes to the policy.

POLICY PROVISIONS

1. Access to the Resources is granted subject to CSU System and university policies and local, state, and federal laws. Acceptable use is always ethical, reflects academic honesty, and shows restraint in the consumption of shared Resources. It demonstrates respect for intellectual property, protection of sensitive information, ownership of data, copyright laws, system security mechanisms, and an individual's rights to privacy and to freedom from intimidation and harassment. All activities inconsistent with these objectives are considered to be inappropriate and may jeopardize continued use of the Resources. The University will take action it deems necessary to protect the Resources from systems and events that threaten or degrade operations.
2. In consideration of being allowed to use the Resources, each User acknowledges and agrees to the following statements:
 - a. I will not use the Resources for any illegal activity or for any activity prohibited by this policy or the other policies referenced herein.
 - b. I will not use the Resources to infringe upon any copyright or other intellectual property rights of another. This pertains to all copyrighted material, including, but not limited to, written works, recorded music, photographs, video and software. I understand that I may be held personally liable for copyright infringement. (See References below for more information on copyright laws and policies).
 - c. I understand that I am responsible for my own misuse of the Resources, and misuse by others that I knowingly permit or enable (for example, by sharing my password). I agree to be responsible for all claims arising from my misuse of the Resources and shall indemnify and hold harmless the Board of Governors and the University from any costs, expenses or liabilities that might be asserted or imposed upon it or any of its officers, agents or affiliates as a result of such misuse.
 - d. I will avoid any action that interferes with the efficient operation of the Resources or impedes the flow of information necessary for academic or administrative operations of the University, and will immediately discontinue such activities once I become aware of its effects.
 - e. I will protect the Resources from unauthorized use and acknowledge that I am responsible for reasonably securing the Resources that have been assigned to me, including implementing such measures as outlined within the University's IT Security Policy and any related procedures and guidelines, as well as in federal and state regulations that may apply (such as FERPA or HIPAA). This also includes applying, in a timely manner, operating system and software patches, and implementing malware scanning that protects my computing device from unauthorized access. (Reference: IT Security Policy).
 - f. I will only use the Resources for their intended purposes. I will only access Resources that have been authorized for my use, or which are publically available.
 - g. I understand that the University retains all ownership rights to all its collective data. I acknowledge that, unless specifically authorized by a University official, copying University data to a personal device, storage location or any other media/network/resource which is beyond the University's direct control is prohibited.
 - h. I understand that incidental personal use of Resources (such as email, Internet access, fax machines, printers, and copiers) is permitted only when it conforms to this policy. "Incidental use" is use that is infrequent, does not interfere with the normal performance

of my duties or the duties of another, and does not unduly delay others' use or cause the university to incur costs. Such use is restricted to approved Users only and does not include family members or others not affiliated with the University.

- i. Storage of personal email messages, voice messages, files and documents on the University's Resources must be nominal so as not to burden the university's servers and other storage devices.
3. Examples of Inappropriate Conduct Using University Resources:
Conduct which violates this policy includes, but is not limited to:
- a. Accessing another person's computer, computer account, files, or data without permission.
 - b. Giving my username and password to someone else, even temporarily.
 - c. Using the campus network to gain unauthorized access to any computer system.
 - d. Using any means to decode or otherwise obtain restricted passwords or access control information.
 - e. Attempting to circumvent or subvert system or network security measures. Examples include creating or running programs that are designed to identify security loopholes, to decrypt intentionally secured data, or to gain unauthorized access to any system.
 - f. Engaging in any activity that might be purposefully harmful to systems or to any information stored thereon, such as creating or propagating viruses, disrupting services, damaging files or making unauthorized modifications to university data.
 - g. Performing any act, intentionally or otherwise, that will interfere with the normal operation of computers, peripherals, or networks.
 - h. Making or using illegal copies of copyrighted software, storing such copies on university systems, or transmitting them over university networks.
 - i. Harassing or intimidating others via email, social media, news groups or Web pages.
 - j. Initiating or propagating electronic chain letters.
 - k. Initiating or facilitating in any way mass unsolicited or unofficial electronic mailing (e.g., "spamming", "flooding", or "bombing").
 - l. Forging the identity of a User or Resource in an electronic communication.
 - m. Saturating network or a Resource to the exclusion of another's use, for example, overloading the network with traffic such as emails or legitimate (file backup or archive) or malicious (denial of service attack) activities.
 - n. Using the University's systems or networks for personal gain; for example, by selling access to your PID or to university systems or networks, or by performing work for profit with university resources in a manner not authorized by the University.
 - o. Engaging in any other activity that does not comply with the general principles presented above or are a violation of any other policies of the University and the Board of Governors.

I acknowledge that the Acceptable Use Policy (AUP) will change from time to time depending upon the needs of the University. I understand that I am responsible for reviewing the official version of the AUP from time to time to be sure I understand what is acceptable.

RESPONSIBILITIES

The University considers violations of acceptable use principles or guidelines to be serious offenses. The University will take such action it deems necessary to copy and examine any files or information resident on university systems allegedly related to unacceptable use, and to protect its network from systems and events that threaten or degrade operations. Violations may be referred to the appropriate University entity for discipline.

In the case of major infractions, for example those that impair others' ability to use networking and computing resources, those that are a safety or security concern, or whenever necessary to protect Resources, the University may immediately restrict systems or network access as it deems necessary to mitigate such activities.

Enforcement of this policy is done by bringing the violation to the attention of the President, the Chief Information Officer or the Vice Presidents, who in turn may enforce the policy or delegate the enforcement of the policy to the appropriate persons in coordination with the disciplinary procedures for students, faculty and staff.

RELATED LAWS, POLICIES & PROCEDURES

CSU-Pueblo Email and Electronic Mass Communications Policy
 CSUS Use of Digital Resources Policy – Policy 127
 Faculty Handbook
 Student Code of Conduct
 AUP form

APPROVED:

COLORADO STATE UNIVERSITY-PUEBLO

By: _____
 Lesley DiMare, President

Date: _____

COLORADO STATE UNIVERSITY PRESIDENT'S REPORT

Board of Governors of the Colorado State University System
February 6, 2015

I. TEACHING AND LEARNING: ASSURE EXCELLENCE IN ACADEMIC PROGRAMS

A. Record \$42.5 million gift to propel regenerative medicine

Philanthropists John and Leslie Malone, fascinated by the healing power of stem cells, on Dec. 29 committed a record \$42.5 million gift to Colorado State University to develop regenerative medical therapies for animals and people. It is the largest cash gift in university history. The donation will launch the CSU Institute for Biologic Translational Therapies to investigate next-generation remedies based on living cells and their products, including patient-derived stem cells, to treat musculoskeletal disease and other ailments. The new institute will be unique in its focus on developing regenerative treatments from inception in the laboratory setting, through clinical trials, to commercialization of new technologies.

B. NCAA Honors CSU for Efforts to Increase Diversity, Inclusion

CSU's efforts to increase diversity and foster an environment of inclusion were recognized Jan. 16 when the NCAA presented President Tony Frank with the NCAA and Minority Opportunities Athletic Association's Award for Diversity. The award, first presented two years ago, was presented by NCAA President Mark Emmert during a ceremony at the annual NCAA Convention in Washington D.C. The award celebrates colleges or athletics conferences that embrace diversity and inclusion initiatives in ways that may include hiring practices, programming activities, professional development and community service. CSU has created several programs that center on educating student-athletes and staff about the benefits of inclusion, including the John Mosely Leadership Program to serve underrepresented and underserved student-athletes by engaging them in a structured, multi-level mentoring program, and Council for Diversity and Inclusion to discuss issues and strategies that address diversity and inclusion needs among student-athletes, coaches, and athletics staff.

C. Professor lands national honor for tuberculosis research

Colorado State University Professor Ian Orme on Nov. 24 was announced as a Fellow of the prestigious American Association for the Advancement of Science. Orme is now among 23 current AAAS Fellows from CSU. Orme, a University Distinguished Professor and member of CSU's Department of Microbiology, Immunology and Pathology, was also recognized by the AAAS for his groundbreaking work on vaccines and drugs for tuberculosis. He was the first to show the activity of rifabutin, which is now used to treat TB-like infections in AIDS patients, and he performed significant pre-clinical studies on the new drug bedaquiline, including showing that the therapy could reduce treatment times dramatically. In 2013, bedaquiline became the first TB drug approved by the Food and Drug Administration in four decades. In 1998, Orme co-

founded CSU's Mycobacteria Research Laboratories, which has grown to include more than 150 research personnel. It is located in one of the most secure laboratories of its kind in the world, where researchers can work with some of the most virulent types of tuberculosis.

D. Professor Honored for Pioneering Work in the Psychology of Growing Old

Manfred Diehl, a professor in the Department of Human Development and Family Studies at Colorado State University, received on Dec. 18 the Humboldt Research Award from the Alexander von Humboldt Foundation, one of the oldest and most prestigious science foundations in Europe. He plans to use most of the \$78,000 award to spend six months in Germany during 2015, conducting research at the Ruprecht-Karls University in Heidelberg, the German Center of Gerontology in Berlin, and the University of Erlangen-Nuremberg. Most recently, he and his German research collaborator Hans-Werner Wahl, who nominated Diehl for the Humboldt award, have developed a tool for measuring people's perceptions of their age and age-related changes. Their cutting-edge work is demonstrating that a targeted educational program can improve middle-aged and older adults' negative views on aging and can help people form new positive habits, such as engaging in regular exercise or committing to healthy eating.

E. CSU and Denver Broncos Partner to Create the Denver Broncos Institute

The Denver Broncos and Colorado State University on Dec. 15 announced the creation of The Denver Broncos Sports Management Institute. This unique program debuted this spring by offering three courses to select CSU undergraduate students. The classes will count toward a newly developed minor in sports management at Colorado State, pending Faculty Council approval. Students will benefit from a variety of course offerings developed by Colorado State faculty and take part in hands-on experiences and opportunities with the Denver Broncos organization. The program will include internships with the Broncos, guest lectures from management, and case studies developed in coordination with the team.

F. 1,880 Fall 2014 Graduates Celebrated

Colorado State University conferred degrees on fall 2014 graduates at commencement ceremonies Dec. 19-20. College ceremonies and an Army ROTC commissioning recognized 1,426 undergraduate and 454 graduate students, including 71 doctoral students and six Army ROTC Commissionees. Ten students are candidates for distinction as summa cum laude, 29 as magna cum laude, and 68 as cum laude.

G. One-of-a-kind master's program focuses on assisted reproductive technologies

Colorado State University recently launched the nation's first professional degree program focused on helping both livestock and people achieve healthy pregnancies. The one-year Master of Science in Biomedical Sciences in assisted reproductive technologies program awards master's degrees and gives students additional education to prepare for careers, doctoral work, and entrance to medical or veterinary school. The program, called MSpro-ART, is offered in response to industry demand for professionals trained in such techniques for humans and animals.

II. TEACHING AND LEARNING: INTEGRATE ACADEMIC AND CO-CURRICULAR EXPERIENCES

A. Gustafson Gallery Unveils FGI Pop Art Fashion Show

Colorado State's student chapter of Fashion Group International (FGI) kicked off "FGI Pop Art Fashion Show: Gallery Exhibition" Dec. 5, featuring the best looks from the FGI Recycled Fall Fashion Show. The exhibition will be open until April 10. The student chapter of FGI, located in the Department of Design and Merchandising in the College of Health and Human Sciences, held its annual recycled fashion show on Nov. 15: "Pop Couture: Off the Canvas and Onto the Runway." Many of the pop-art-inspired garments were created by students in Diane Sparks' Design Foundations class who used a variety of recycled materials to demonstrate their understanding of the principles and elements of design.

B. Laurel Village Open House Features First CSU Building to Pursue LEED Platinum

Colorado State University's Housing & Dining Services hosted an open house at Laurel Village, CSU's newest residential community Nov. 18. Laurel Village includes Alpine and Piñon residence halls as well as the Pavilion, the community building and the first building on main campus to pursue LEED platinum certification. The halls feature 615 student beds – 400 in the College of Natural Sciences Learning Community and roughly 200 in the Year 2 @ CSU returning student community. The College of Natural Sciences Learning Community, which features integrated classroom space, study areas, and open collaborative space, occupies all of Piñon Hall and a portion of Alpine Hall. The Pavilion, between Alpine and Pinion halls, provides programming, game, and study spaces for Laurel Village. The Pavilion also features a Living Green Wall, a gallery to showcase student projects, a bike repair shop, a living slope, and office and programming space for the Eco Leader program, which works to engage students living on campus in sustainable behavior choices through peer-to-peer social marketing.

III. RESEARCH AND DISCOVERY: FOSTER EXCELLENCE IN RESEARCH, SCHOLARSHIP, AND CREATIVE ARTISTRY/FOCUS IN AREAS OF INSTITUTIONAL STRENGTH AND SOCIETAL NEED

A. Environmental Impact, Toxicity of Fracking Biocides Still Largely Unknown

A Colorado State University-led research team has completed the most comprehensive review to date of the environmental fate and toxicity of the biocides most commonly used in hydraulic fracturing fluids. Researchers analyzed more than 200 research papers, studies, and other literature to critically evaluate the current knowledge of how these chemicals may enter the environment, whether they are likely to degrade or persist, and if they or their degradation products may pose a risk to human health and the environment. The team also pinpointed various areas in which more research is urgently needed and identified the pros and cons of potential biocide alternatives. The critical review article, "Biocides in Hydraulic Fracturing Fluids: A Critical Review of Their Usage, Mobility, Degradation, and Toxicity," was published in December in the prestigious journal *Environmental Science & Technology*.

B. World's Oldest Penguin Undergoes Cancer Treatment at CSU Vet Hospital

Pueblo Zoo's Tess, the world's oldest African penguin at 40 years, in December rejoined her exhibit after Colorado State University veterinarians used specialized radiation to treat an aggressive form of skin cancer on her face. Tess's treatment at CSU involved veterinarians, residents, interns, staff, and students from exotics, oncology, radiology, anesthesiology, and other specialty units. A CT scan confirmed a 1-by-1-by-.5 centimeter tumor, about the size of a pinto bean, on the right side of Tess's face. Dr. Jamie Custis, a radiation oncologist, used a single 21-minute, 59-second dose of electronic brachytherapy – a form of radiation delivered with state-of-the-art technology, which focuses beams so well that nearby tissues and organs are not harmed. After two weeks of isolated recuperation, Tess was released back into her habitat to be with her 33-year-old mate, Mongo.

C. CSU Team Examines Dairy-Cattle Microorganisms to Improve Food Safety

The bacterium *Escherichia coli* is among the most troublesome pathogens in the context of food safety, and a Colorado State University veterinary team hopes to help mitigate its spread on dairy farms by investigating microbial dynamics in the dairy-cow gut. The two scientists think their research could lead to strategies to stanch *E. coli* shedding at dairies and reduce contamination in the human food chain. Dr. Craig McConnel, a Colorado State University veterinarian and assistant professor of dairy population health management, and CSU graduate student Chloe Stenkamp-Strahm in fall 2014 won second place in the international MO BIO Microbiome Awards to pursue their project. The competition, sponsored by MO BIO Laboratories, grants “young, extraordinary scientists” \$3,000 – plus extensive laboratory DNA extraction and sequencing analysis – for work in microbiome research. The burgeoning field examines the ecology of microorganisms and associated impacts on health and disease.

IV. RESEARCH AND DISCOVERY: IMPROVE DISCOVERY CAPABILITIES

A. Tracing Superbug Genes to Better Understand Antibiotic-Resistant Germs

Researchers at Colorado State University are investigating the weighty topic of antibiotic resistance – an issue with ramifications for global food safety and public health – by tracking the genetic footprints of drug-resistant bacteria. They want to determine where infectious organisms originate and how they move through the food system and environment to people. The study, funded with \$2.25 million from the U.S. Department of Agriculture, is one of the largest of its kind and is enabled by recent advances in DNA sequencing technology. The award was announced Jan. 15. The project is expected to provide insights about the factious topic of antibiotic use in food animals, chiefly beef and dairy cattle, and the degree to which the longstanding agricultural practice contributes to development of “superbugs” that infect people whose illnesses are difficult and expensive to treat. Keith Belk, professor in CSU's Center for Meat Safety and Quality, and Dr. Paul Morley, a CSU veterinarian and infectious-disease expert, are leading the research project, “Paradigm Shift: Revolutionizing Our Understanding of Antimicrobial Resistance Ecology through Whole Genome Analysis of Microbial Communities.”

The scientists hope to gain a much better understanding of the role of production agriculture in antimicrobial resistance.

B. CSU Researchers Examine What Causes Blood Vessels to Expand During Exercise

A Colorado State University researcher has teamed up with the Mayo Clinic to pin down what causes blood vessels to expand during exercise. Findings from the \$3 million project funded by the National Institutes of Health could uncover new treatment options for diabetes, strokes and heart attacks. Frank Dinunno, director of CSU's Human Cardiovascular Physiology Laboratory, is a principal investigator on the study that looks at the role of adenosine triphosphate, or ATP, a chemical that can be released by red blood cells and is believed to cause blood vessels to dilate during exercise, when muscles demand more oxygen. The four-year project, funded by the National Heart, Lung and Blood Institute at the NIH, will be conducted with Michael Joyner of the Mayo Clinic in Minnesota.

C. CSU Researchers Combat Respiratory Illness in Dairy Workers

Dairy workers are at heightened risk of developing respiratory ailments because of particles inhaled on the job, and a group of Colorado State University researchers is using a federal grant of nearly \$1 million, announced Jan. 8, to help find ways to protect their health. Leading the research project is CSU's High Plains Intermountain Center for Agricultural Health and Safety. The center is examining the reasons that dairy workers are susceptible to asthma, chronic bronchitis, and decreased lung function — and what can be done to decrease the risk. The three-year study is funded with a \$900,000 grant from the National Institute for Occupational Safety and Health, part of the Centers for Disease Control and Prevention. During the project, CSU researchers will work with dairies to measure respiratory responses to airborne particulates, then will design and test interventions to address those responses.

V. SERVICE AND OUTREACH: PREPARE AND EMPOWER LEARNERS OUTSIDE THE CAMPUS ENVIRONMENT

A. Student Entrepreneurs Celebrated at CSU Venture Accelerator Showcase

The Institute for Entrepreneurship in the Colorado State University College of Business celebrated the best and the brightest student entrepreneurs at the Venture Accelerator Showcase on Dec. 11 at the Powerhouse Energy Campus. The event featured pitches from the dozen student-founded companies that have been part of this semester's Venture Accelerator program. The innovative businesses range from a rear-suspension system for manual wheelchairs to a bike helmet made from environmentally friendly materials and a system that uses game techniques to improve workplace management. The student entrepreneurs come from all over campus, majoring in computer science, engineering, liberal arts, economics, molecular biology, and business.

B. CSU Student Digs in at Famous Archeological Site

A Colorado State University graduate student recently had the rare opportunity to work at an archeological site considered one of the world's most important to the study of human evolution. Kristen Welch, a master's student in the CSU Department of Anthropology, accompanied Michael Pante, an assistant professor in the Department of Anthropology at CSU, on a dig at the world-renowned Olduvai Gorge in Tanzania last summer. Olduvai Gorge is a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site and one of the most significant sites for human origins research. Welch's participation was funded by a grant from the British Academy awarded to Pante while he was a post-doctoral researcher at University College London.

VI. SERVICE AND OUTREACH: ENGAGE CITIZENS THROUGH COMMUNITY INVOLVEMENT

A. Program Targets Substance Abuse among Native American Middle School Students

Colorado State University researchers are developing a program aimed at reducing the number of Native American middle school students experimenting with huffing, marijuana or alcohol. CSU's Tri-Ethnic Center for Prevention Research announced Dec. 10 it has received a \$2 million grant from the National Institute on Drug Abuse to implement the "Be Under Your Own Influence" program at seven rural middle schools near American Indian reservations and evaluate its effectiveness. "Be Under Your Own Influence" is a drug prevention campaign developed by Kathleen Kelly, a CSU professor of marketing and director of the Center for Marketing and Social Issues. It reminds teens that using drugs undermines their ability to be independent and achieve their goals.

B. CSU Named a Carnegie Community Engaged University for 2015

Colorado State is one of 157 colleges and universities reclassified as a community engaged university in 2015 by the Carnegie Foundation for the Advancement of Teaching. This is in addition to CSU's existing classification as a Carnegie doctoral research university (very high research activity). Unlike the Foundation's other classifications, which are based on national data, institutions apply for "engaged university" status by offering proof of institutionalized practices that support community engagement and alignment of mission, culture, leadership, resources, and practice.

VII. RESOURCES AND SUPPORT: EXPAND FUNDRAISING

A. CSU Fundraising Gains Ground with Peers

A peer analysis of FY14 data reveals that CSU's fundraising operation continues to gain ground compared to peer institutions. CSU ranked 5th overall this year out of 15 peer institutions, up

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from 7th in FY13. CSU out-raised a number of highly competitive schools including Michigan State, Iowa state, Oklahoma State, Purdue, UC-Davis, and Tennessee.

B. Major Gift Report

	December 2014		FY15 (July - December)		FY14 (July - December)	
	Amount	Count	Amount	Count	Amount	Count
Contributions	\$13,183,401	6,840	\$42,842,456	18,233	\$60,063,530	20,492
Irrevocable Planned Gifts	-	-	\$54,644	1	-	-
Revocable Gifts and Conditional Pledges	\$1,148,000	4	\$57,585,083	99	\$20,612,872	71
Payments to Commitments Prior to Period	(\$6,457,905)	644	(\$9,379,724)	1,029	(\$6,951,122)	1,149
Total Philanthropic Support	\$7,873,497	6,461	\$91,102,459	17,679	\$73,725,280	19,646
Private Research	\$744,593	12	\$16,351,482	100	\$13,351,433	88
Net Private Support	\$8,618,090	6,472	\$107,453,940	17,768	\$87,076,713	19,717

Major Gifts – (\$100,000 +) Not Previously Reported

- \$2,400,465 planned gift designated as \$2,133,747 to support the *Patricia R. Hall Scholarship*, the *Patricia R. Hall Memorial*, and the *Stephen J. Withrow Presidential Chair in Oncology Endowment*, College of Veterinary Medicine and Biomedical Sciences, and \$266,718 to support *Volleyball*, Department of Athletics
- \$1,550,000 in gifts and revocable commitments to support the *Marion F. Freeman Humanities Scholarship*, College of Liberal Arts; *Students First Scholarship*, Enrollment and Access; and the *Neu Oncology Rounds Room*, College of Veterinary Medicine and Biomedical Sciences
- \$1,000,000 revocable commitment to support *English Enrichment*, College of Liberal Arts
- \$400,000 gift split evenly to support *Equine Outreach and Industry Relations* and *Therapeutic Horsemanship*, College of Veterinary Medicine and Biomedical Sciences
- \$400,000 revocable commitment to support *Lee Sommers Soil Science Graduate Education*, College of Agricultural Sciences
- \$400,000 gift designated as \$200,000 to support the *Dr. Ajay Menon Presidential Chair in Business*; \$199,000 to support the *CSU Real Estate Council*; and \$1,000 to support the *Rockwell Hall Building*, College of Business
- \$297,203 gift to support the *University Fund*, Office of the President
- \$259,575 gift in kind to support *Atmospheric Science*, College of Engineering

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- \$250,000 gift to support *Equine Orthopaedic Research*, College of Veterinary Medicine and Biomedical Sciences
- \$250,000 gift to support *Equine Orthopaedic Research*, College of Veterinary Medicine and Biomedical Sciences
- \$249,000 gift in kind to support the *University Museum*, College of Liberal Arts
- \$231,893 gift to support *HHS Outreach and Community Service*, College of Health and Human Sciences
- \$209,140 use of property to support *EcoCAR 3*, College of Engineering
- \$200,000 gift to support the *Center for the New Energy Economy-Program*, Office of the President
- \$200,000 gift to support the *Center for the New Energy Economy*, Office of the President
- \$192,624 gift to support *Reisher Scholars*, Division of Student Affairs
- \$150,000 revocable commitment to support the *CSU Ethical Practices in Journalism Award*, College of Liberal Arts
- \$120,000 revocable commitment to support the *Dr. Sandra M. Wing Veterinary Medicine Scholarship*, College of Veterinary Medicine and Biomedical Sciences
- \$100,000 revocable commitment designated as \$90,000 to support the *Gary and Kay Smith Global Food Innovation Center* and \$10,000 to support the *Animal Sciences Building Maintenance and Operations*, College of Agricultural Sciences
- \$100,000 pledge to support the *Kendall Anderson Nutrition Center*, College of Health and Human Sciences
- \$100,000 pledge to support the *College of Natural Sciences Certified Addictions Counseling*
- \$100,000 gift to support the *Center for the New Energy Economy - Program*, Office of the President

VIII. RESOURCES AND SUPPORT: NURTURING HUMAN CAPITAL

A. Colorado State University Appoints Mike Bobo as Head Football Coach

Colorado State University announced on Dec. 22 the appointment of Mike Bobo to be the 22nd head coach of the Rams football program. Bobo previously spent the past 14 seasons at the University of Georgia, including the last eight as offensive coordinator. During his time at UGA,

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Bobo helped lead the Bulldogs to 135 victories, including two Southeastern Conference championships, five SEC Eastern Division titles, and eight bowl victories.

IX. RESOURCES AND SUPPORT: INCREASING AWARENESS

A. CSU and the National Western Stock Show Create Shared Vision

Colorado State University is one of five partners — including the City and County of Denver, the Denver Museum of Nature & Science, History Colorado, and the National Western Stock Show — that have come together to create a shared vision for the future of the National Western Stock Show Complex site as part of the Mayor's North Cornerstone Collaborative Initiative. The master plan for the reimagining of the National Western Center, a combined 270-acre site near Interstates 70 and 25, showcases the university's unique role in this transformation. Colorado State University's footprint in the site will be part of what is now the Hall of Education, with a proposed equine sports medicine and community outreach clinic, a food-systems learning center, a water resources center, collaborative arts programming, a business incubation and industry partnership center, and Denver Urban Extension programs, as part of the new National Western Center. The university aims to be an educational hub for the collaboration, and will present opportunities for hands-on learning.

B. Annual County Commissioner Survey Shows Improved Satisfaction Rates

The annual CSU Extension survey of county commissioners demonstrated improved satisfaction rates in all four of the categories surveyed. Conducted from Sept. 22-Oct. 31, the survey was sent to county commissioners and officials in 62 of 64 Colorado counties served by Extension (213 total), with an 82 percent response rate. Survey information is shared with county commissioners and other respondents, CSU leadership, and Extension regional directors and staff. The final survey report will be publicly available on CSU's Engagement and Extension websites.

2014 County Commissioner Survey Results Overview

Key Survey Metrics	Median Responses (scale 1-5)
Rate the quality of CSU Extension programs and services you receive.	2014: 4.07 2013: 4.01
Rate the value of the services you receive.	2014: 3.83 2013: 3.86
Rate the responsiveness and services level of your county office.	2014: 4.03 2013: 3.90
Rate the overall satisfaction with the services your citizens receive.	2014: 4.01 2013: 3.94

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CSU: Delegable Personnel Actions

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Section 12

Chancellor's and System Reports



COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University - Pueblo • CSU Global Campus

COLORADO STATE UNIVERISTY SYSTEM CHANCELLOR'S REPORT

Board of Governors of the Colorado State University System
February 6, 2015

- CSU-System Wide:

South Metro Initiative: Progress continues for advance systems engineering, business and nursing programs.

Venture Capital Fund: Included in the Board materials are the most recent progress reports from the awardees. We have heard from Amy Parson's at recent meetings on the steady progress of the "Student Enterprise System" which was funded by the first round of Venture Capital Fund grants. This will hopefully set the stage for further discussion at this meeting regarding a possible second round of grants.

CSU and UTEP Water Initiative: Our team continues its work on the large, multi-institution collaborative organized around the economic, social, cultural and environmental dimensions of the Rio Grand River funded through Business Higher Education Forum (BHEF).

- CSU-Pueblo: We have worked with Lesley and her team on two capital project issues: the psychology building and an appropriation for technological improvements. I helped arrange a colleague/confident relationship for Lesley so that she has someone to assist in her continued professional development.

We have also provided support in the transition of the provost position at CSU-Pueblo.

- CSU-Global Campus: The System office has been directly involved in the conceptual, legal and functional development of NewCo.

Lauren Anuskewicz from Global joined John Hayes and me on a D.C. visit to APLU and USDA to discuss several emerging issues including greater service to Native American citizens, communities, and nations.

- CSU-Pueblo, CSU-Global: It's important to note the joint programs now developing between CSU-Pueblo and CSU-Global Campus as degrees are going online. The Board made sound decisions in providing stabilizing funding to CSU-Pueblo and in supporting Lesley through budget cuts. Now CSU-Pueblo appears to be on a new growth trajectory. Both CSU-Pueblo and CSU-Global will benefit in these ways: (1) Students will be better

served, (2) CSU-Pueblo will generate new revenue and (3) CSU-Global will generate new revenue while demonstrating the capacity to effectively support online at other institutions.

- CSU Fort Collins: We visited Washington DC with Deans from the College of Ag and Warner College of Natural Resources as well as representation from CSU-Global on an agriculture focused visit working toward collaborative efforts for better serving our sister 1994 (Native American) land-grants.
- CSU System Government Affairs: A taskforce, led by CSU-Fort Collins reviewed our approach to, and investment in Federal relations and agency linkages. We are implementing some changes to further streamline our processes to insure efficiency. Changes in rating and accreditation criteria could change the higher education landscape in many ways. We intend to be on top of this change.
- New Partnerships: As mentioned in past reports at the urging of DHE we have had discussions with Adams State University, Western State Colorado University, Fort Lewis, Colorado Mountain College and Otero Junior College on ways we might collaborate in new and hopefully more effective ways. We have begun working on collaboration between CSU-Global and Western. DHE Staffer Rhonda Eppers, is facilitating these interchanges. Members of the CCHE have endorsed the process and congratulated CSU on its leadership in finding new ways to serve, special thanks to Becky and her crew.
- HB 1319: Over the past several months a great deal of time, energy and interest has been invested in the implementation of HB 1319. Rich Schweigert, Rick Miranda, Bridget Mullen and I have represented the CSU System and its campuses in the committees, task forces and many discussions around this process.

HB 1319 adjustment and implementation is on-going. The Legislature, in both Education Committees and the Joint Budget Committee, are reviewing progress to date and may well make changes in the allocation model and on other dimensions of HB 1319.

- Federal and congressional relations: Based on recommendations from a special taskforce we are reorganizing and refocusing federal and congressional relations to reflect the changing nature of research funding and the many higher education policy issues playing out at the national level. With the days of “earmarks” behind us it is now imperative that we fully connect with key agencies. And, the reauthorization of the Higher Education Act has implications for all three of our campuses. Changes in rating and accreditation criteria could change the higher education landscape in many ways. We intend to be on top of this change.
- Federal Higher Education Reforms: Several of us have participated, through national higher education organizations, in review and comment on a series of proposed reforms coming out of the Obama-Duncan administration. Three areas of interest have received

special attention, university ratings (ranking), federal financial aid with emphasis on Pell Grants, and accreditation.

As a result of both federal proposals and local conversations and feedback from HB 1319 listening sessions, the Presidents, our CAO, our CFO and I concluded financial aid would be a timely topic for the February 2015 Board retreat.

All members of the team have participated in developing the retreat agenda and materials. CAO Miranda and I have coordinated this process.

- Joint Budget Committee: Under a new Joint Budget Committee format I participated as part of a panel including Bruce Benson (CU), Bill Scoggins (Mines), and Kay Norton (UNC) that responded to questions from JBC members and other legislators, much of the focus was on HB1319.
- National higher education engagement: The Business Higher Education Forum will meet in Washington February 23-24 and the National Association of System Heads meets March 13-15 also in Washington.



COLORADO STATE UNIVERSITY

S Y S T E M

Colorado State University • Colorado State University - Pueblo • CSU - Global Campus

Venture Capital Fund Reports

You'll note from the attached reports each of the projects funded by the CSU System Venture Capital Fund (VCF) is making noteworthy progress.

As they develop and mature they will bring new approaches and services to our campuses, our students and our constituents.

Allow me two broad observations about non-project specific favorable outcomes. First, the VCF stimulated some innovative thinking by faculty and staff that will serve in larger ways. Even for some unfunded proposals faculty and staff made real efforts to "Think out the Box".

Second, the VCF fostered several partnerships that may not have occurred otherwise. Note, the joint effort now underway between the Colorado Futures Center and CSU's Regional Economics Center. This will eliminate redundancy and maximize impacts.

Venture Capital Fund Progress Reports – January, 2015

1. Integrated Planning and Advising Services
2. Colorado Local Government Collaborative
3. COPALS - Colorado Policy, Analytics, And Learning At Scale Project
4. Object Modeling System Curriculum
5. Colorado 4-H STEM Kits For Educators

VENTURE FUND GRANT – PROGRESS REPORT FOR DECEMBER 2014
INTEGRATED PLANNING AND ADVISING SERVICES
COLORADO STATE UNIVERSITY AND COLORADO STATE UNIVERSITY-PUEBLO
SUBMITTED BY PAUL THAYER (CSU) AND RICK KREMINSKI (CSU-PUEBLO)

PROJECT SYNOPSIS:

The project is intended to support greater student retention by instituting an Integrated Planning and Advising System (IPAS) that will provide early alert of student difficulty to both advisors and students. Both CSU-Pueblo and CSU will work cooperatively in similar directions (but with differences that correspond to unique aspects of the two campuses) in the implementation of their systems.

PROJECT PROGRESS AND PROCESS:

At the Colorado State University campus, the IPAS grant from the Bill and Melinda Gates Foundation will come to a close on December 31, 2014, with all deliverables completed on schedule. These include:

- Course and Degree Planning: The *u.direct* product (renamed internally the “Course and Degree Planner”) is ready for use by students and advisors. Rollout of the tool will be staged in over the next two semesters. The tool will promote both short and long-term planning for students and advisors, and will provide improved planning information on course demand.
- Early Warning and Intervention: The *Beacon* product was deployed as part of the Fall 2014 “Taking Stock” process, with 95% of new freshman students in the residence halls participating. Warning indicators were available to residence hall staff and academic advisors. More than 90% of participating students engaged in individual meetings with residence hall staff.
- Communication of Alerts by Mobile Devices: The Ellucian Mobile product was implemented, and critical academic alerts are being pushed to students by text message at the end of the Fall 2014 semester.

The IPAS activities have been coordinated closely with the broader Student Success Initiatives through regular meetings. These meetings include representatives of four Divisions (Academic Affairs, Student Affairs, Enrollment and Access, and Information Technology), assuring broad collaboration of relevant functions.

At CSU-Pueblo, efforts have focused on the selection of the appropriate vendor to provide the infrastructure for gathering data and communicating actionable data strategically to faculty, staff, and students. Discussion is proceeding actively with two vendors, each of which offers contrasting sets of assets. At the same time, attention is being given to the long-term resources required for sustaining the system that may be selected, so that there is continuity of effort once the Venture Grant resources are no longer available. It is expected that a final decision will be made in the early spring, with the licensing agreement signed in the late spring. Implementation will occur in the late spring and early summer. It is possible that some of the Venture Grant funds will remain unspent at the end of this fiscal year. If so, we may submit a request for the carry forward of those funds into the subsequent fiscal year as implementation efforts proceed.

CSU and CSU-Pueblo have been in regular communication throughout the process, sharing information on challenges and solutions.

Colorado Local Government Collaborative

January 2015 Progress Report

Charles Brown, Principal Investigator

The Local Government Collaborative is a partnership between the Colorado Futures Center at CSU (the Center) and the Regional Economics Institute (REI) at CSU Fort Collins. Both the Center and the REI have taken several steps to implement the Local Government Collaborative.

The Colorado Futures Center at CSU

The Center's major effort in the spring of 2014 was the refinement of the concept for the local government initiative and a process to seek input and feedback from municipal leaders. To support this effort, Charlie Brown and Phyllis Resnick held a series of one on one meetings with city managers and finance directors in many of the Front Range cities and, in conjunction with an out-state tour presenting the center's sustainability study, meetings were held with municipal leadership in Lamar and Durango. The purpose of these meetings was to ask for feedback on a list of potential services the local government project could provide to cities.

As a result of the feedback, a formal presentation was developed to introduce the initiative to wider audience city leaders. In September 2014, Phyllis Resnick presented to the Metro City Managers Association which led to the formation of a group of city managers to form an advisory committee to move the Collaborative forward. The advisory group met in early December, resulting in the development of a municipal sales tax database. The database is of significant interest to Colorado's home rule cities because there is no central collection of the data, a wide variation in tax bases among home rule municipalities, the desire of city staff to share collection revenue data, and municipal interest in assistance from the Center with sales tax forecasting. An indication in the long term interest among cities in developing the database was that the advisory group is supportive of providing financial support for the effort. In addition, a technical group was convened in December to work out the details of the database.

Plans for 2015:

- At editorial board and city council meetings in Pueblo, interest was expressed in collaborating with the Center on an economic and Hispanic leadership institute in Pueblo. Development of the concept for this center is in process.
- We have been invited to present the concept at a statewide conference in February.
- Development and implementation of a beta version of the tax database by March, 2015
- A budget and fee schedule for membership will be developed.
- The Colorado City Managers Association has requested a presentation of the concept at its meeting in spring 2015.
- Statewide outreach to municipalities throughout 2015.
- Cultivation of presentations of the concept to both the Colorado and National Government Finance Officers Association annual meetings.
- Full implementation of a functioning database, an established membership base among the municipalities to maintain the program, and a first research study on local sales tax trends utilizing the local data during the 3rd quarter of 2015..

Regional Economics Institute

Regional Economic and Fiscal Profiles

This project analyzes recent employment, demographic and fiscal changes in regions across the state. Our audience for this analysis is county commissioners and county finance administrators that are interested in better understanding trends in their own county and how their region's compare to others in the state. It also provides a data driven analysis that helps in local economic development planning. We completed the first profile in August 2014 for the 10-county Eastern District, which was shared with county commissioners and others. The work was positively received and we are now finalizing three similar studies: 1) non-Denver metropolitan front-range cities, 2) tourism-based counties, and 3) Grand Junction area.

Data Repository Including an Interactive Module to Collect and Share Home Rule Municipal Sales Tax Data

Economics department students have assembled relevant publicly available data. We have identified a consultant to build the web site, and design is underway. We are working closely with local government finance directors in determining the best way to input current municipal data and to determine the relevant analytical tools.

Economic and Fiscal Impacts of Declining Oil Prices

We are currently modeling the potential effects of sustained oil price declines on the state economy. This includes both economic and fiscal impacts, looking at the state and Weld County. Preliminary findings have been shared via a 12-minute interview on *Colorado Matters* and a 2-minute appearance on Channel 9 news. We expect to release the analysis by mid-February.

COPALS - Colorado Policy, Analytics, and Learning at Scale Project
Quarterly Report - Reporting Period: October 1 – December 31, 2014

The COPALS project funds part-time navigators at Arapahoe, Aurora, Trinidad, and Lamar community colleges to enhance transfer of students in AAS and AGS programs to CSU-Global Campus. The onsite navigators also provide additional information to other students seeking to transfer to CSU-Global. In fall 2014 CSU-Global exceeded the overall transfer goals though confirmed transfer of students working directly with the COPALS navigator were a much smaller subset. The COPALS project continues to operate according to the approved modified FY 14-15 budget. No deviations are anticipated at this time.

Relevant Activities

- Conference presentation describing the COPALS project was accepted at the American Council of Community Colleges Annual Conference;
- Outreach and awareness strategy review - A review of student outreach strategies was conducted by CCCS in October 2014 to determine how each college is identifying and reaching potential COPALS students, as well as building campus and external community awareness. The review will inform best practice for future transfer initiatives;
- Articulation agreement review and update - A review of articulation agreements was conducted at each college to ensure seamless transition;
- Professional development opportunities - Navigators continue to receive professional development to build their knowledge of CSU-Global and navigator support services;
- A COPALS face-to-face professional development day was held on January 23 at the CSU-Global office;
- Collaborative student support strategy development - Two student support strategy needs have been reported by navigators pertaining to promotion and transition support:
 - Awareness of the online learning environment to decrease fear of participation and failure in this learning format, and
 - Seamless transition support between CCCS navigators and CSU-Global advisors.

Transfer Details (Total vs COPALS)

CSU-Global enrolled students who transferred credit less than one year old.

College	Total Enrolled Students AY 2015 (as of 12/31/14)	Confirmed AAS Transfer via COPALS
Arapahoe Community College	70	3
Community College of Aurora	22	0
Lamar Community College	1	1
Trinidad Junior College	0	0
Total	93	4

Object Modeling System Curriculum

Colorado State University (CSU) System Venture Capital Fund (VCF) Project January 2015 Progress Report

The Object Modeling System (OMS) is a framework for systematically creating functional components, connecting them to create a model, validating the model against observed data, running simulations for problem solving analysis, and evaluating the uncertainty of the results. OMS was designed and built by the CSU Department of Civil and Environmental Engineering (CEE). OMS has been developed to support agricultural and environmental modeling, but the framework can be used in other disciplines as well.

OMS currently is used to support modeling efforts at the US Department of Agriculture (USDA), International Atomic Energy Agency (IAEA), University of Trento (Italy), Keystone Center (Field to Market), and CSU. OMS has been incorporated into the technical architecture of the USDA Natural Resources Conservation Service (NRCS) for incorporating models into their business applications, and is used by the Agricultural Research Service for building complex, process-based models. There is an emerging need to train a next generation of agricultural and environmental modelers using OMS.

Project Description: Organize and develop a curriculum for training students, modelers, model users, data providers, and system integrators in the use and operation of the OMS platform, including course outlines, lesson plans, reference materials, on-line training tools, and social media. Leverage resources of other efforts within and beyond CSU to augment work on the training materials and tools.

Project Progress:

Work in the past six months has continued to focus on the on-line training tool with an operational version completed in November containing OMS model data provisioning, calibration, and simulation components. The tool features a monthly water balance model that lends itself to teaching basic principles and techniques for defining an area of analysis, compiling and processing model input variables and parameters, running the model and analyzing output, and calibrating the model to conditions of the area evaluated. The training example also highlights how OMS can facilitate incorporating new science into a model. The tool leverages the CSU Environmental Resource Analysis and Management System (eRAMS) geospatial platform, adding TauDEM technology for rapidly and easily creating basins, sub-basins, hydrologic response units (HRUs), and stream networks, which otherwise can be a time-consuming process in class exercises.

Work continues on the OMS model builder components of the tool. CSU students are developing this part with expert guidance; the progress impacted somewhat by routine turnover and half-time commitment. Nevertheless, the work breaks new ground, and we think it is important that students complete this piece. We expect to have a basic version done by summer. Currently, two students are assigned to this work, and one more will be added in February.

As reported previously, exercises for building and running OMS models have been developed for integrating into training courses. We have initiated discussions with professors within the Department of Civil and Environmental Engineering and the Warner College of Natural Resources to work on incorporating OMS training tools and materials into existing courses. We are testing and supporting a training course using the OMS water balance model example through collaboration with the IAEA. We also hope to have our participating students complete eRAMS-based training videos by summer.

The VCF grant has mostly supported CSU student input to this effort. We continue to leverage other resources from USDA and IAEA to support the development of the curriculum. We believe we have enough traction to make this fully operational and appreciate the support the VCF grant has provided.

Department of Civil and Environmental Engineering Contacts:

Dr. Olaf David, Research Scientist II (Olaf.David@colostate.edu), OMS architect

Dr. George Leavesley, Senior Research Scientist (George.Leavesley@colostate.edu), water resources modeler

Dr. Mazdak Arabi, Associate Professor, CSU (Mazdak.Arab@colostate.edu), eRAMS architect

Jack Carlson, Senior Research Associate (Jack.Carlson@colostate.edu), project coordinator

CSU Venture Capital Grant Program

Colorado 4-H STEM Kits for Educators

PI: Barbara J. Shaw, Ph.D.

Co-PI: CJ Mucklow

I. Outcomes and Impact – Proposed to Actual

You had initial thoughts about the outcomes you wanted to achieve through a grant. Have these outcomes been realized? Describe them.

Initially our goal was to develop and sell STEM kits to school age youth and 4H Groups. That is still our goal. We have now pilot tested those kits and have sold approximately 60 kits to 4H agents across the state. CSU can generate a profit in creating and marketing these Kits.

The funds generated from Kit sales can go towards funding the STEM Initiative and the 4H STEM Specialists in Colorado.

We haven't generated enough funds yet to do this.

CSU will increase its awareness with PreK-12 educators, parents and youth as the Premier University in the state related to STEM education.

This is still in the works but happening slower than anticipated.

Youth will use the Kits and their interest in STEM will increase.

This is ongoing in Montezuma, Summit Counties and others. No measurement of increasing STEM awareness has yet been accomplished.

What impact has this grant made on your institution and for your collaborators? How did you measure the impact?

We have yet to see any major impact but now that the kits have been finalized we should be able to at least measure some progress in terms of sales.

II. Process

Describe progress which has been made toward the original goals.

5 kit ideas completed, logo designed and approved by graphic standards, in the process of assembling the kits ordered and will be sending them out in January 2015.

We understand that variance from original plans often occurs. Did your grant vary from your initial expectations? How?

The major variance we have seen is our ability to create, market and sell these kits in a timely manner. We had anticipated being fully operational selling to teachers and 4H Agents. At this time we see we need to concentrate on just selling to 4H agents. By refining our kits to agents will

enable us, in about a year, to make a decision on how best to market to elementary school teachers.

What were the key factors contributing to the success or failure of your grant?

We don't yet know if we will be able to sell these kits and make a sustained profit.

Will you and your institution do anything differently in the future as a result of your grant?

The one mistake we have made is not planning enough time to assemble kits. We relied on the developer of the kits, Barb Shaw to actually assemble them. This in hindsight was not a good move and an in-effective use of Barb's time. We will be changing the model to where Barb's role is to develop the kits but from that point on we will be hiring others to assemble them and process orders. This has caused us a 3 to 7 month delay in getting kits out that were ordered back in June.

III. Financial – Proposed to Actual

How were the funds from this grant used? Include a financial accounting of your grant expenditures.

To date, our funds have been used to basically buy supplies for the STEM kits and cover travel to campus to meet with the Marketing Capstone class. That class developed our marketing plan. In December we hired a part time person to organize all the kits and inventory the needed items for each one.

Were there unspent grant funds, please explain.

There are still unspent funds and we intend to use those funds to build an inventory of kits, move the assembly of kits to an actual location and then market them. See attached accounting.

Summary Attached is a financial accounting of funds spent and the order form to date. We would also like to send an actual kit or a copy of the video we're making next month on how the kits are to be used so the Board of Governors can better understand our project. We would also demonstrate it if appropriate at some future date. We still believe this is a great project for CSU but just not going as fast and as smoothly as anticipated.

Please send via email as an attachment one copy of your completed report to Melanie.geary@colostate.edu.

Due Dates – January 31, 2014 and June 30, 2014

STEM Venture Capital Grant

STEM Venture Capital 2984000
1/21/2015

Page 1

Date	Num	Transaction	Payment	C	Deposit	Balance
1/29/2014		Opening Balance cat: [STEM Venture Capital 2984000]		R	36,200.00	36,200.00
1/29/2014	DEP	Treasury Interest cat: 4405 Treasury Interest		c	83.46	36,283.46
1/29/2014		CJ Travel cat: 6005 Per Diem memo: Ft. Collins meet with Business College	184.43	c		36,099.03
2/10/2014		Barb Travel cat: 6005 Per Diem memo: Ft. Collins - meet with business college	84.00	c		36,015.03
2/10/2014		Barb Travel cat: 6007 - Personal Mileage memo: Ft. Collins meet with business college	364.95	c		35,650.08
2/10/2014		Walmart cat: 6211 Educational Supplies memo: Supplies	62.52	c		35,587.56
2/17/2014	DEP	Treasury Interest cat: 4405 Treasury Interest		c	29.39	35,616.95
3/24/2014	DEP	Treasury Interest cat: 4405 Treasury Interest		c	26.06	35,643.01
4/2/2014		Barb Travel cat: 6005 Per Diem	153.44	c		35,489.57
4/2/2014		Barb Travel cat: 6007 - Personal Mileage	332.70	c		35,156.87
4/30/2014	DEP	Treasury Interest cat: 4405 Treasury Interest		c	29.70	35,186.57
5/1/2014		CJ - Travel cat: 6005 Per Diem memo: Ft. Collins - meet with marketing students	176.70	c		35,009.87
5/20/2014	DEP	Treasury Interest cat: 4405 Treasury Interest		c	27.36	35,037.23
5/22/2014		Barb Travel cat: 6005 Per Diem memo: Ft. Collins	291.20	c		34,746.03
5/22/2014		Barb Travel cat: 6007 - Personal Mileage memo: Ft. Collins	227.50	c		34,518.53
6/3/2014		American Science cat: 6211 Educational Supplies memo: Developing 6 kits	6.50	c		34,512.03
6/13/2014		Walmart cat: 6211 Educational Supplies memo: supplies for STEM kits	317.35	c		34,194.68
6/16/2014		Walmart cat: 6211 Educational Supplies memo: Supplies for STEM kits	99.12	c		34,095.56
6/16/2014		American Science cat: 6211 Educational Supplies	159.70	c		33,935.86
6/19/2014	DEP	Treasury Interest cat: 4405 Treasury Interest		c	26.94	33,962.80

STEM Venture Capital Grant

STEM Venture Capital 2984000
1/21/2015

Page 2

Date	Num	Transaction	Payment	C	Deposit	Balance
7/7/2014		D & L cat: 6211 Educational Supplies memo: supplies	53.96	c		33,908.84
7/21/2014		Amazon cat: 6207 Books Periodical Subscriptions memo: supplies for Toys in Space	14.08	c		33,894.76
7/31/2014		Amazon cat: 6207 Books Periodical Subscriptions memo: supplies for Toys in Space	1.77	c		33,892.99
8/10/2014		Walmart cat: 6211 Educational Supplies memo: Supplies	138.52	c		33,754.47
8/19/2014		Amazon cat: 6211 Educational Supplies memo: Rock/mineral kits to design 1st grade lesson	18.19	c		33,736.28
8/19/2014		Amazon cat: 6622 Postage memo: shipping	5.05	c		33,731.23
8/20/2014		Creative Services cat: 6603 Printing & Copy Service memo: Creating logo, labels	663.75	c		33,067.48
8/21/2014		Amazon cat: 6222 Inventory Livestock	3.99	c		33,063.49
8/22/2014		Amazon cat: 6211 Educational Supplies memo: Refund of tax charged for rock/mineral kits		c	0.34	33,063.83
9/5/2014		Travel cat: 6007 - Personal Mileage memo: B. Shaw - Cortez	135.50	c		32,928.33
11/3/2014		Mini Science cat: 6211 Educational Supplies	1,464.60	c		31,463.73
11/3/2014		Mini Science cat: 6622 Postage memo: Shipping	196.80	c		31,266.93
11/5/2014		Office Max memo: Labels for Black and White printing for ST...	44.49			31,222.44
11/10/2014		Travel cat: 6005 Per Diem memo: Barb - Cortez	91.00	c		31,131.44
11/13/2014		Interest cat: 4405 Treasury Interest		c	31.15	31,162.59
11/13/2014		Battery Junction cat: 6211 Educational Supplies	112.32	c		31,050.27
11/13/2014		Battery Junction cat: 6622 Postage memo: Shipping	30.64	c		31,019.63
11/13/2014		Burton & Burton cat: 6211 Educational Supplies	49.63	c		30,970.00
11/13/2014		Carolina Biological cat: 6211 Educational Supplies	412.81	c		30,557.19

STEM Venture Capital Grant

STEM Venture Capital 2984000
1/21/2015

Page 3

Date	Num	Transaction	Payment	C	Deposit	Balance
11/13/2014		Rainbow Resource Center cat: 6211 Educational Supplies	164.50	c		30,392.69
11/13/2014		SKS Bottle & Packaging cat: 6211 Educational Supplies	124.84	c		30,267.85
11/18/2014		Custom Boxes Now cat: 6201 General Supplies memo: Cardboard boxes and lids for STEM kits	725.00	c		29,542.85
11/18/2014		Custom Boxes Now cat: 6201 General Supplies memo: freight to ship boxes to Barb's house	375.70	c		29,167.15
12/4/2014		Barb Travel cat: 6007 - Personal Mileage memo: Grand Jct. to visit with Bob Hammon	65.50			29,101.65
12/5/2014		Non Student Hourly cat: 5581 Non Student Hourly	150.00	c		28,951.65
12/5/2014		Non Student Hourly Fringe cat: 5582 Non Student Hourly Fringe memo: Hank Edmunds	23.25	c		28,928.40
12/12/2014		Paper Mart cat: 6201 General Supplies memo: \$66, \$12,46 shipping small boxes for STEM kits	66.00	c		28,862.40
12/12/2014		Paper Mart cat: 6622 Postage memo: Shipping	12.46	c		28,849.94
12/16/2014		Interest cat: 4405 Treasury Interest		c	28.03	28,877.97
12/17/2014		Interest cat: 4405 Treasury Interest		c	26.82	28,904.79
12/22/2014		Nicole Covington cat: 5111 Admin Pro Salary	816.67	c		28,088.12
12/22/2014		Nicole Covington cat: 5112 Admin Prof. Fringe	206.62	c		27,881.50
12/22/2014		Amazon cat: 6201 General Supplies	113.62	c		27,767.88
12/22/2014		Amazon cat: 6201 General Supplies	52.32	c		27,715.56
12/22/2014		Knitting Warehouse.com cat: 6201 General Supplies	90.69	c		27,624.87
12/22/2014		Oriental Trading Co. cat: 6201 General Supplies	176.49	c		27,448.38
12/29/2014		Oriental Trading Company cat: 6201 General Supplies memo: Supplies for STEM kits	90.87	c		27,357.51
12/29/2014		The Home Depot cat: 6201 General Supplies	70.46	c		27,287.05

STEM Kits Available



Order today



STEM Kit	Price	Quantity	Total
Kindergarten:			
Physical Science 1: Moving Makers (full kit)	\$50.00		
Physical Science 2: Many Ways of Belonging – Objects	Coming soon!		
Life Science 1: Many Ways of Belonging – Organisms	Coming soon!		
Earth Systems Science 1: Here Comes the Sun (full kit)	\$120.00		
First Grade:			
Physical Science 1: Solids and Liquids and Gases, Oh My! (full kit)	\$150.00		
Life Science 1: Generations	Coming soon!		
Life Science 2: Staying Alive (full kit)	\$150.00		
Earth Systems Science 1: Mining for Minerals	Coming soon!		
Second Grade:			
Physical Science 1: Motion Commotion	\$50.00		
Life Science 1: Habitat Sweet Habitat	Coming soon!		
Life Science 2: Form and Function	Coming soon!		
Earth Systems science 1: Weather Bear (full kit)	\$160.00		
4-H Curriculum			
Electricity – The Basics	\$120.00		
Geology – Rocks and Minerals	\$135.00		
Invertebrates – Emphasis on Entomology	\$105.00		
	Subtotal		
	Tax		
	S&H		
	GRAND TOTAL		

Name: _____

Shipping Address: _____

Phoned: _____

Email: _____



Extension

▷ ASCEND TEAM



Jeremy Podany, M.Ed.
Director

Jeremy Podany serves as the Director of Ascend, providing leadership to the program, and organizational strategy for Ascend partners. Over the last 15 years, Jeremy has visited with leaders and talent managers from over 550 organizations, helping them strategize and partner with universities to grow their talent. He is passionate about innovation, leadership, coaching, and organizational growth. Jeremy also serves as the Director of The Career Center at Colorado State, leading a team of 50 full and part-time staff in all facets of student career training, employer engagement, and career events. Prior to coming to Colorado State, Jeremy helped develop students and organizations at Indiana University and Western Michigan University. Outside of work, he enjoys time in the mountains with his wife and four children, is an avid college basketball fan, and loves trying new restaurants.

Email: Jeremy.Podany@Colostate.edu
Phone: 970-491-5707



Arthur Sintas, MBA
Associate Director for Business and Program Development

Arthur Sintas serves as the business and program developer for Ascend. He received a Bachelor's in Speech Communication and a Masters in Business Administration from Colorado State University. He was hired at CSU full-time and has worked for over ten years in a variety of departments, including Admissions and Student Affairs. His career also includes serving as a Retail Store Manager for many years with Starbucks Coffee Company which was foundational in developing his people-focused approach to management. Because of his unique blend of corporate management and higher education, Arthur was recruited to bridge client needs and expectations with the educational programs and services of a world-class research university. He brings a passion for delivering high quality experiences to organizations ready to partner with CSU to reach their highest potential.

Email: Arthur.Sintas@Colostate.edu
Phone: 970-491-1117

Colorado State University



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▶ HOLISTIC SERVICES

Our services are divided into a variety of themes including Training & Development, Certificate Programs, Retreats, Wellness & Nutrition, Arts & Athletics, Academic Credit, and more.

- » **Connected to Employee Engagement:**
Each theme provides a variety of offerings that tie back to the Employee Engagement Model and are provided through a network of partnerships with faculty, staff, departments, and the CSU community.
- » **Something for Everyone:**
Ascend offers products and services designed to create a productive organization on all levels. All offerings are represented on a spectrum from Entry Level employees to Top Leadership and from the Individual to the entire Team.
- » **CSU Partners:**
These offerings are made possible through partnerships which include the Center for Professional Development and Business Research, Kendell Anderson Nutrition Center, Conference Services, Athletics, University Center for the Arts, Career Center, Online Plus, and many more.

▽ AFFILIATE ORGANIZATIONS

Organization/Company	Industry
Blrko	Agriculture/Food Safety
Colorado Business Bank - Fort Collins Branch	Banking and Finance
Columbine Health Systems	Healthcare
Food Bank for Larimer County	Non-profit
Foothills Gateway	Non-profit
Fort Collins Country Club	Hospitality
Miramont Lifestyle Fitness	Health and Wellness
Synergos	Affiliation Management/Consulting
Total Benchmark Solutions	Healthcare Benchmarking/Technology

▶ AFFILIATE MEMBERSHIP

Affiliate Membership Includes

- » **Concierge Service:**
Personal Service from our staff to connect your organization to the entire CSU community and available resources.
- » **Access to Purchase all Ascend Services:**
Build a Customized Bundle for your organization based on your unique training, wellness, and connection goals.
- » **Access to Organizational Assessment and Report:**
An Online Survey to collect baseline data and to create a snapshot of the overall health of your organization.
- » **Top Level Leadership Networking:**
C-Suite and VP level leadership have the opportunity to connect with other leaders to enhance their professional network.
- » **Preferred Partner Discounts:**
Use of CSU Discounts on office supplies, computers, moving services, insurance, and more.
- » **Access to Strategic Research and Development Meetings:**
Schedule a Discovery and Strategy session to connect to the research important to your organization.
- » **Information Stream:**
Subscription to an electronic calendar and newsletter featuring educational speakers, workshops, and activities.
 - Invitations to Exclusive Events: Nationally recognized speakers and programs.
 - Admission to On-Campus Conferences.

▽ ORGANIZATIONAL CULTURE ASSESSMENT

Base Assessment and Report

- » 40+ question delivered online to assess 6 dimensions of organizational culture including:
 - Capabilities, Connectedness, and Health.
 - Individuals, Team-Environment, and Leadership.
 - Extensive report provided, along with In-person overview for key decision makers.

In-Person Interviews with Leadership Team

- » A deep dive with a team of your leaders to help illuminate the needs of your organization.
- » Findings report provided, along with In-person overview presentation for key decision makers.

Custom Add-ons

- » Customized questions from you, with cross-tabulated results.
- » Connect assessment to employee demographics via confidential code.
- » Tailored reports for multiple departments.
- » Presentations for multiple departments.
- » Language translations for non-English literate workers.
- » Paper-based survey process for staff without computer access.



▽ “Ascend has been an outstanding partner in enhancing the team culture of the Food Bank for Larimer County. Through trainings by renowned faculty, retreats at Pingree Park, and a personalized concierge service, our team will have the tools to grow our organizational culture for years to come.”

Amy Pezzani, Executive Director, Food Bank for Larimer County



Advancing the **442**
**Agriculture
Economy**
Through
Innovation

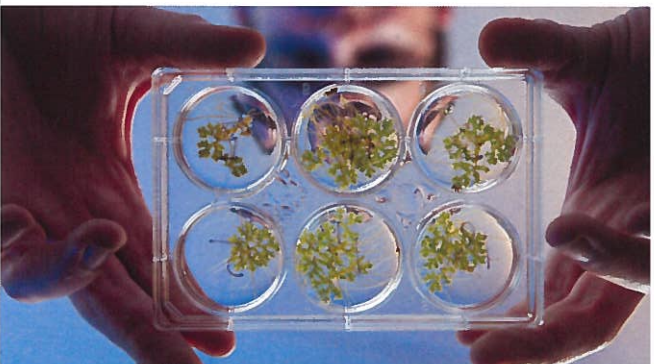
March 18–20, 2015

csuAgInnovationSummit.com

Agriculture is primed to tackle global challenges and Colorado State University's **Summit on Advancing the Agriculture Economy Through Innovation** will pave the way for understanding what agriculture will look like in the next 10, 20, or even 50 years.



Colorado State University



Innovators in an Agriculture-Water-Food-Beverage-Bioenergy innovation ecosystem are gathering and growing along Colorado's Front Range, creating next-generation technologies and business models to nourish, refresh, and energize the world.



PROGRAM HIGHLIGHTS

Featured speakers and panelists will delve into the most pressing issues driving and shaping innovation.

Topics to be explored include:

**Booming and Blooming:
Colorado's
Innovation
Cluster**

**The Internet
of Things (IoT)
& Big Data
meet Food &
Agriculture**

**Financing the
Future**

**Water: From
Scarcity to
Sustainability
through
Innovation**

**Food Security,
Food Safety
& Nutritional
Security**

**The Fast
'n Fresh
Revolution**

REGISTER AT
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The Promise of the 21st-Century Land-Grant Mission

CSU-S Hubs

- Reflect the reach of the Board of Governors and the regions the Board represents.
- Connect Coloradans to CSU learning opportunities and options for learners of any age – Expand and extend our reach for learners, collaborators, industry, state and local government
- Create an opportunity for willing faculty and Extension to connect and work with engaged communities
- Build strong community relationships
- Build bridges to connect researchers, faculty, students and the System to communities across Colorado
- Collaborate with Extension to support communities with economic, workforce, and community development
- Convene and facilitate problem-solving for community-based challenges
- All hubs are CSU-stamped but reflect their communities

Delivering the Colorado State University System Through Community-Based Hubs

As the CSU System, each hub will have...

CORE Services and Building Community/Regional Relationships

- Connection to CSU-S
- Connecting CSU to Community
- On-line learning
- Access to Learning/Workforce Training
- Creating a Learning Community (Research)
- Project Management
- Strategic Concierge Services

Characteristics

- Community-driven
- Partnership-based
- CSU-System branded

Core Modules

- Community Learning Lab/Meeting Space
- Office space (Director and Assistant)

example

4

Urban Hub

- **Services:** Partnership with K-12 Schools
Module #1: None – all services and programs delivered at schools
Potential Partners: Colo. Dept. of Labor & Employment, Society of Mechanical Engineering, Local Engineering, Education, STEM, Trades Associations
System Partners:
- **Services:** Youth Entrepreneurship and Business Development Training, Contests, Mentoring
Module #2: Hot desks, Open Meeting Space
Potential Partners: SBDC
System Partners:
- **Services:** Urban Gardening – Experiential Education and Research
Module #3: Kitchen
Potential Partners: CSU Horticulture
System Partners:
- **Module #4:** Greenhouse
Potential Partners: City of Denver, Denver Public Schools, Businesses
System Partners:
- **Module #5:** Exterior Gardens
Potential Partners:
System Partners:

example

1

Pueblo Hub

- **Services:** Manufacturing Innovation
Module #1: Maker Space
Potential Partners: CDLE, SME, Local Engineering, Manufacturing, and Product Development Companies
System Partners:
- **Services:** Entrepreneurship and Business Development Training
Module #2: Hot desks and Office Suites
Potential Partners: Small Business Development Center, local chambers
System Partners:

example

3

Grand Junction (or mid-sized town) Hub

- **Services:** Manufacturing Innovation
Module #1: Maker Space
Potential Partners: Colo. Dept. of Labor & Employment, Society of Mechanical Engineering, Local Engineering, Manufacturing, and Product Development Companies
System Partners:
- **Services:** Entrepreneurship and Business Development Training
Module #2: Hot desks
Potential Partners: Small Business Development Centers, Private Office Supply companies
System Partners:
- **Services:** Food Innovation; Food/Wine Tastings and events for buyers; Production and support for community/business projects
Module #3: Kitchen
Potential Partners: Wine Industry, Fruit Growers, Restaurant Association, Chamber of Commerce
System Partners:

example

2

Sterling (or other small town) Hub

- **Services:** Entrepreneurship and Business Development Training
Module #1: Hot desks and Office Suites
Potential Partners: Small Business Development Center
System Partners:
- **Services:** Food Innovation and Product Development
Module #2: Small scale commercial kitchen
Potential Partners: Econ. Dev. Administration/Dept of Local Affairs/HUD/Kroger/Whole Foods
System Partners:

Section 13

Board Meeting Evaluation

This section intentionally left blank

APPENDICES

- Appendix I: Correspondence
- Appendix II: Construction Status Reports
- Appendix III: Higher Education Readings

Appendix I

Board Correspondence

CSUS Board of Governors Correspondence Received 1/28/15-2/3/15				
<u>Date Received</u>	<u>Email/Letter</u>	<u>From</u>	<u>Subject</u>	<u>Response</u>
2/3/2015	email	Carls Wangsvick	stadium	2/3/2015
2/3/2015	email	Bob Vangermeersch	public comment	2/3/2015
2/2/2015	email	Matt Johnson	stadium	2/3/2015
2/2/2015	email	Aaron Marks	stadium	2/3/2015
2/2/2015	email	Barbara Stevens	voter's guide	2/3/2015
2/2/2015	email	Bob Vrooman	stadium	2/3/2015
2/2/2015	email	Jack Armstrong	stadium	2/3/2015
2/1/2015	email	Mike Pruz	stadium	2/3/2015
2/1/2015	email	Eric David	stadium	2/3/2015
2/1/2015	email	Cindy Adamy	stadium	2/3/2015
2/1/2015	email	Mike Sullivan	stadium	2/3/2015
2/1/2015	email	Bernie Koppenhofer	stadium	2/3/2015
2/1/2015	email	Paul Avery	stadium	2/3/2015
1/31/2015	email	Jack Armstrong	stadium	2/3/2015
1/29/2015	email	Bruce McDonald	stadium	2/3/2015

CSUS Board of Governors Correspondence Received 12/5/14-1/28/15				
<u>Date Received</u>	<u>Email/Letter</u>	<u>From</u>	<u>Subject</u>	<u>Response</u>
1/27/2015	email	Jamie Grim	Congressman Polis	1/28/2015
1/27/2015	email	Jack Armstrong	stadium	1/27/2015
1/27/2015	email	Diane Burton	stadium	1/27/2015
1/26/2015	email	Ross Alexander	stadium	
1/26/2015	email	David Anderson	stadium	1/26/2015
1/26/2015	email	Linda Vrooman	CDC/stadium	1/26/2015
1/23/2015	email	Bob Vangermeersch	stadium	
1/23/2015	email	Harland Ranney	football costs	1/23/2015
1/22/2015	letter	Charles Britton	costs of athletics	
1/19/2015	email	Carol Podmore	stadium	1/22/2015
1/15/2015	email	Rod Skogerboe	stadium	1/15/2015
1/15/2015	email (3)	Tom Linnell	stadium	1/15/2015
1/11/2015	email	Bob Vangermeersch	stadium	1/16/2015
1/8/2015	email	Judy Berndt	stadium	1/15/2015
12/29/2014	email	Linda Vrooman	opera newsletter	
12/29/2014	email	Deborah Shulman	CV	1/5/2015
12/27/2014	email (5)	Tom Linnell	stadium	12/30/2015
12/20/2014	email	Nicolae Popescu	stadium	12/30/2014
12/20/2014	email	Carl Wangsvick	athletic expenses	12/30/2014
12/11/2014	email	Amy Vernon	stadium	12/15/2014
12/11/2014	email	Joan Welsh	stadium	12/15/2014
12/9/2015	email	Carl Wangsvick	meeting materials	12/15/2014
12/6/2014	email	Howard Stussman	stadium	12/9/2014
12/5/2014	email	Anne Colwell	stadium	12/9/2014
12/5/2014	email	Louis Scharf	stadium	
12/5/2014	email	Carl Patton	stadium	

Teufel,Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:24 AM
To: Carl Wangsvick
Subject: RE: Stadium costs

Good morning, Mr. Wangsvick:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the stadium infrastructure costs. Your communication and the attachment will be shared with the Board of Governors.

Thank you for your interest in Colorado State University.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

-----Original Message-----

From: Carl Wangsvick [<mailto:cwangsvi@yahoo.com>]
Sent: Tuesday, February 03, 2015 8:59 AM
To: CSUS Board
Cc: d.ham@comcast.net; Bob Vangermeersch
Subject: Stadium costs

Dear Board,

This estimate is from a professional city builder, with 45 years in the business, working on projects like NORAD in the Springs and the building of the modern infrastructure for Denton Texas, and many more.

Note that his estimate includes aspects to this project not yet even imagined by the city staff and CSU folks. Those will have to be done, and the city will be made aware of that.

Dr. Frank has stated that should the city decide not to fund any such projects, CSU will pick up the whole tab. Do you agree? You probably need to, as there is little chance the city which hates this project will have a change of heart and fund any of this, no matter what the City Council promises. Students, then will be saddled with more of this outrageously useless expense. As all four sports economists who have looked at this, renowned in their field, have stated, stadium revenues will not pay for the project, students and faculty and staff will. All of them, published and often quoted in USA Today, NY Times, Forbes, etc, did these evaluations for free, because they care about higher education. (Ridpath, Maxey, Zimbalist, Matheson...lock 'em up...oh, you'r not allowed, as all CSU committees refused to.) To convince you, Dr. Frank says that to check one stadium marketer's figures, he consulted another stadium marketer. Hard to believe he was ever a scientist, isn't it? One biased source confirms another, in the face of educated analysis by authorities. To him, the world is flat because two groups selling flat models of it say so. Just silly. Anti scientific, for sure. Good thing he left that profession.

Please be prepared each of you to be responsible personally, each, for \$ 60 million in debt each of your votes will cost the students and employees of CSU (excluding top level administrators, of course). Your vote denies opportunity to attend CSU to tens of thousands of Colorado middle and lower class students. I know you do not really care, as you refused to do an independent study of the data. So light the debt bomb and stand back. How disappointed we are in your Board. You have been a poor example of the appointment of citizens to oversee a major public service.

Carl Wangsvick

OFF CAMPUS ESTIMATES FOR NEW STADIUM, FEB. 2, 2015

1. STREET IMPROVEMENTS NEEDED TO HANDLE CAR AND BUS TRAFFIC AT GAME TIMES:

- A. MAKE A FOURTH LANE ON PROSPECT FROM I-25 TO COLLEGE = \$5 M
 B. MAKE A FIFTH HOLDING LANE ON PROSPECT FROM COLLEGE TO SHIELDS = \$3 M
 C. MAKE A FIFTH HOLDING LANE ON LAUREL FROM COLLEGE TO SHIELDS = \$3 M
 D. MAKE A HOLDING FIFTH LANE ON SHIELDS FROM PROSPECT TO LAUREL = \$3 M

2. STORM DRAINAGE IMPROVEMENTS FOR RAIN, FLOOD AND SNOW RUNOFF:

INSTALL 18" DIAMETER CONCRETE PIPE FROM FOUR STREETS TO BEHIND
 HILTON HOTEL AT CREEK, ABOUT ONE/HALF MILE AWAY. = \$3 M

3. NEW WATER RESERVOIR DAM AND HYDROELECTRIC PLANT AT POUFRE RIVER OR OTHER

CANYON, MAYBE OWL CANYON (ASSUMING PRESENT WATER PLANT SUPPLY NOT
 ADEQUATE) = \$ 15 M

4. EXTRA WATER IMPROVEMENTS TO HANDLE BELOW ITEMS:

WATER SERVICE TO CAMPUS IS PROBABLY NOT ADEQUATE TO SUPPLY
 IRRIGATION TO FOOTBALL STADIUM GRASS FIELD, NUMEROUS TOILETS AND
 FIRE SPRINKLER PROTECTION. A NEW 9" DIAMETER WATER LINE MAY BE
 NEEDED FROM AN ADEQUATE TIE-IN POINT, POSSIBLY 1 MILE AWAY = \$6 M

5. EXTRA SEWER IMPROVEMENTS TO HANDLE STADIUM TOILETS:

SEWER SERVICE TO CAMPUS IS PROBABLY NOT ADEQUATE TO SUPPLY EXTRA
 TOILET WASTE FOR 48,000 FANS. THEREFORE, A NEW 18" DIAMETER SEWER
 LINE MAY BE NEEDED FROM AN ADEQUATE TIE-IN POINT, POSSIBLY 1 MILE. = \$6 M

6. SINCE SEWAGE DOES NOT FLOW UP HILL, A SEWER LIFT STATION MAY

BE NEEDED TO PUMP SEWAGE TO SEWER PLANT TIE-IN. LOCATION UNKNOWN = \$3 M

7. ELECTRICAL IMPROVEMENTS TO HANDLE LIGHTING AND EQUIPMENT:

ELECTRICAL SERVICE TO THE NEW STADIUM IS PROBABLY NOT ADEQUATE;
 THEREFORE, A NEW ELECTRICAL TRANSFORMER MAY BE NEEDED WITH ALL
 ASSOCIATED WIRES TO THE CAMPUS. THE CLOSEST SUB STATION I AM
 FAMILIAR, IS AT DRAKE AVE. AND MASON ST., POSSIBLY 2 MILES AWAY.
 TIE-IN AT THIS LOCATION MAY COST = \$3 M

TOTAL CONSERVATIVE ESTIMATES FOR STADIUM INFRASTRUCTURE = \$50M +

TOAL LIBERAL ESTIMATES FOR STADIUM INFRASTRUCTURE = \$65 M +

8. YEARLY OPERATION & MAINTENANCE COSTS FOR ABOVE ITEMS. = \$ 6 M

**9. YEARLY OPERATION & MAINTENANCE COSTS FOR POLICE, FIRE, AMBULANCE
 & BUS SERVICES: = \$ 6 M**

ESTIMATES BY C. DAVID HAM, RETIRED CITY ENGINEER & DIR. OF UTILITIES

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:22 AM
To: bobvangermeersch@aol.com
Subject: RE: public comment for Feb. BOG meeting

Good morning, Mr. Vangermeersch:

The public notice and agenda for the February meeting are posted on the Board's website. Public comment will be held on Thursday, February 5th, at 9:30 a.m.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: bobvangermeersch@aol.com [<mailto:bobvangermeersch@aol.com>]
Sent: Tuesday, February 03, 2015 8:31 AM
To: CSUS Board
Subject: public comment for Feb. BOG meeting

Hi Sharon
Could you tell me the time and date for the public comment at this weeks BOG meeting?
Thanks
Bob Vangermeersch
SOSH

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:20 AM
To: Matt Johnson
Subject: RE: CSU Stadium

Good morning, Mr. and Mrs. Johnson:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Thank you for your interest in Colorado State University.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Matt Johnson [<mailto:johnsontoolsllc@gmail.com>]
Sent: Monday, February 02, 2015 8:09 PM
To: CSUS Board
Subject: CSU Stadium

Dear Sir or Madam,

Our family lives about a mile away from the site of the proposed CSU stadium building site in Fort Collins. Having attended games at Hughes, and through our employment, dealt with some of the aftermath of intoxicated attendees, we are very concerned about the consequences to the surrounding neighborhoods should the new stadium be built.

As taxpayers, we are also deeply concerned with the irresponsible level of debt being incurred for such an uncertain return. We would beg that you reconsider your current support of this project in favor of a more fiscally responsible and civil option that considers the well being of Colorado State University and our entire community rather than the wishes of a few.

Sincerely,

Matt and Stacy Johnson
1321 Lory Street
Fort Collins
970-412-0972

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:19 AM
To: Aaron Marks
Subject: RE: a student's take on the stadium vote

Good morning, Mr. Marks:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Thank you for your interest in Colorado State University.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Aaron Marks [<mailto:asmarks@rams.colostate.edu>]
Sent: Monday, February 02, 2015 3:34 PM
To: CSUS Board
Subject: a student's take on the stadium vote

Hello CSU Board,

I am writing as a concerned student. I have watched the stadium proposal change forms over the past few years, and with each iteration I've lost confidence that Tony Frank is making decisions based on the best interests of the University and it's student body. Quite simply, the impression I have gotten is that Mr. Frank will do and say anything to get a new stadium built on campus.

I ask you to consider one question:

If the stadium proposal you are asked to vote on would have been handed to you when the project started, what would your vote have been?

Time and time again Mr. Frank has asked for an inch, 3 years later the proposal is miles from where it was when we started. Please, please do not let the university borrow to pay for the new stadium.

Sincerely,
Aaron Marks

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:17 AM
To: Barbara Stevens
Subject: RE: request for information

Good morning, Ms. Stevens:

Governor Tuor's term expires 12/31/17. If you need any additional information, please contact me.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Barbara Stevens [<mailto:barbrastevens33@comcast.net>]
Sent: Monday, February 02, 2015 9:31 AM
To: CSUS Board
Subject: request for information

Sharon,

I am Barbara Stevens, League of Women Voters of Pueblo and the chairman of the VOTER'S GUIDE, an annual publication of elected and appointed officials that is made freely available to our citizens.

We are in the process of updating the information and changes for 2015, and need the expiration date of the term for Nancy R. Tuor.

Would you please be able to provide this date to me so I can include it in our page devoted to the members of the CSU Board of Governors?

Thank you very much,

Barbara Stevens
LWV-Pueblo
719-547-2884

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:15 AM
To: rsvlgv1@comcast.net
Subject: RE: Letter to Coloradoan Editor

Good morning, Mr. Vrooman:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence and the attached letter will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: rsvlgv1@comcast.net [<mailto:rsvlgv1@comcast.net>]
Sent: Monday, February 02, 2015 9:25 AM
To: CSUS Board
Subject: Letter to Coloradoan Editor

As a "heads up" I am sending you a copy of a letter that will soon be printed in the Coloradoan newspaper.

Sincerely yours, Bob Vrooman

On December 5, 2014 I attended a meeting of CSU's Board of Governors in Denver during which the board approved President Tony Frank's plan to build a new on-campus stadium. Several board members said that they did not understand how the stadium would be financed but that they trusted Tony. This brought back memories of 2001 when I lived down the road from an Enron board member. When Enron went bankrupt, media began interviewing board members, including our neighbor, about their role in the scandal. Many Enron board members said that did not understand what was going on but that they trusted Ken (Kenneth Lay, founder and president of Enron). The Enron scandal also led to the dissolution of the well-respected accounting firm Arthur Anderson.

The role of any governing board is not to trust the chief executive. The role of a board is to question and double check everything the chief executive says. It was clear to me that CSU's Board of Governors is not doing this and may not be capable of doing this. They have ignored serious issues raised by several renowned sports economists. When the new stadium funding brings the university to the point of financial ruin, people will blame President Frank. I predict that the Board members will claim that they bear none of the responsibility because they just trusted Tony. They will deserve blame and so will the governor who appointed them.

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:14 AM
To: Jack Armstrong
Subject: RE: Tony Frank CSU

Good morning, Mr. Armstrong:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence and the attachment will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Jack Armstrong [<mailto:jacko@frii.com>]
Sent: Monday, February 02, 2015 8:30 AM
To: Henley, Kyle; CSUS Board; chancellor@colostate.edu
Subject: Tony Frank CSU

Hello and Good Morning,

Please see that this email, and especially the attachment, is seen by all of the Board members.

I did not write the attached opinion piece in yesterday's Coloradoan newspaper, but it expresses the feelings of so many of the people that I talk with and know in Fort Collins.

Quite honestly, the opinion around Fort Collins seems to be 'how can we trust Tony Frank' – to properly manage the University, to have the priorities of the students uppermost in the running of the university, to have the proper perspective as to having and keeping valuable professors and adjunct professors by paying them properly, and again quite honestly, to not have him lie to us about the process and financing of the proposed football stadium.

As a graduate of Colorado State University I urge you to just say no to any further plans for the proposed on-campus stadium at the Fort Collins campus.

Thank you

Jack Armstrong
Fort Collins
970-222-9920
jacko@frii.com

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:13 AM
To: mikepruz@gmail.com
Subject: RE: Stadium Financing (paper reports revenues less than expenses)

Good morning, Mr. Pruz:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,
 Sharon Teufel

Office of the Board of Governors
 Colorado State University System
 475 17th Street, Suite 1550
 Denver, CO 80202

-----Original Message-----

From: mikepruz@gmail.com [<mailto:mikepruz@gmail.com>]
Sent: Sunday, February 01, 2015 10:02 PM
To: CSUS Board
Subject: Stadium Financing (paper reports revenues less than expenses)

<http://www.coloradoan.com/story/news/local/2015/01/31/funding-changed-csu-stadiums-scope/22667701/>

"Board Treasurer Joe Zimlich, who abstained, said he could not support the stadium over concerns about cost" -- Vice Chair Mosher said at 4H:01M:25S into the December BOG meeting, "I have huge respect for Joe Zimlich ... probably the guy I trust the most ... I HOPE Joe is wrong."

"projections of the new stadium generating between \$9.8 million and \$14.8" -- Yet, on Dec 8th ("CSU board approves on-campus stadium"), "Financial estimates he presented to the board showed annual bond payments of \$12.1 million on a \$195 million debt and \$13.7 million on a \$220 million debt." Both debt payments are under revenues, but when board policy 202(D)(3)(c), is account for: "revenues for the project [must] exceed EXPENSES and DEBT payments by a MINIMUM of twenty five (1.25) percent." I don't know where the BOG and Tony Frank learned to do math, but just the debt (not including expenses) is \$15M (12.1*1.25) to \$17M (13.7*1.25). Both of these are greater than the \$14.8M high-end revenue projection. How is the stadium financially viable if it doesn't meet their own finical policy? That right, as Vice Chair Mosher said, "HOPE!"

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:12 AM
To: Eric David
Subject: RE: On Campus Stadium

Good morning, Mr. David:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Eric David [<mailto:banjo.sass@gmail.com>]
Sent: Sunday, February 01, 2015 9:38 PM
To: CSUS Board
Subject: On Campus Stadium

To Whom It May Concern:

My name is Eric David. I am a CSU alumnus, and a resident of Fort Collins. I am writing to express my wish that the on-campus stadium not be built. I firmly believe it to be not only an incredible waste of money, but a serious detriment to CSU and Fort Collins.

When the stadium was first proposed, President Tony Frank said that half of the cost of the stadium - around \$120 million - would need to be raised in order to move forward. This money was not raised, yet plans moved forward. But this is extremely telling: if those in a position to fiscally support the stadium were not willing to get on board, it follows that they must have reasons, and I believe that those reasons were the overly rosy projections for revenue from the stadium.

Currently Hughes stadium is rarely at capacity. This is not because of the size or state of disrepair of the facility. It is because of the state of CSU Football: we are a tertiary team in a secondary conference, merely a stepping stone for athletic directors and coaches who seeks to come in and make headway with our program only to be snatched up by major programs, such as Florida. If this is something that CSU wishes to change, we will need to spend a lot more than \$220 million on a new stadium. Once this stadium is built, it won't be significantly larger than Hughes anyway. Why not show off the beauty of Fort Collins and build a new stadium on the site of Hughes? Tony Frank has repeatedly said that the interest from donors is not there, but where are the donors for the on-campus stadium? Apparently not interested.

I do not know who you, the Board, are. I do not know where you live, or if any of you live in Fort Collins, so forgive me if I treat you as being unfamiliar with our city. This stadium will routinely make the center of our city impassable. When the stadium was originally proposed, it was packaged with (correct me if I'm wrong) two parking structures. Now talk of those structures has gone away, which makes me think that the vast tailgating circus that happens in the field outside of Hughes will be going on in the neighborhoods around the

south side of campus. This has the potential to destroy neighborhoods. I do not exaggerate here...CSU students already riot at the drop of a hat.

Traffic just before, and (heaven forbid) immediately following games and events will come to a standstill, and the center of town will be gridlocked. No amount of streets makeover short of 4 primary lanes and bi-directional turn lanes will help that, and even then it will not be pretty. Granted, games will only be 6 times per year, but that wouldn't make it financially feasible to build the stadium so I have to assume there are plans to make use of the stadium at other times. These other events would need to justify the expense of opening the stadium, which must be considerable, so they will not be small events. Fort Collins cannot, as it is, absorb that kind of traffic. Our roads are already bursting at the seams.

And this brings me to my main objection: Fort Collins, as it is, is a great place to live. A big part of this is the University and its great academic, artistic, and agricultural influence in our community. This is what people come to CSU for, not football. Frankly, I don't think we want to cater to those who would choose a university for its football team. It is a tired model of how to grow a university, and is on its way out. Look at the attention that poor behavior on the part of college and professional athletes has garnered lately, and look at how much press the effects of concussions in football is getting. If CSU were to shirk this idea and focus on academics as a means to draw people, I would be proud to call her my alma mater.

As it is, I have nearly completely lost my trust in the governance of the institution. The saga of this stadium from its inception to now just seems so sleazy. It feels as though the decision to build the stadium and pay for it with taxpayer dollars and tuition hikes was made from the start, but we were fed lies to keep the uproar down. If this stadium is built, you will have lost any future donations I might make to the university, as I can't trust what the money would be spent on.

I strongly urge you to see this stadium for what it is: a boondoggle. Please deny the financing plan being proposed by President Tony Frank and put an end to this disaster.

Thank you.

Eric David

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:11 AM
To: Cindy A
Subject: RE: Comments against new CSU stadium

Good morning, Ms. Adamy:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
 Colorado State University System
 475 17th Street, Suite 1550
 Denver, CO 80202

From: Cindy A [<mailto:cynthianne04@yahoo.com>]
Sent: Sunday, February 01, 2015 9:20 PM
To: CSUS Board
Subject: Comments against new CSU stadium

Dear CSU Board of Governors,

I am resending the comments I submitted in December before the BOG disappointingly approved Tony Frank's plan to build a stadium at CSU. In my opinion, his proposal has never been even remotely sound, and is even less so now in light of his failure to meet projected donations and funding plans and the recent "bait and switch" of funding methods.

Please send a clear message that academics are far more important than athletics and vote against the proposed on-campus stadium at CSU. Briefly:

> CSU prides itself on being a green university, and tearing down a stadium to build a new one is not in keeping with that laudable and hard-won reputation.

> In a time of ever-increasing college tuition, threat of declining state assistance, and consequent student debt, the CSU development team should focus the majority of its time and effort on courting donors who are interested in creating or bolstering significant academic scholarships, not on funding an enormous, limited-use structure that primarily benefits one, male-dominated sport.

> Football may be a dying game, literally – high schools and parents are questioning the value and logic of a sport that has the potential to seriously injure and kill young people.

> Has anyone questioned why so much money is purportedly needed to restore Hughes? If maintenance was neglected at Hughes, where is the evidence that a new stadium will be maintained any better?

A small group is pushing a project that will benefit too few people at too high a cost. The return on the investors' and taxpayers' dollars simply will not materialize.

Thank you.

Cindy Adamy
Fort Collins

464

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:10 AM
To: Mike Sullivan
Subject: RE: CSU Stadium

Good morning, Mr. Sullivan:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Mike Sullivan [<mailto:mcavs@bajabb.com>]
Sent: Sunday, February 01, 2015 1:56 PM
To: CSUS Board
Subject: CSU Stadium

I have made it clear on the various comment boards that I have little 'skin in the game' on the stadium issue because even though I live in Colorado, I don't live in FtC and will not have to endure the tax impact that will ultimately arise for Fort Collins citizens.

With that said, this stadium is ridiculous. Tuition is at an all time high, student debt is at an all time high, you plan to increase tuition another 6% (apparently to cover added expenses) but are also looking at giving the okay to build a \$220,000,000.00+ ivory tower for a department that has to be subsidized over \$15,000,000.00+ just to break even. That alone should be enough to put a halt to this boondoggle but add the overwhelming number of citizens, alumni, students, etc. whom are against this venture, if you proceed you will do more harm to the taxpayer and education bridge than any decision that has ever been made. You will pretty much, in a single decision, close to eliminate any chance of increasing state education funding in the future because apparently you will show you have more than enough if you can afford this ivory tower to the football program.

Mike Sullivan
Wellington, Co.

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:09 AM
To: Bernie Koppenhofer
Subject: RE: CSU Stadium

Good morning, Mr. Koppenhofer:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Bernie Koppenhofer [<mailto:bbck7@hotmail.com>]
Sent: Sunday, February 01, 2015 11:38 AM
To: Teufel, Sharon
Subject: CSU Stadium

CSU Board of Governors:

This stadium issue is not going away, students, faculty and Fort Collins residents are solidly against building this boondoggle, and it has been and will continue to be very divisive for the university and community. Probably unfairly, but it will also be a judgement on how effectively each member of the Board of Governors is executing her/his fiduciary responsibility. Please take one more look at this Tony Frank obsession, look beyond his ability to be a very effective advocate for whatever project he thinks is necessary; simply look at the real facts, not those presented by Tony Frank.

<http://www.coloradoan.com/story/news/local/2015/01/31/funding-changed-csu-stadiums-scope/22667701/>

*Bernie Koppenhofer
3014 County Fair Lane
Fort Collins, Co. 80528
970-232-4102*

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:07 AM
To: Paul Avery
Subject: RE: Coloradoan Front Page 1st Feb 2015

Good morning, Mr. Avery:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Paul Avery [mailto:paulavery@comcast.net]
Sent: Sunday, February 01, 2015 9:15 AM
To: CSUS Board
Subject: Coloradoan Front Page 1st Feb 2015

I expect ethical behavior from Dr Frank and the Board of Governors. Today's front page show the level of deception in regard to the proposed on-campus stadium"

Colorado State University released this drawing of a potential on-campus stadium in August 2012. Today, plans show a different entrance, without the sculpture of two battling rams. (Photo: Courtesy of Colorado State University)

(Photo: Courtesy of Colorado State University)

As first envisioned, Colorado State University's on-campus stadium would have seated up to 50,000 people and in no way, shape or form would have drawn funding from taxes, fees or tuition received by the university.

As the CSU System Board of Governors prepares to vote on a financing proposal later this week, the planned stadium is closer to 36,000 seats and poses "minimal risk" to the university's general fund.

Since an on-campus stadium proposal helped earn Jack Graham the CSU athletic director job in 2011, the project has been winnowed, molded and remolded until it reached the version tentatively approved by the CSU System board on an 8-0 vote in December 2014.

CSU on Tuesday received approval from the Colorado Legislature to borrow \$220 million to build the stadium, even as final details of what will be built are still to be determined. CSU plans to start stadium construction on the southwest side of its main campus this summer.

University President Tony Frank remained adamant Tuesday when he addressed the state Legislature's Capital Development Committee that the project will pay for itself over the next several decades, especially with a favorable lending market. The university expects interest rates on bonds sold for the project to be at 4 percent or less, a better rate than it pays on most of its existing bonds.

"The cost of the financing is very low," [Frank said while at the Capitol](#). "We've got a chance to invest, not just to make up for a couple decades where we didn't invest much in the university, but to really set the stage for two to three decades going forward."

CSU President Tony Frank makes pitch for on-campus stadium to legislative committee . Kelly Lyell/The Coloradoan

Plans to pay for the facility have gone from requiring more than \$100 million in private donations to using one-third of that amount as a backstop to repay bond financing. CSU's ability to cover the bulk of debt payments relies on projections of the new stadium generating between \$9.8 million and \$14.8 million in annual revenue via ticket sales, luxury seating, naming rights and more.

And in the three years since the idea was pitched, CSU has shifted the conversation on the stadium from simply being a launching point for national prominence of its athletic programs to being the most sound option for a needed, viable venue.

As CSU System Board of Governors Chairwoman Dorothy Horrell put it, "I've come to believe that the risk of not doing this is much greater than the risk of doing it."

But for opponents, this appears to be a stadium that was predestined to be built on campus.

Bob Keller, a CSU economics professor, described the stadium project as a speeding bullet train, ready to hit its destination no matter the obstacles. And one being run by people without much to lose if it crashes.

"If you're wrong in this business, the Board of Governors and Tony (Frank) end up with egg on their face, but not with any financial risk," he said.

CSU's decision to back bond financing with an undisclosed amount of private donations differs from how one of the university's NCAA peers, the University of Minnesota, paid for its new stadium. CSU and Fort Collins officials have repeatedly cited TCF Bank Stadium in Minneapolis as an example of how a university balanced stadium construction with community concerns over location and cost.

There, the university secured a \$35 million naming right from the bank before the Minnesota Legislature approved the stadium, along with the \$10.25 million per year the state would pay. The university also secured \$86 million in private donations and a \$25-per-year student fee to pay for the \$288.5 million project built in 2009.

This week, Frank will return to the board with details of a plan to fund construction of the stadium through the sale of \$220 million in revenue bonds, largely assured that it will receive approval. To get to this point, though, CSU has navigated a twisting path of stadium ideas, in which the target for everything from seating capacity to funding sources has shifted.

Where it was

When first announced in December 2011, CSU offered few details on a potential stadium. The following February, Frank and Graham pitched a stadium of 40,000 to 50,000 seats at an undetermined location on CSU's campus.

To help determine its location, and whether building the stadium would even be possible, an advisory committee was formed with a mandate that no state appropriations, tuition, fees or taxes be considered as potential funding sources. Consultants were also hired and, in August 2012, a feasibility report was brought into the world.

The result: A facility that would cost \$246 million for the athletic portion, plus another \$51 million for an alumni center and other associated projects. It would seat 42,000.

The study and CSU leadership also set a goal for fundraising: \$125 million in private donations — or just more than half the cost for the athletics portion of the stadium — would have to be raised by October 2014 for Frank to move forward.

"If we're at \$120 million and the donations are coming in a pretty steady line, I think I'd come forward and say I think this makes sense," [Frank told The Denver Post in October 2012](#), around the time the proposal was introduced to the Board of Governors. "If we're at \$30 million and most of that was raised in the first year, then that would lead me to a very different conclusion."

His suggestion came at a time when CSU fundraising had a full head of steam: The university had recently capped off a half-billion dollar capital campaign, the largest fundraising effort in CSU history.

It was around that time when the state of Hughes Stadium began to come into play; basic maintenance would cost \$30 million over the next decade, CSU officials said. Mothballing the 32,500-seat stadium, which opened in 1968, would cost \$20,000 per year. Bringing the structure up to the bar Frank set for a new stadium would cost \$150 million or more. And that money would need to come from the university's general fund, Frank said, as new revenue opportunities and donor interest in Hughes had dried up.

That argument helped sway Tyler Shannon, founder of pro-new stadium group Be Bold.

"It was the only thing that made financial sense and sense for the future of the university," he said recently. "I think it was inevitable ... that a stadium was going to be built."

University spokesman Mike Hooker said Frank would not talk to the Coloradoan about the history of the stadium project and how it reached where it is today.

Horrell, the CSU Board of Governors chairwoman and the only person authorized to speak on the board's behalf, said through a spokesperson that she had nothing to say beyond the dozens of pages of minutes from the past several years and hours of recorded testimony and discussion about the stadium during the board's December meeting.

Six months into 2013, athletic officials painted a rosy picture of fundraising, though the university maintained it had entered a "quiet phase" of the process with few details made public.

That June, [Graham told the Post he was close to guaranteeing](#) fundraising goals would be met and his confidence in success was "as close to 100 percent as you can get." The next month, he talked about how successful athletic programs, like Boise State's string of Cinderella runs in football Bowl Championship Series, bolstered the university's recruitment abilities and overall success.

Tying into that, Frank pitched in October 2013 the idea of including a 55,000-square-foot academic component to the stadium, at a cost of \$17.5 million, or 25 percent less than what such a facility would cost as a standalone structure.

The proposal for the academic space preceded other changes: Seating dropped to 36,000 and total cost to \$226.5 million. The university's fundraising goal likewise dipped to \$100 million.

In March 2014, Frank reiterated the need for donors to pick up a hefty part of the tab to build the stadium.

It would "be hard to justify anything other than putting the plan on the shelf and, at least for the time being, move on," if those goals weren't met, he said.

Six months later, fundraising was reportedly at half of CSU leadership's goal with the self-imposed deadline mere days away, and that financing plan was indeed shelved. Still, Frank announced the university would advance its stadium effort.

It was a move Keller, the economics professor, said didn't sit well with him or other faculty members to whom he has spoken.

"I think it's a matter of trust, quite frankly," Keller said. "It was stated pretty clearly what was going to be done, and it wasn't done and it's still proceeding."

[COLORADOAN](#)

[CSU on-campus stadium could loom large in city election](#)

Where it is

[In a campuswide email Frank sent](#) in advance of the October 2014 meeting, which he jokingly dubbed "How the Stadium Turns," in reference to the daytime soap opera, he laid out four options for moving forward, making clear that building a stadium on campus was still possible and that it could be paid for without private funding cresting the \$100 million mark.

"To people who see the world in a binary fashion, failing to move ahead with the financing plan I outlined in October 2012 would imply that we will now fix up Hughes Stadium," Frank wrote. "... That is a legitimate option. But it is an option that causes me great concern."

Restoring or expanding Hughes would be a poor financial decision, Frank argued, because the university couldn't recoup associated costs. And no donors would chip in, meaning such a project would be fully funded by general-fund bonds, he said.

Two other options involved a new stadium: building it in phases with money already raised and bonds for the \$195 million estimated cost; or entering a public-private partnership for a full \$220 million build.

Shannon, of the pro-stadium group, said it threw him for a loop.

"When Tony announced the four options, it was kind of, 'Oh are we moving forward or backward now?' " he said.

While still in support of the new stadium, he argues the four options should have come out at the beginning. At the least, it could have nipped a lot of speculation in the bud.

Frank asked the board for two months to evaluate those options and how to best proceed. And two months later, with the Hughes options and the public-private route eliminated, Frank reached a new conclusion. It was framed to the Board of Governors in December as a question: "I wanted to ask, what is the risk if we did the full \$220 million project now?"

[He was given the board's blessing to proceed in December](#) and will return to present a financing plan to the board this week. In it, all private money raised — \$30 million, Frank said last week — will serve as a backstop if stadium revenues fail to meet annual bond amounts. Only Sen. John Kefalas, D-Fort Collins, objected to CSU's \$220 million bond plan Tuesday. He had too many questions that went unanswered and too many concerns about the university's debt load.

Keller also asked what will happen if revenues fail to materialize or costs exceed projections — does funding start to look more like that of the University of Minnesota's stadium, with student fees and state funding filling in gaps?

"Tony (Frank) has gotten kind of locked in that there will be no general fund used to pay for this thing and student fees will not be raised to support this," Keller said. "... Will that turn out to be true if these projections don't come true?"

But based on those projections, along with what CSU officials describe as an evolving view on the viability of Hughes, a \$246 million stadium, half-funded by private donations, has become a \$220 million bond-funded stadium three years later.

CSU on-campus stadium timeline

December 2011 — Jack Graham hired as CSU athletic director, at least in part due to a vision of raising \$100 million or more to build an on-campus stadium.

February 2012 — CSU Stadium Advisory Committee meets for first time; Graham pitches stadium seating of 40,000 to 50,000; initial cost estimates of \$100 million to \$200 million; CSU President Tony Frank tells committee state appropriations, tuition, fees and taxes will not be considered as funding sources for stadium.

March 2012 — ICON Venue Group hired for \$210,000 as consultant for stadium feasibility study.

April 2012 — Architecture firm Populous hired for \$139,000 to site and design stadium.

August 2012 — Advisory committee delivers 177-page feasibility study; core facility would cost \$246 million, with \$51 million in additional cost for alumni center, parking and other construction; 42,000 seats and total capacity of 44,380.

October 2012 — Frank lays out condition of needing to raise \$125 million in private donations within two years before moving forward — though he's clear it's not a firm goal.

June 2013 — Graham says he's close to guaranteeing the fundraising effort's success. A CSU vice president reports that \$24.2 million had been raised.

October 2013 — Stadium revisions reduce the project's projected cost by \$20 million, to \$226.5 million. An academic space of 55,000 square feet is added to plans for an estimated cost of \$17.5 million, 25 percent less than it would cost as part of a standalone building. Frank says \$37 million will be raised by year's end.

November 2013 — Seating reduced to 36,000.

January 2014 — \$40 million reported raised for stadium project.

August 2014 — Graham fired. CSU vice president writes in an email that "the decision is completely unrelated to the proposed stadium project."

September 2014 — Frank says in a report to the Board of Governors only about \$50 million has been raised. Cost of athletic portion of stadium downgraded to \$220 million.

October 2014 — Frank proposes four options for a useable football stadium: maintenance of Hughes Stadium (\$36 million to \$42 million); major renovation and expansion of Hughes (\$149 million to \$209 million); a private-public partnership used to pay for full-vision on-campus stadium (\$225 million); or bond-funded, phased-in on-campus stadium (\$180 million to \$198 million). He asks to have until December to evaluate the options.

November 2014 — Frank writes premeeting memo recommending pursuit of the full-vision \$220 million on-campus stadium with use of bond financing. He writes that it can meet the criteria of "the lowest risk of any negative impact on the general fund."

December 2014 — Board OKs Frank pursuing financing option for the on-campus stadium with an 8-0 vote and one abstention. Board Treasurer Joe Zimlich, who abstained, said he could not support the stadium over concerns about cost.

January 2015 — CSU announces plans to begin construction of the stadium, at the northwest corner of Lake and Pitkin streets, this summer.

February 2015 — Frank plans to present a financing plan, in which the stadium's \$220 million cost is borrowed, to the Board of Governors during its Feb. 4-6 meeting in Greenwood Village.

Stadium costs

The estimated cost to build an on-campus stadium at Colorado State University has varied widely from the initial estimate provided in February 2012. Here's a look:

- \$246 million (August 2012)
- \$226.5 million (October 2013)
- \$225 million (October 2014 — public-private option)
- \$220 million (September 2014 to present)
- \$180 million to \$198 million (October 2014 — phased option)
- \$100 million to \$200 million (February 2012)

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:06 AM
To: Jack Armstrong
Subject: RE: CSU on-campus Stadium

Good morning, Mr. Armstrong:

This acknowledges receipt of your soapbox that you emailed to the Board of Governors of the Colorado State University System regarding the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Sharon Teufel
Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202
303-534-6290

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From: Jack Armstrong [<mailto:jacko@frij.com>]
Sent: Saturday, January 31, 2015 1:42 PM
To: CSUS Board
Subject: CSU on-campus Stadium

I am writing this soapbox to the CSU System Board of Governors. I am opposed to a second football stadium at Colorado State University. The academic side of the university continues to be seriously underfunded. Tuition has been raised 10 percent in several recent years and 20 percent two years ago while faculty salary increases have often been zero. Based on my observations during my more than 30 years at CSU, some academic departments have several long-term faculty vacancies that cannot be filled due to a lack of funds. Various faculty positions are being filled with temporary instructors on nine-month contracts. The list of shortfalls in funding for academics is a long one. The academic programs at CSU are seriously underfunded.

In stark contrast, the football program has enjoyed incredible growth and priority in the past three years. The coach's salary is \$1.5 million and could go as high as \$2.75 million under certain stated conditions. Even the \$1.5 million would fund an entire new academic department! Could the University attract one or two noble laureates with the same amount of money? The football program has approximately 11 assistant football coaches, several of which are new positions. Beyond these positions are countless support positions of various kinds. We have a little-used new indoor practice facility for the football team. I believe the athletic department is the largest department on campus. The enormity and high cost of the football program is hard to grasp.

The purpose of CSU as a land-grant institution is academics — education and research. The goal is not football. In addition to the issues mentioned above is the fact that larger conferences are marginalizing the smaller ones in an effort to capture TV revenue. The ability of CSU to move up to the "bigger leagues" remains doubtful. Lastly, there is the growing understanding of the risks players sustain after concussions. The NFL is starting to face these issues and soon colleges and high schools will begin to admit that concussions often result in serious health issues for players. Both of these issues are serious and impinge on the long term wisdom of spending large sums of money on a second football stadium.

The governing board has responsibility to pursue the university's mission: That mission is clearly education and research. A costly second football stadium has relatively little positive relationship to the university's actual mission. Diverting several hundred million dollars into the football program and a second stadium seems wrong, if not unethical, as well as being fiscally burdened with high risks. I hope the board will take its role seriously when they meet in early December.

David R. Anderson lives in Fort Collins.

PLEASE PAY ATTENTION TO WHAT THE UNIVERSITY SHOULD BE!!!

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, February 03, 2015 11:05 AM
To: Bruce Macdonald
Subject: RE: On-Campus Stadium

Good morning, Dr. Macdonald:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the issue of the on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
 Colorado State University System
 475 17th Street, Suite 1550
 Denver, CO 80202

From: Bruce Macdonald [<mailto:bmacdonald@slrconsulting.com>]
Sent: Thursday, January 29, 2015 1:20 PM
To: CSUS Board
Subject: On-Campus Stadium

Having originally been a supporter of the on-campus stadium, I now **recommend that the CSU Board of Governors withdraw its approval** of the construction (loan) for this facility.

Originally we understood, as promised by Dr. Frank, that half of the construction costs would be received from private donations, before the stadium would proceed.

That seemed somewhat reasonable.

Now it appears that only a small portion of donations have been received, and the Board is being asked to approve a loan for the full \$220 million.

This is an excessive burden on a very vulnerable population, CSU students who survive on very limited funding to complete their education.

From my experience I think at least half of the undergraduate, and many graduate, students are on financial thin ice while going to school.

It is very important that CSU put these people first when governing the university, as opposed to favoring the careers of a small number of athletes.

Please do so – withdraw your original approval of the loan – until there is a more sound financing that does not burden the vulnerable population, especially those who are already sacrificing to improve their own lives and the well being of our society.

I fear a backlash from donor-graduates and the community in general, if this goes through, including several of my friends, who have stated that they will cease donating to CSU if this goes forward. Rather than enhance donations, I fear approval of the new stadium will reduce them.

I'm glad to discuss and provide other input.

Regards
 Bruce C. Macdonald, Ph.D. (in Atmospheric Science at CSU, 1988).

PS: CSU's atmospheric science department has been rated top in the country. You should be proud of that.

Bruce Macdonald
Principal Scientist
SLR International Corporation

Direct: 970-999-3977

Office: 970-494-0805

Email: bmacdonald@slrconsulting.com

1612 Specht Point Road, Suite 119, Fort Collins, CO, 80525, United States

www.slrconsulting.com



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Teufel, Sharon

From: CSUS Board
Sent: Wednesday, January 28, 2015 10:03 AM
To: Grim, Jamie; CSUS Board
Cc: Kaufmann, Lisa
Subject: RE: Polis Named Ranking Member of Health, Employment, Labor, Pensions Subcommittee

Good morning, Ms. Grim:

Thank you for your email notifying the Board of Governors of the Colorado State University System of Congressman Polis' committee assignment. Your communication will be shared with the Board.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Grim, Jamie [<mailto:Jamie.Grim@mail.house.gov>]
Sent: Tuesday, January 27, 2015 3:01 PM
To: CSUS Board
Cc: Kaufmann, Lisa
Subject: FW: Polis Named Ranking Member of Health, Employment, Labor, Pensions Subcommittee

Dear Colorado State Board of Regents,

We wanted to share with you that today Congressman Jared Polis received a committee assignment on the Higher Education and Workforce subcommittee. The Congressman is thrilled with this new position and looks forward to working more closely with you in the future.

Please let me know if you have any questions!

Jamie Grim

Jamie Grim
Education Advocate
Congressman Jared Polis
970-226-1239
jamie.grim@mail.house.gov

From: Overland, Scott
Sent: Tuesday, January 27, 2015 10:23 AM
To: Overland, Scott
Subject: Polis Named Ranking Member of Health, Employment, Labor, Pensions Subcommittee

CONGRESSMAN JARED POLIS

2nd District, Colorado | 1433 Longworth House Office Building, Washington, D.C. 20515 | polis.house.gov

Media Release: January 27, 2015 **Contact:** Scott Overland, (202) 225-2161

Polis Named Ranking Member of Health, Employment, Labor, Pensions Subcommittee

WASHINGTON, DC — The Democratic Caucus today announced that Representative Jared Polis (CO-02) will be the Ranking Member of the Education and Workforce Subcommittee on Health, Employment, Labor, and Pensions. He will also serve on the Subcommittee on Higher Education and Workforce training. Polis has served on the Education and the Workforce Committee since he was elected to Congress in 2008, and this will be his first term as a Ranking Member.

“Health, Employment, Labor and Pension issues touch so many people’s lives in Colorado’s 2nd Congressional District and across the nation,” said Rep. Polis. “I am excited to be in a position to enhance the quality and affordability of our healthcare system and improve the Affordable Care Act, increase career training programs, and defend robust worker protections and retirement benefits. I look forward to working with Chairman Roe (TN-01) in a bipartisan manner to make progress for working families in Colorado and across the nation.”

Prior to being elected to Congress, Representative Polis was a successful internet entrepreneur, which gave him extensive experience in many areas of jurisdiction before the subcommittee. He also served as the Chairman of the Colorado State Board of Education and founded a network of public charter schools for English language learners. The 2nd Congressional District is home to Colorado’s two flagship universities, University of Colorado—Boulder and Colorado State University.

In addition to his position on the House Education and the Workforce Committee, Rep. Polis will again serve on the House Rules Committee, and was named the Social Media Chair of the House Democratic Policy and Communications Committee.

###

Scott Overland

Communications Director

Office of the Honorable Jared Polis

1433 Longworth House Office Building

Washington, DC 20515

O: 202-226-7591

C: 202-503-6067

[Click here to visit Jared's website and sign up for his e-newsletter](#)



Teufel, Sharon

From: CSUS Board
Sent: Tuesday, January 27, 2015 3:30 PM
To: Jack Armstrong
Subject: RE: Tony Frank CSU stadium proposal

Good afternoon, Mr. Armstrong:

This acknowledges receipt of your email regarding the new CSU stadium. Your correspondence will be shared with the Board of Governors of the Colorado State University System.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Jack Armstrong [<mailto:jacko@friu.com>]
Sent: Tuesday, January 27, 2015 9:44 AM
To: CSUS Board
Subject: Tony Frank CSU stadium proposal

Hello,

Here we go again – Tony Frank now wants to borrow all the money for his proposed on-campus football stadium. How can any of us believe what this man says any more? He has changed his promises and his story on the proposed stadium so many times... From originally having it built with all private funding and not proceeding unless half of the money was raised in advance, to now wanting to borrow all the funds and putting the project at great risk of having to repay the borrowed money with student fees and tuition monies (another thing he promised would not happen!)...

I realize that CSU can do whatever it wants without regard to the City of Fort Collins or the residents of Fort Collins, but how does his attitude of ignoring over 60% of both Fort Collins residents and CSU alumni contribute anything positive to the greater community? He has also chosen to ignore the many studies done around the country that show how financially unfeasible it is these days for a university to build a new football stadium and expect there to be any ultimate positive cash flow from the project.

I also know that you, the board, have given approval for Mr. Frank to proceed with planning, and that there will be another presentation before final approval of the project.

CSU already has a beautiful football stadium site. It sits next to the foothills, it has ample room for parking and tail-gating, but it needs work. The existing Hughes Stadium could be brought up to "standards" with much less cost and disturbance to the greater Fort Collins community than Mr. Franks proposed on-campus stadium.

This has gone on long enough! Whatever his true agenda is, Mr. Tony Frank has lost all the trust I ever had in him and in his value as the leader of CSU.

Thanks for listening...

Jack Armstrong
Graduate of CSU
Fort Collins resident

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, January 27, 2015 3:28 PM
To: Diane Burton
Subject: RE: CSU Stadium

Good afternoon, Ms. Burton:

This acknowledges receipt of your email regarding the new CSU stadium. Your correspondence will be shared with the Board of Governors of the Colorado State University System.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Diane Burton [<mailto:diane.d.burton@gmail.com>]
Sent: Tuesday, January 27, 2015 8:36 AM
To: CSUS Board
Subject: CSU Stadium

Wow, whatever happened to integrity and honesty? When CSU proposed the stadium, it promised that the money would come from private donations. Then at least HALF the money would come from donations before they would break ground. Now all of it is coming from bonds? And the students won't be left holding the bag for this fiasco in terms of higher tuition? Citizens of Fort Collins are overwhelmingly (and I do mean overwhelmingly) opposed to this and CSU's arrogance in disregarding public opinion is even more damaging to the institution than the financial hole we're going to be in if the thing is built. Enough people are threatening to boycott CSU games that its very possible (maybe even likely) that attendance in the new stadium will be even lower than it is at Hughes.

My main concern (and I'm a CSU employee) is the damage to CSU's reputation in the community and in the state. If there is some reason why we should be going down this path, none of us seem to know what it is. It's being referred to as Tony's vanity project, Tony's folly, and Tony's toilet. Lately (and definitely because of the stadium controversy) I'm embarrassed to say I work for CSU. I never never never thought I would live to see that day.

Isn't anybody holding him accountable? Isn't that the BOG's job?

Not that it will make any difference, but I thought I'd throw my two cents worth in (again) before your meeting.

Respectfully,
Diane Burton

Teufel, Sharon

From: Frank, Tony
Sent: Monday, January 26, 2015 10:57 PM
To: Teufel, Sharon
Subject: FW: Support of CSU Stadium financing Plan

For the records.

Anthony A. Frank, President
Colorado State University

From: ross.alexander@comcast.net [<mailto:ross.alexander@comcast.net>]
Sent: Monday, January 26, 2015 10:28 PM
To: cdc@state.co.us
Cc: jkefalashd52@frii.com; kori.donaldson@state.co.us; Frank, Tony
Subject: Support of CSU Stadium financing Plan

Dear Capital Development Committee Members:

It came to my attention that you will be considering and voting on Tony Frank's recommendation for a financing plan for an on campus stadium tomorrow (1/27/15). I wanted to let you know that I support Tony's recommendation for an on campus stadium and I support his financing plan.

With all due respect to both sides I support and trust Tony's advice more so than opponents of the stadium, called Save Our Stadium. SOS have offered no plans for Hughes stadium, just opposition to a new stadium. Tony has been a great and visionary leader for CSU and has done a wonderful job of transforming CSU including the look and feel of the CSU campus to be a much more attractive, modern and functional campus. I was one of the sold out crowd at the CSU SDSU basketball game on Saturday night and my wife and I admired all of the new construction as we walked back to our car parked in a neighborhood north of campus. All of this building over the past ten years has cost a lot of money, but interestingly I cannot recall a single complaint about CSU spending too much money on construction until an on campus stadium was proposed.

This stadium will be a wonderful addition to CSU and the campus and will help position CSU athletics for the next generations of CSU students, athletes and fans. I have lived on the west side of town for 30 years and the prospect corridor is long overdue for improvement. So a stadium project that includes road and walkway improvements will also benefit Fort Collins on the 350 plus days that football games are not played. Interest rates are at record lows and a debt plan now will take advantage of this rate environment. Finally unlike other buildings there is a revenue stream from football along with sponsorship opportunities like what CU is experiencing in their athletic building improvement plan.

I graduated from CSU in 1983 with an undergraduate degree in Finance and then went back to CSU and achieved a Master's in Business Administration degree in 2001. My oldest daughter proudly graduated from CSU last year and my youngest daughter, now a senior at Rocky Mountain High School has been accepted to CSU. All three of my children grew up as CSU fans as we have been football season ticket holders for over 25 years. My wife and I have owned a home in fort Collins for

over 25 years and we live on the west side of town about half way between the current and proposed stadium site. So I consider myself a vested stakeholder of this situation.

I encourage you to support CSU, Dr. Frank and his financing recommendation for a new stadium.

Thank you for your consideration.

Ross Alexander

Teufel, Sharon

From: CSUS Board
Sent: Monday, January 26, 2015 1:56 PM
To: David Anderson
Subject: RE: Second foot ball stadium

Good afternoon, Dr. Anderson:

This acknowledges receipt of your email regarding the new CSU stadium. Your correspondence will be shared with the Board of Governors of the Colorado State University System.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: David Anderson [<mailto:quietanderson@yahoo.com>]
Sent: Saturday, January 24, 2015 3:27 PM
To: CSUS Board; chancellor@colostate.edu
Subject: Second foot ball stadium

Board Members:

How might you respond to all the people questioning the need to spend roughly \$250,000,000 on a second football stadium? This is a serious issue at a time when funding for higher education is at an all time low.

Please take the time to read,

<http://www.coloradoan.com/story/opinion/2015/01/11/real-cost-colorado-state-university-athletics/21609313/>

Thank you,

Dr. David R. Anderson
BS 1964
MS1967

Faculty 1984-2003
Emeritus faculty 2003-present

Teufel, Sharon

From: CSUS Board
Sent: Monday, January 26, 2015 1:53 PM
To: linda vrooman
Subject: RE: CSU, Capital Development Committee, CSUS

Good afternoon, Ms. Vrooman:

This acknowledges receipt of your email regarding the Capital Development Committee and the groundbreaking for the new CSU stadium. Your correspondence will be shared with Chair Horrell and the Board of Governors of the Colorado State University System.

Sincerely,
 Sharon Teufel

Office of the Board of Governors
 Colorado State University System
 475 17th Street, Suite 1550
 Denver, CO 80202

From: linda vrooman [mailto:lgv61@icloud.com]
Sent: Monday, January 26, 2015 1:08 PM
To: CSUS Board
Subject: CSU, Capital Development Committee, CSUS

TO: Dorothy Horrell

Dear President Horrell,

We had a chance meeting on Thursday in the gift shop at the University of Colorado Hospital. We exchanged greetings and when you nicely wished me a good New Year I made the comment that it wouldn't be, citing the front page of the newspaper stating that "they are going to break ground without financing shared with the public." You meet a number of people in your duties, you also do not get the Fort Collins newspaper, so I have copied that article for you.

The Capital Development Committee meets tomorrow to listen to President Frank request his projected cash needs. I have asked our elected State representatives and senators over the last three years if there is a way the State could stop the stadium's march to the center of Fort Collins and, almost unanimously, I have been told that once it goes to committee it is assumed it will be "rubber stamped" and approved.

How and why can President Frank publicly publish his construction timeline when the money has not been approved by the CDC, and his financial plan will not be presented to the Board of Governors until February?

Thank you for the years of listening to me, and the others in opposition.

Linda Vrooman
Fort Collins, CO

CSU to break ground on stadium this summer

PROJECTED CONSTRUCTION TIMELINE FOR NEW CSU STADIUM

The proposed CSU on-campus stadium is expected to take 22 months to build, barring significant weather delays, said Icon Venue Group, hired by the university to oversee construction. Below is a timeline of expected events, provided with help from Icon and CSU.

2015
2016
2017
2018

• Where we are now



Coloradoan library

Financing

After receiving approval Dec. 4, 2014, from the CSU Board of Governors to build a new, multi-use facility on campus, the next step for Colorado State University President Tony Frank is to present a financing plan to the board for approval. Frank plans to present a plan at the Feb. 4-6 meeting in Centennial outlining details for borrowing \$195 million of the anticipated \$220 million construction costs through the sale of revenue bonds.

Updated: Jan. 15, 2015
Matt L. Stephens

 **Kelly Lyell**, *The Coloradoan* 2:29 p.m. MST, January 19, 2015



(Photo: Courtesy of CSU)

1317CONNECT 51TWEETLINKEDIN 135COMMENTEMAILMORE

CSU plans to begin construction of its controversial new on-campus stadium this summer so it can be open in time for the 2017 football season.

Details on the design of the \$220 million stadium and financing still need to be worked out.

School officials declined to discuss what changes will be made from the original plans drawn up in 2012. They've asked the contractors on the project to keep any changes that might be made to themselves as well.

Colorado State University President Tony Frank plans to present a stadium financing plan to the Board of Governors at its Feb. 4-6 meetings at the CSU-Global Campus in Centennial.

"After that, the construction timeline will start to solidify, as will updates to the scope of the project," school spokesman Mike Hooker said.

The stadium will be built on the southwest side of the university's main campus, between Pitkin and Lake streets on the west side of a reconfigured Whitcomb Street. Currently, the area the stadium will cover is primarily used for parking, with the southwest corner of the site housing the Plant Environmental Research Center and its gardens.



COLORADOAN

CSU board approves on-campus stadium

No significant work at the stadium site can be completed until ongoing research projects at PERC are completed, school officials have said.

"We have been assured that the graduate student research and Plant Select plant evaluation research will not be disturbed until Oct. 1, at which time we should have all of our data taken from those studies," PERC director Jim Klett said in an email last week.

PERC will be relocated to the south side of Prospect Road, just west of Centre Avenue and south of Aggie Village to the current site of the CSU ropes course, Klett said.

CSU requested and received authorization from the state Legislature's Joint Budget Committee on Sept. 20, 2013, to borrow \$7.3 million through state-backed bonds to pay for the PERC relocation. But later CSU chose to remove that project and a \$50 million parking garage along Shields Street from a \$139 million bond issued in December 2013. So no money has yet been allocated for PERC relocation.

Cost estimates for the stadium include up to \$30 million to cover what Frank believes is the university's fair share — 50 percent — of road, sidewalk and utility improvements and other city infrastructure required to accommodate the new facility.

The university is essentially its own city under Colorado law, so it does not need to follow the city of Fort Collins' land-use or building codes or acquire building permits for projects on its campuses.

Frank said the university will enter into intergovernmental agreements with the city to address issues such as traffic, parking and noise surrounding events held at the stadium. He also vowed to set up a standing committee to meet regularly with residents of surrounding neighborhoods to address ongoing issues.

Icon Venue Group was selected by CSU as the project manager for the stadium. Populous was selected as the architect and Mortenson Construction as the lead contractor. All three companies have been involved in stadium projects around the country.

Mike Harms, a senior vice-president with Icon, said two years is a reasonable amount of time to get a new stadium built. Frank said "it's very likely" the facility would be ready in time of the 2017 football season.

The Rams will open the 2017 season Sept. 2 in Denver against the University of Colorado and could play a home game as early as the following weekend.

Frank received permission from the school's Board of Governors last month to move forward with what he said would be a \$220 million stadium seating about 36,000 fans and total capacity of about 40,000. The preliminary plan Frank outlined to the governing board called for the university to borrow \$195 million for the project by issuing revenue bonds, with the remaining \$25 million coming from philanthropic donations.

CSU said last summer that it had raised \$24.1 million in private donations for the stadium, and Frank has said he is confident the school can raise as much as \$50 million privately. Additional donations, Frank said last month, would be used to cover any shortfalls if the new stadium does not generate enough revenue to cover annual bond payments estimated at \$12.5 million to \$13.5 million a year.

Follow reporter Kelly Lyell at twitter.com/KellyLyell and facebook.com/KellyLyell.news

Stadium construction timeline

- Beginning in Month 2:** Pour the foundation, starting in the southwest corner, moving northeast (duration of 3 ½ months).
- Month 3:** Build vertical structures, including the seating bowl, press box and suites (8 months).
- Month 8:** Apply exterior enclosures that start to give stadium a personality and install interior fixtures, such as lighting and windows (12 months).
- Month 11:** Install seats and complete locker rooms, offices, suites and academic wings, referred to as a whole as the east and west "stadia" (9 months).
- Month 20:** Finishing touches are applied, placing branding on the stadium and testing utilities (two months).

Teufel, Sharon

From: bobvangermeersch@aol.com
Sent: Friday, January 23, 2015 1:49 PM
To: CSUS Board
Subject: my letter to the BOG dated 1-12-2015

G' Day Sharon

Please confirm that since the board has not responded to the subject letter that my EXAMPLE: on page two(2) is indeed the revenue that the board will require from the new football stadium.

" \$12.1 (debt service) plus \$1.7 M plus \$3.6 M plus \$4 M times 1.25 equals \$26,750,000"

Thanks, Please forward this to Governors Mosher and Munn as I will comment on their verbal statements made at the Dec. meeting.

1. Dear Governor Mosher: During the board comments, at the Dec. meeting, you stated that you consider the Football Stadium as a "revenue generator." I would like to offer a different viewpoint. The question I would ask would be : "Is the Football stadium a **"Profit Generator"?** It's easy to generate revenue. I could sell my 2014 Subaru Outback for half its value and call it revenue.

All the data and facts that we have analyzed indicates that this stadium will be a cash drain on the students and taxpayers. Spending \$363,000,000 (30 years) on an athletics department that lost \$25,000,000 in FY 2014 is financial disaster. Even the CSU economics dept. head agrees.

2. Dear Governor Munn: During the same meeting you verbally chastised me for recommending that the BOG hire a neutral third party expert to analyze the CSU revenue projections. You mentioned that you had confidence in the CSU leadership. All well and good, however, I believe that as a member of the BOG with financial/fiduciary responsibility to the other members of the board and the citizens of Colorado you need to engage a neutral third party.

Thank you for taking the time to read this communication.

We would be pleased to have an "across the table discussion" on this matter.

Regards

Bob Vangermeersch
Fort Collins SOSH
970-223-0493

Teufel, Sharon

From: CSUS Board
Sent: Friday, January 23, 2015 9:21 AM
To: Harland Ranney
Subject: RE: Football costs

Good morning, Mr. Ranney:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the Boston Globe article. Your communication will be shared with the Board.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Harland Ranney [<mailto:packardsix1938@yahoo.com>]
Sent: Friday, January 23, 2015 9:05 AM
To: CSUS Board
Subject: Fw: Football costs

Board of Governors: Please read this short article from the Boston Globe. I hope it will provide useful insight.
Harland Ranney, Ft. Collins

----- Forwarded Message -----

From: Sue Bass <henrysuebass@gmail.com>
To: Harland Ranney <packardsix1938@yahoo.com>
Sent: Monday, January 12, 2015 12:23 PM
Subject: Football costs

<http://www.bostonglobe.com/opinion/editorials/2015/01/11/umass-should-shrink-scrap-football/mV8os8TFtXfAOTIZOkv5II/story.html>

Think you'll be interested in this.

Love, Sue

Ranney - 1/23/15

EDITORIAL

UMass should shrink or scrap football



ROBERT E. KLEIN FOR THE BOSTON GLOBE/FILE

Fans were scattered throughout Gillette Stadium as during the UMass-Vanderbilt game in September 2013.

| JANUARY 11, 2015

IN 2012, the University of Massachusetts at Amherst began playing in the National Collegiate Athletic Association's Football Bowl Subdivision, the highest level of the sport. Most state flagship universities play in this 128-team class and the Minutemen understandably hoped to bask in the bright lights and garner a bigger piece of the action in the multibillion-dollar college sports industry.

Before that, they played in the 122-team Football Championship Subdivision, a less-celebrated rung of Division 1, where this year's top teams included New Hampshire, Illinois State, North Dakota State, and Coastal Carolina.

CONTINUE READING BELOW ▼

The cost of moving to the higher level was steep. UMass had to assure many more football scholarships, meet minimum attendance requirements, and make facility improvements. But instead of leaping into glory, UMass hurled itself into a money pit. A program that cost the school \$3.1 million in 2011 in direct support and student fees is projected to cost \$8.6 million next year — even after projected revenues are taken into account — according a recently released faculty report. The school has precious little to show for it, with a 5-31 record in the last three years and a fan base in suspended animation. The Minutemen averaged 16,008 fans this season, barely more than last year's home game average of 15,830.

Pushing athletes to enhance the university's brand on the field often leads to problems in the classroom, and that pattern held true at UMass Amherst. The Globe reported last fall that the Minutemen's academic scores were among the lowest in Division 1. The university says scores have risen since then, but it is also questionable why a university such as UMass, with no major tradition to start with, should invest so much fresh capital into a sport that shows signs of losing its traditional hold on American families as evidence mounts about the risks of long-term brain damage from the game. An Associated Press poll in August found that 44 percent of parents were uncomfortable with their child playing football and a Bloomberg poll last month found that 50 percent of Americans would not want a young son playing football. UMass is unwisely investing in a cultural edifice that is showing the first signs of crumbling.

UMass officials argue that football spending is only a tiny fraction of its \$1 billion operating budget and that revenues have increased with the move up to the FBS. For instance, university officials say the team will get \$1 million for a trip to Notre Dame next season and \$1.25 million to travel to Florida in 2016. It also said alumni donations

to the athletic program, relatively low in the FCS, have already totaled \$5 million in the FBS. They believe that with a couple more years, and a few more million dollars, a tradition can be built.

But that is still too little, too late. Football losses are nearing \$10 million a year, an alarming note in an otherwise laudatory period for UMass Amherst. The school is enjoying one of the most dramatic rises in academic prestige in the nation, rising 22 spaces since 2010, into a tie for 30th place among public universities in the US News rankings. It is enjoying an unprecedented two-year freeze on tuition and fees, after winning renewed support from the Legislature.

But taxpayers can't be expected to pay for an extravagant football program indefinitely, especially as the changing economics of college football make it even more expensive for UMass to stay competitive.

Although Chancellor Kumble Subbaswamy promised a "balanced, modest approach" in football, any notion of balance has been permanently destroyed by the spending arms race. Ohio State, which is playing for the national championship, spent \$400,000 per scholarship football player in 2012, according to the Knight Commission on Intercollegiate Athletics — six times more than UMass.

“

Instead of leaping into glory, the university fell into a money pit.

Before football costs climb even higher, the Minutemen should consider dropping to a lower division of the NCAA or killing the sport altogether. Other schools have eliminated their programs and have thrived: Boston University and Northeastern cut football but are consistently listed among the top 50 national universities in US News and World Report — higher than UMass Amherst. Big-time pigskin may have been an experiment worth trying, but now UMass should get out of bowl-level football before being bowled over.

Clarification: A photo that ran in an earlier version of this editorial showed an empty section of seats reserved for the visiting team at a 2012 UMass Minuteman game at Gillette Stadium. The Minutemen averaged 16,008 fans at home games this season, slightly more than last year's home game average of 15,830.

804 Birky Place
Fort Collins, CO 80526
January 20, 2015

To the Colorado State University Board of Governors:

I submit the following based on my everyday reading of newspapers and newsmagazines and a casual review of some other sources. I am not particularly interested in athletics although we occasionally attend a CSU game with friends, but it does seem to me that many important aspects of college football are being overlooked by the public and even the CSU administration

A newsmagazine, *The Economist*, August 16, 2014, had stories entitled Justice for Jocks and Players: 0, Colleges: \$10,000,000,000, pointing out some financial impacts of college sports. They contend that college sports have turned schools into entertainment juggernauts and that the income players produce far exceeds the cost of their scholarships. They report that college revenues exceed those of any pro league (either the NFL or NBA) and that in 39 of the 50 states, the highest-paid public official is a college coach. It is also pointed out that criticism of the NCAA is becoming more vocal and numerous players have challenged the cartel in the courts. Paying players is probably going to happen and that raises its own questions – should all players be paid the same or should pay be by ability, should participants in all sports be paid (men and women with Title IX implications), etc? It could have also been mentioned that coaches get large bonuses for winning, players nothing.

The *Wall Street Journal*, December 8, reporting on the college final four playoffs mentions “. . . the sport of major college football – aka unpaid pro football . . . “. The *WSJ*, January 2, 2015, in listing People to Watch in 2015 has Mark Emmert, president of the NCAA, since he will be presiding over momentous changes in college football.

The *New York Times*, December 31, had a story entitled What Made College Ball More Like Pros? \$7.3 Billion, for a Start related to the amount ESPN paid for the TV rights to the college playoff series. The current Ohio State quarterback posted this comment on Twitter: “Why should we go to class if we came here to play football”? Seems logical since he will probably make millions in the NFL; being a student is irrelevant. A former University of Texas football coach believes that college football is becoming more like the NFL.

Football appears to be a big revenue producer, but the rich are getting richer and the rest left out with students paying for deficits. The Big Five Conferences are profiting handsomely with few colleges in other conferences managing to break even, if that.

TIME, another weekly newsmagazine, September 29, had a cover story Is Football Worth It? with a follow-up inside entitled The Tragic Risks of an American Obsession discussing the health risks involved. The *New York Times Magazine*, November 9, has a related cover story Is Football the Next Tobacco and Down by Law concerning the potential huge liabilities for injuries (brain injuries in particular) suffered from playing football.

It is somewhat surprising to find that even high school sports are being questioned. The *Atlantic Monthly*, October 2013, had a cover story How Sports Are Ruining High School and The Case Against High School Sports.

With respect to the local stadium issue there is little support among relevant parties. The alumni declined to contribute even half the money that was the original decision point; a majority of the citizens of Fort Collins, the faculty, and the students oppose the construction.

Oddly enough, the old Foothills stadium answers the major objections to building a new stadium on campus:

Campus Stadium	Foothills Stadium
Neighborhood noise	Essentially none
Parking	Almost unlimited
Traffic congestion	No worse
Stadium dominates academic campus	Not a problem
City expected to contribute	No cost
Need to borrow	Borrow less for renovation

Perhaps it is time to pause and rethink the mission of a university. Should they potentially be sponsoring a semipro football program?

Why am I writing this? Two reasons:

(1) Although I probably will not be alive ten years from now I would like to let future generations see how my perception compares with that of the CSU administration which seems rather murky to me and based on "build and they will come".

(2) I fear that students will eventually bear the costs of the above. Students nationwide are already in debt one trillion dollars (\$1,000,000,000,000) essentially funding the building

boom on college campuses. It seems unconscionable that tuition keeps rising faster than the cost of living index.

Incidentally, has anyone noticed CSU being mentioned in connection with the Lance Armstrong doping scandal in a *WSJ*, October 8, 2013, review of the book Wheelmen: Lance Armstrong, the Tour de France and the Greatest Sports Conspiracy Ever?

A handwritten signature in black ink, appearing to read "Charles C. Britton". The signature is fluid and cursive, with a large initial "C" and "B".

Charles C. Britton

Emeritus Professor of Electrical Engineering

Retired 1986

Teufel, Sharon

From: CSUS Board
Sent: Thursday, January 22, 2015 2:55 PM
To: Carol Podmore
Subject: RE: CSU On Campus Stadium Fort Collins CO

Good afternoon, Mrs. Podmore:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the new on-campus stadium at CSU. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Carol Podmore [<mailto:carolpodmore733@comcast.net>]
Sent: Monday, January 19, 2015 8:25 PM
To: Teufel, Sharon
Subject: CSU On Campus Stadium Fort Collins CO

To the Board of Governors:

So ground breaking has been announced and still no approved funding plan...let alone one that has been examined by an unbiased third party.

Do you really oversee Tony Frank or do you simply rubber stamp whatever he puts before you?

You certainly don't seem to play any other role in this process/drama.

Whether Frank's business plan will or will not work is unknowable (though given how college football is going, I doubt that it will work).

However, his reputation as a good if not great president is long gone. Frank's Folly will be his legacy and you are his enablers.

And, the community? It has already been changed beyond recognition.

Carol Podmore
35-Year Resident of Fort Collins
CSU Graduate School Alumni
CSU Former Affiliated Faculty
Wife of CSU Professor Emeritus

Teufel, Sharon

From: CSUS Board
Sent: Thursday, January 15, 2015 11:13 AM
To: RodandRuth
Subject: RE: THE STADIUM PROPOSAL REVISITED

Good morning, Dr. Skogerboe:

This confirms receipt of your email to the CSU System Board of Governors regarding the new CSU stadium. Your correspondence will be shared with the Board of Governors.

Sincerely,
 Sharon Teufel

Office of the Board of Governors
 Colorado State University System
 475 17th Street, Suite 1550
 Denver, CO 80202
 303-534-6290

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-----Original Message-----

From: RodandRuth [<mailto:rodandruth@comcast.net>]
Sent: Thursday, January 15, 2015 9:39 AM
To: CSUS Board; chancellor@colostate.edu; Teufel, Sharon; kyle henry
Cc: Frank, Tony; Miranda, Rick
Subject: Fwd: THE STADIUM PROPOSAL REVISITED

-

GREETINGS,

I am contacting you on this issue again because I, and a plethora of others, believe you have made a serious mistake in supporting the plan to build a new stadium. To begin please read the attached letter from Ms. Panepinto. It correctly points out that Tony Frank has broken the promise that the stadium would not be built unless at least half the cost is from private donations. That drive fell far short of the goal clearly indicating an overt lack of interest in the plan.

Indeed, you will recall that clear cut majorities of the students, active and emeriti faculty, alumni and the citizens of Ft Collins are all against the proposal. So why has Tony Frank chosen to go against these important groups and build anyway? This decision has turned many against him and has lost CSU a lot of friends and potential donors.

Please take a moment and consider the real costs of the proposal. In addition to the stadium itself, its presence will require:

1. Building a parking garage at a cost that will be over 100 million,
2. Changes in city streets, infrastructure and ancillary costs that the city estimates will be between 13 and 22 million, These costs will be paid for by the general population so the argument that it will not cost the public is gone.
3. The many millions that have already been spent doing site evaluation, architectural planning, donor solicitation, public forums to try to sell the idea and convince the public that Hughes stadium needs too many repairs to keep it.

4. The millions spent by CSURF buying property adjacent to the site while arguing that it has nothing to do with the plan. Of course if the stadium were built it would be quite convenient to have those homes available to tear down making space for ???.
5. Then there is the question of what will become of the horticulture/green house program that occupies the site. The importance of that operation to the mission of CSU argues against it being abanded so what will it cost to move it and where?
6. Now consider Hughes and what will become of it. The attached letter is just one of many that demonstrates concerns for this setting and all its really great amenities. There is a large and active group called SAVE OUR HUGHES that has continued to fight that battle. There has been statements that it needs some 30-50M in repairs some of which are related to safety issues. Since the new stadium will take 2-3 years to build can we really allow those safety issues to exist while we continue to use Hughes? In this context, it must be noted that the problems with Hughes did not happen over night. So why were these not corrected as they occurred before they got worse?
7. I cannot go further without asking the obvious question: why not repair Hughrd rather than building a new stadium with all the ancillary costs, save a lot of money and satisfy the majority
- 8 THE proposal to include academic facilities in the stadium plan is likely just a facade, i.e., just an excuse to use general funds to help pay for it.
9. Finally let me call attention to the attachment that addresses the matter of the real costs of athletics at CSU. This shows an operational deficit of 25.3M that has to come from the general fund for non-core education. It also empathizes that the stadium costs will also be a burden on the general fund and thence to the students.
10. Tony Frank has been shown to be willing to plough ahead on this ill conceived issue to the point of breaking his own promises. Is this the type of behavior an icon should pass on to the students?

My request is very simple. Do your selves a great favor, consider these presentations and reverse your approval of this ill fated stadium propasal. Then sit back and enjoy the congratulatory accolades you will receive.

Thank you for your kind attention.
Rod Skogerboe
Professor and Chairman Emeritus

What's the real cost of CSU athletics and a new stadium?



What's the real cost of CSU athletics and a new main-campus stadium?
 ...rn fiscal 2014.
 ...CSU ... students and
 ... Colorado

taxpayers

contributed a whopping \$25.36 million to balance the CSU athletics budget, according to public records I obtained from the university.

Let's examine the actual fiscal 2014 athletics expenditures and income.

Expenses totaled \$38.9 million, which consisted of:

- » \$14.2 million in salaries and benefits

- » \$12.5 million in operations

- » \$7.5 million for Grants in Aid to hire the athletes

- » \$4.7 million in major enhancements/remodels to the athletics facilities

The income side is simple. The self-generated revenue (SGR) was \$13.6 million, which included ticket sales, concessions, promotions, donations, parking, National Collegiate Athletics Association and the Mountain West Conference, etc.

Now let's do the basic math:

\$13.6 million (SGR) - \$38.9 million (expenses) = Negative \$25.3 million (loss)

This loss includes \$5.3 million in student taxes, also known as fees. The balance comes from the general fund, which is comprised of student tuition and Colorado taxpayer dollars.

The CSU student government will tell you "students get to vote on the fee for athletics." But that's not the whole truth. Student representatives, unfortunately, get to vote only on the yearly athletic fee increases, not on the base amount.

How does this fact stack up to President Tony Frank's statement:

"At CSU, our net investment (in

athletics) is extraordinarily low ... "

Perhaps his definition of "low" is different than ours, since \$25.36 million seems pretty high to the rest of us.

In the past, Frank has made cockamamie statements about how the cost to hire the athletes (\$7.5 million) is offset by the university subsidy (\$10 million-) to athletics. This is pure financial fantasy.

A retired CSU Economics professor analyzed Frank's statements and concluded the only way it could be true was if educating, feeding, housing, tutoring, buying books, paying professors, paying building debt, heating and insuring the athletes cost \$0 - and that is physically and financially impossible!

In an Oct. 20 Coloradoan article, Frank was quoted as saying:

"I really dislike the idea of spending general fund dollars for non-core educational activities."

But wait, aren't a new stadium and athletics "non-core educational activities?" Perhaps we should nominate Frank for the annual Pinocchio Award!

The new stadium will only exacerbate the cash drain from the CSU Athletics Department.

Steven Shulman, head of the CSU economics department, said in a recent submission to the Rocky Mountain Collegian, CSU's student newspaper:

"Then there is the dirty little secret that the revenues generated by a new stadium could easily be insufficient to pay down the debt. That financial risk will be borne by students, who could find themselves on the hook for increased tuition and fees."

Finally, Victor Matheson, a neutral third-party economist from Holy Cross College, stated in the Coloradoan:

"... (the new stadium) relied a lot more on wishful thinking than actual numbers."

Given the facts, building a new main-campus stadium for a department that is losing \$25.36 million a year is illogical, unethical and a misuse of general fund dollars!

Bob Vangermeersch lives in Fort Collins.

NOVEMBER 15, 2014 ← PAGE A5

LINDA PANEPINTO
SOAPBOX: CSU STADIUM

An expensive stadium isn't a guarantee of sports success



We are disappointed in the decision to build a new stadium on the CSU campus. Unfortunately we believe the decision was already made back before any community input was solicited.

We were regaled for months with questionnaires, citizen meetings, opinion polls and endless platitudes about how great this new edifice will make our beloved university. Yet, in spite of overwhelming concerns and push back from the local citizenry, the powers that be soldiered on with their grandiose plans. In addition, there seems to be little regard for the enormous traffic congestion and infrastructure costs this will impose on the city of Fort Collins. Somehow the fiscal and practical concerns of we the people are just

not important.

President Tony Frank made a bold promise and rock solid commitment way back when the proposal was first announced. He assured us that a minimum threshold of private fund pledges must be met totaling at least half the projected stadium costs. He told us this requirement was ironclad and if that minimum weren't achieved, he would not recommend building the stadium. CSU has raised nowhere near one half of \$250 million projected costs, and one now has to wonder where the funds will come from?

Also not mentioned in any of the press reports we've seen are the costs of acquiring the real estate on which the stadium will be built or how demolition of existing buildings will be financed? If one were to include these expenses, one has to wonder what the real costs to build this new stadium will total. Dr. Frank, please tell us where the millions of dollars are coming from to buy the land and build this behemoth in the middle of an already congested part of town.

We've been told that an on-campus stadium is needed for CSU to move to the next level of college football and build a successful program in the future. How is it that CSU's glory days in football all happened at Hughes Stadium under Sonny Lubick and more recently under the short-term, now-departed Coach Jim McElwain? One also should at least take a hard look at the CU Buffaloes' record of late. Their on-campus stadium hasn't done much for their football program, which has been mediocre at best since the departure of Coach Bill McCartney years ago.

Success in sports is not about multimillion-dollar brick-and-mortar monuments to excess. Rather, it's about quality coaches, creative recruiting and an overall commitment to excellence.

Linda Panepinto lives in Masonville.

RICHARD BRACK
SOAPBOX: CSU STADIUM

Debate over stadium ignores Hughes' potential uses



Based on recent polls, I know that most of you are not in favor of a new downtown stadium. Thanks to a significant amount of in-

formation I was directed to by the Coloradoan (stadium.colostate.edu), the CSU student body is overwhelmingly opposed to the concept. It is clear that nearly none of this opposition by residents or students was taken into consideration in choosing to proceed.

Please consider as in the lyrics of Joni Mitchell; "Don't it always seem to go that you don't know what you've got till it's gone ..." Please consider not throwing it away.

No artists renderings have been published of what all could be accomplished at the Hughes location in the creation of a "CSU Foothills Athletic Compound." There are about 170 acres that could be further developed into a fabulous creation.

We now have something so special that no other college or university in the country could ever have. We have a great stadium needing some repairs. In one of the most picturesque settings in the country. Wow, what a setting: Horsetooth Reservoir over the hill, nestled right next to the foothills with Horsetooth Mountain just a few miles away and with the famous Aggie "A," right up on the side of the hill.

It has a huge amount of parking for tailgating and 170 acres of land

that could be used for a variety of other athletic activities. Perhaps a Frisbee golf course, a pitch 'n put golf course, a golf driving range — practice fields for other sports — perhaps even a survey course with monuments such as Colorado School of Mines has? In the past it was marketed for open-air concerts — it has much greater potential for the continuation of that than a downtown facility with noise being nearly a non-issue. We have an opportunity that no other college has; do we want to throw it away?

The distance from downtown is not a realistic consideration. It is only three short miles from the current campus, but right across the street from the city limits of Fort Collins. It's easy to get to and get out of on all points of the compass. In short it is, or could be, the envy of all of the other venues in the country. In many ways it is similar to the Red Rocks Amphitheater. Would anyone consider tearing that down and putting it in the middle of Denver? How far does the average person drive to Red Rocks, or for that matter to any CSU football game?

We now have an unpolished gemstone that with a little work could become the pride of the Rockies. Do we really want to tear it down and turn it into more housing? Do we want to live with destruction of nearby roads for three years? Do we want to do away with tailgating? Do we really want to spend 10 times more for something that will be much less?

Can we see another study? Can this scenario be thought over with proper consideration being given to logic? If the wrong decision is made just how sorry will we be for decades to come? Please, think about it!

Richard Brack has lived in Fort Collins since 1953.

Teufel, Sharon

From: CSUS Board
Sent: Thursday, January 15, 2015 11:30 AM
To: Arthur Thomas Linnell
Subject: RE: Soapbox: Reality check on CSU stadium costs

Good morning, Mr. Linnell:

This acknowledges receipt of your two emails dated January 9th and your January 12th emailed sending links to various articles. Your communications will be shared with the Board of Governors.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Arthur Thomas Linnell [<mailto:at.linnell@gmail.com>]
Sent: Monday, January 12, 2015 12:32 PM
To: CSUS Board
Cc: Tony Frank
Subject: Soapbox: Reality check on CSU stadium costs

<http://www.coloradoan.com/story/opinion/2015/01/11/real-cost-colorado-state-university-athletics/21609313/>

Soapbox: Reality check on CSU stadium costs

FortCollins 7:44 a.m. MST January 12, 2015



(Photo: Courtesy Photo)

What's the real cost of CSU athletics and a new main-campus stadium?

In fiscal year 2014, CSU students and Colorado taxpayers contributed a whopping \$25.36 million to balance the CSU athletics budget, according to public records I obtained from the university.

Let's examine the actual fiscal year 2014 athletics expenditures and income.

Expenses totaled \$38.9 million, which consisted of:

- \$14.2 million in salaries and benefits

- \$12.5 million in operations

- \$7.5 million for Grants in Aid to hire the athletes

- \$4.7 million in major enhancements/remodels to the athletics facilities



COLORADOAN

CSU board approves on-campus stadium

(<http://www.coloradoan.com/story/news/2014/12/05/csu-board-approves-campus-stadium/19973349/?from=global&sessionKey=&autologin=>)

The income side is simple. The self-generated revenue (SGR) was \$13.6 million, which included ticket sales, concessions, promotions, donations, parking, National Collegiate Athletics Association and the Mountain West Conference, etc.

Now let's do the basic math:

\$13.6 million (SGR) - \$38.9 million (expenses) = Negative \$25.3 million (loss)

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Perhaps his definition of "low" is different than ours, since \$25.36 million seems pretty high to the rest of us.

In the past Frank has made cockamamie statements about how the cost to hire the athletes (\$ 7.5 million) is offset by the university subsidy (\$10 million+) to athletics. This is pure financial fantasy.

A retired CSU Economics professor analyzed Frank's statements and concluded the only way it could be true was if educating, feeding, housing, tutoring, buying books, paying professors, paying building debt, heating and insuring the athletes cost \$0 — and that is physically and financially impossible!

In an Oct. 20 Coloradoan article, Frank was quoted as saying:

"I really dislike the idea of spending general fund dollars for non-core educational activities."

But wait, aren't a new stadium and athletics "non-core educational activities?" Perhaps we should nominate Frank for the annual Huddell Award!

The new main-campus stadium will only exacerbate the cash drain from the CSU Athletics Department.

Steven Shulman, head of the CSU economics department, said in a recent submission to the Rocky Mountain Collegian, CSU's student newspaper:

"Then there is the dirty little secret that the revenues generated by a new stadium could easily be insufficient to pay down the debt. That financial risk will be borne by students, who could find themselves on the hook for increased tuition and fees."

Finally, Victor Matheson, a neutral third-party economist from Holy Cross College, stated in the Coloradoan:

"... (the new stadium) relied a lot more on wishful thinking than actual numbers."

According to the Coloradoan article, Matheson "didn't have suggestions for the right way to build a new stadium except to call it a financially unsound pursuit."

Given the facts, building a new main-campus stadium for a department that is losing \$25.36 million a year is illogical, unethical and a terrible misuse of general fund dollars!

Bob Vangermeersch lives in Fort Collins.

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From: Arthur Thomas Linnell <at.linnell@gmail.com>
Sent: Friday, January 09, 2015 11:05 AM
To: CSUS Board
Cc: Tony Frank
Subject: Sobering landscape as Temple ponders football stadium

http://www.philly.com/philly/sports/colleges/temple/20150104_Sobering_landscape_as_Temple_ponders_football_stadium.html

Collections • Akron

Sobering landscape as Temple ponders football stadium



Akron University's InfoCision Stadium opened in 2009 with a capacity crowd of 27,000. It has not been filled since. "It's a constant challenge," the athletic director said. (JEFF HARWELL)



GALLERY: Akron University's InfoCision Stadium opened in... (JEFF HARWELL)

Frank Fitzpatrick, Inquirer Staff Writer

POSTED: January 05, 2015

AKRON, Ohio - As Temple nears a decision on an on-campus football stadium, it might want to look toward this tired industrial city 350 miles to the west, where the University of Akron struggles to fill and pay for one that debuted five years ago.

Akron, like Temple, is a large urban university transitioning from commuter-school roots. In 2009, to jump-start a long-stagnant football program and an apathetic fan base, it opened a 27,000-seat facility near the heart of its 222-acre downtown campus.

Packed for its opener, InfoCision Stadium hasn't been filled since. Attendance has fluctuated, mostly downward. In some years the stadium hasn't generated sufficient revenue to cover its debt. And while its 16 corporate suites annually sell out, the 11,000 students who live within 10 blocks consistently stay away, despite free admission.

In the race for the revenue that is the defining feature of a chaotic college sports landscape, schools that played in municipal or professional venues - or in outdated facilities such as Akron's Rubber Bowl - are bringing football back to campus.

These stadiums, as Temple's trustees understand, can enhance a university's brand and make games more convenient for the growing number of students living on campus.

The Owls have not had an on-campus stadium. They played at Temple Stadium in Mount Airy from 1928 to 1975, at Veterans Stadium from 1976 to 2002, and at the Linc since. But as Akron's experience underscores, an on-campus stadium often isn't the revenue and crowd booster it's intended to be.

In InfoCision Stadium's second season, Akron's average student attendance was just 1,384. Desperate measures have followed. This November, for example, students were lured to a Tuesday night matchup with Bowling Green by a free-tuition giveaway. And to ensure news of the contest was delivered, their parents were e-mailed.

"It's a constant challenge," said Akron athletic director Tom Wistrick. "We have to find ways to keep our fan base growing."

Temple, facing a near doubling of its annual \$1 million Lincoln Financial Field lease and with a history of attendance woes, had been expected to make a stadium decision this fall when a university-wide master plan was unveiled.

While that didn't happen, sources on North Broad Street indicate that, if some remaining financial details can be resolved, a go-ahead for a 30,000-seat, on-campus facility could come as early as this spring.

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If so, Temple would join Tulane, Minnesota, North Texas, Houston, and several other schools that recently moved football on campus. Colorado State will soon be among them, and UNLV hopes to be by decade's end.

Not every football program is on the bandwagon. In 2011, the University of Alabama-Birmingham killed plans for a \$75 million campus stadium. Some blame that rejection for the school's November decision to eliminate football.

Meanwhile, Akron, in competition not just with Ohio State's football behemoth but with its many in-state Mid-American Conference rivals, hoped the new stadium and the 2011 hiring of coach Terry Bowden would lend its program an edge.

But in InfoCision's six seasons, the Zips' overall attendance and revenues frequently have fallen below expectations. In 2009, the average crowd was 17,367. By 2012, it was 9,275 and included fewer students than came during Akron's last years at the run-down Rubber Bowl.

With an annual athletic budget of \$25 million, Akron funds athletics primarily through activity fees. For a student taking 15 credits, they can run to \$700.

When ticket and other revenues don't make up the difference, the school's general fund has to be tapped. In 2010, despite the new stadium, football-ticket revenue came up \$400,000 short of the \$1.2 million projection.

Though poor attendance continues to be a problem for schools such as Akron and Temple, some experts insist it isn't nearly so important in 2014.

"People in the seats paying season-ticket prices aren't what these schools are after with these new stadiums," said Jeff Schemmel, president of College Sports Solutions, an Atlanta-based consultant that has worked on stadiums with Tulane, Houston, and other schools. "It's not about capacity anymore. Tulane's holds 30,000, Houston's 40,000. It's about the revenue suites, premium seating, and the added amenities they can create."

While Temple already offers many of those amenities at the Linc, there haven't been enough takers.

Average Owls attendance this year was 23,370, a total some skeptics suggest may be inflated. Figures on football's losses aren't made public, but the university contributes an estimated \$7 million from its general fund to balance the \$44 million sports budget.

Though the numbers aren't available, athletic fund-raising, an important component of any stadium-financing plan, has grown at Temple in recent years. Still, it lags far behind many other Division I programs.

Estimates on the minimum cost for a new facility in North Philadelphia - the probable site is adjacent to the Geasey Field complex along North 15th Street - exceed the \$100 million Tulane paid for a 30,000-seat stadium that the New Orleans school opened this fall.

Then there are parking, transportation, and safety concerns to be worked out and paid for. And if, as at Akron, adjoining properties need to be acquired and razed, costs will rise further.

"I'm not for or against a stadium here, but looking at it as a financial investment, it's hard to argue that it makes sense," said Joel Maxcy, a Temple economics professor who in 2012 evaluated a stadium-feasibility study for Colorado State.

"Even at the low end, to finance \$100 million is going to mean \$6 or \$7 million in debt service," he said. "That's an awful lot of new revenue to generate."

Exactly how - or even whether - a campus stadium would change those numbers for Temple remains to be seen. If ticket demand stays low, implementing such money-raising strategies as premium pricing or personal-seat licensing could be difficult.

Temple officials, who declined to be interviewed for this article, have contended a stadium would make it easier to market the school. They also believe the 12,000 students on and around campus would be more willing to attend games they could walk to.

"That's what you hear. But there's not much evidence to suggest that works," Maxcy said. "In most cases, there's no particular increase in revenue. And today's students aren't coming to games. That's a problem all over college football. Even at Minnesota, student attendance didn't increase from when they played at the Metrodome."

The stay-away student has become a popular topic at athletic-director gatherings, Akron's Wistrill said. With more entertainment options, constant technological advances, and the near-ubiquity of television coverage, students aren't as enthralled by live football as they once were.

"In some ways, we in college sports have become our own worst enemies," Wistrill said. "We've worked so hard, mostly with ESPN, to build our product that it's reached a point where it's really enticing and exciting to watch on TV."

This fall, Houston, another member of Temple's American Athletic Conference, debuted \$158 million TDECU Stadium. Though the Cougars went 8-5 and earned an Armed Forces Bowl bid, crowds were smaller than anticipated. On some Saturdays, the 40,000-seat facility was less than half-full.

"You usually have to accompany a new stadium with a winning football team," Schemmel said. "Akron has gotten better, but they're not over the top yet. And I think Houston experienced the same thing. They had a mediocre season, and they didn't fill up their stadium the way they thought they would."

Then there's the issue of paying for a new stadium in a political climate in which public funding is virtually impossible.

"There hasn't been any public funding in a while," Schemmel said. "The most popular combination recently has been fund-raising and bonding."

North Texas used seat-licensing fees to help fund the campus stadium it opened in 2011. Purchasers of the \$350 season tickets had to make a one-time payment of between \$3,125 and \$12,500 and agree to donate at least \$500 annually. In 31,000-seat Apogee Stadium's first four seasons, the average crowd has been 19,500

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At Colorado State, which is proceeding with plans for a \$200 million stadium, Maxcy found that only in the rosier of forecasts would revenue match or exceed debt obligations. More plausible, he noted, is that CSU could expect to lose as much as \$218 million over 30 years.

Akron raised \$15 million for its stadium - including \$10 million in naming rights - and issued \$55 million in state-backed bonds. Its annual bond payments are \$3.1 million, of which the athletic department is responsible for two-thirds.

In the meantime, Temple continues to plot its practical and financial options as carefully as coach Matt Rhule draws up a game plan.

"A place like Temple needs a stadium on or near its campus that students can access easily," Schemmel said. "The biggest risk is having to pay for it. But there's no downside if you can come up with that formula."

Temple at the Linc

Here are the attendance figures for Temple football games at Lincoln Financial Field, the Owls' home stadium since it opened in 2003.

Season Games Total Attendance Avg. Attendance 20035120,68724,137 2004698,73616,456 2005563,67512,735 2006463,24115,810 20076173,15128,859 2008577,90915,582 20096104,27617,379 20106123,08820,515 20117196,42028,080 20126159,48126,580 20136134,83622,473 20146140,21723,370 Totals 68 1,455,716 21,408

Sources: Temple University, NCAA

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Teufel, Sharon

From: Arthur Thomas Linnell <at.linnell@gmail.com>
Sent: Friday, January 09, 2015 11:04 AM
To: CSUS Board
Cc: Tony Frank
Subject: Three Reasons Temple's \$100 Million Stadium Is a Big, Bad Idea | News | Philadelphia Magazine

Dear Board,

I will continue to forward articles of interest to you regarding the new stadium at CSU-Fort Collins. I appreciate your careful thought on this issue, and I continue to believe that it is not too late for you to make a different decision. Thank you.

Tom Linnell

<http://www.phillymag.com/news/2015/01/05/temple-university-stadium-100-million-dollar-bad-idea/>

Linnell - 1/8/15

NEWS + OPINION

NAVIGATION ▼

Three Reasons Temple's \$100 Million Stadium Is a Big, Bad Idea

Temple University shouldn't build an on-campus football facility. Here's why.

BY **JOEL MATHIS** | JANUARY 5, 2015 AT 5:30 AM



An on-campus football stadium at Temple University is a really bad idea.

It's a bad idea for the university. It's a bad idea for the North Philly neighborhood. And it's a bad idea for you, the Pennsylvania taxpayer whose support is critical to the university.



But it's also a bad idea whose time may have come. The *Inquirer's* Frank Fitzpatrick on Sunday **reported that** "if some remaining financial details can be resolved, a go-ahead for a 30,000-seat, on-campus facility could come as early as this spring."

Fitzpatrick did his reporting from Ohio, where the University of Akron built an on-campus stadium a few years ago and found, contrary to expectations, that it's not necessarily true that if you build it, they will come. Student attendance has been anemic, at best, and the university has resorted to gimmicks like offering free tuition to try to attract a crowd to games.

"We have to find ways to keep our fan base growing," Akron's athletic director told Fitzpatrick.

But that's not the only reason to be dubious of trying something similar in North Philadelphia. Three reasons a new stadium is a bad idea:

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Suggested: Thinking of Installing Your Own Ceramic Tile? #Fail

• **The era of high-quality mid-tier college football is coming to a close:** Income inequality is a growing problem in America — society is increasingly segmented into haves and have-nots, and giant chunks of the middle class are finding themselves in the second group. **A similar phenomenon is happening in college football.**

Basically, the new college football playoff has helped align the sport so that power schools from power conferences are best able to compete, both financially and on the field. The four teams in this year's playoff? Traditional powers like Alabama, Ohio State, and Florida State. Oregon is a relative newcomer, **but it's backed by Nike's deep pockets.**

And the big, rich schools are going to see the tide turn ever more in their favor. They're already getting the TV money. Now there's talk that they'll be able to expand the number of scholarships they're allowed to offer, meaning their bench players will increasingly be would-have-been-starters-at-Temple-quality athletes. They may also be allowed to offer increased subsidies to athletes like stipends and upgraded health insurance.

All of which means it might not be long before college football has two versions: The semi-pro league built among the Power Five conferences, and glorified club teams like you find at tiny NAIA universities.

It's hard to see Temple making the leap to the first group: The top dozen universities have athletic budgets of \$100 million or more already; Temple's is closer to \$44 million. The university can't afford to keep up.

- **The team isn't even operating in the black as is.** Multiple outlets have reported that the **athletics department is losing \$7 million a year** — a number reportedly driven largely by the expense of the football team — which Temple covers out of its general fund budget. The general fund is partially subsidized by the state, which is contributing \$146 million to the university's bottom line this year. Which means, directly or indirectly, your tax dollars are already being used to keep the football team afloat. Why add \$100 million in debt — the likely cost of a new stadium — to a program that already can't get by without your help?

"I would be hard-pressed to name another university that subsidizes its athletics program to the degree Temple does," **then-athletic director Bill Bradshaw wrote to alumni back in 2011**, when the athletics budget was just \$30 million. "Keep in mind that Temple isn't required to do this." Perhaps it's a good time to ask why it does.

- **It's a bad use of the crowded cityscape.** Not that North Philadelphia can't use some redevelopment, but a college football stadium probably isn't the best use of that property: At best, Temple would play six or seven home games a year at the new stadium — even if it doubled as a track-and-field site, you'd still end up with a hulking facility (and, probably, parking lots) that go unused the vast majority of the year. That doesn't seem like a great improvement.

Temple President Neil Theobald is a big believer that **college football helps develop a university's brand.** (My colleague **Sandy Hingston challenged the idea in Philly Mag's October issue.**) But that's never really been the case at urban universities like Temple. **Of this year's final Top 25 rankings**, only Boise State might plausibly be described as a commuter school. Everybody else? Schools with regional, state, or even bigger fan bases.

Investing in an on-campus stadium, then, is less an investment and more a gamble — one with increasingly long odds against paying off. Owls are supposed to be wise. This idea isn't.

Follow @JoelMMathis on Twitter.

Read More About: College Football, Neil Theobald, Temple University

Teufel, Sharon

From: CSUS Board
Sent: Friday, January 16, 2015 10:44 AM
To: bobvangermeersch@aol.com
Subject: RE: corresspondence

Good morning, Mr. Vangermeersch:

This acknowledges receipt of your email and the letter that was mailed to the CSU System Board of Governors. This is the applicable Board policy. As always, your correspondence will be shared with the Board.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: bobvangermeersch@aol.com [<mailto:bobvangermeersch@aol.com>]
Sent: Sunday, January 11, 2015 8:31 PM
To: CSUS Board
Subject: corresspondence

G'Day Sharron
I will paste in a letter that is going in the post tomorrow. Could you get it to the appropriate department so we can get a prompt answer.
Thanks
Bob Vangermeersch
970-223-0493

Save Our Stadium Hughes (SOSH)
C/O 4405 Upham CT.
Fort Collins CO. 80526 1-12-2015

CSUS Board of Governors
410 17th St. ste 2440
Denver CO. 80202

Dear Board

SOSH has retained a local CPA firm to assist in doing the financial analysis of the Tony Frank proposal for financing the new main-campus football stadium. We understand that this proposed package is due to the board at the February meeting. We have been reviewing the CSUS Policy and Procedures manual to get prepared. We assume that the Budget and Finance #202 is the correct document. Please confirm.

Please help us by answering several question in advance so we don't waste your time and ours if we wait until the package is submitted.

Question #1: On page 2 the policy states---"All debt-financed projects must have an identified revenue stream and must be supported by an achievable plan of finance that includes servicing the debt and meeting any any new or increased operating costs." Confirm that the board will use this criteria.

Question #2: On page 3 Under *D. Financing Procedures* It says "provides the following information":

- "A minimum of a 10 year pro-forma showing all available revenues, expenses, and net revenues available to pay debt service."
- " A coverage ratio calculation within the pro-forma applied to each project whereby revenues exceed expenses and debt payments by a minimum of twenty-five (1.25) percent.
- "Evidence of necessary approvals from the board, Colorado commission on Higher Education, Capital Development Committee and when necessary the JBC."

Please confirm that these are the correct procedures and criteria.

Question # 3: We can figure out the debt service costs however we would like your confirmation on the expenses.

Extra costs for operations and maintenance at the new stadium of \$1.7 million . This data comes from the DRP report done for ICON.

Since the new stadium will shut down Hughes Stadium that generates approx. \$3.6 million in revenue that amount would be considered an expense to the new stadium.

Good business practices dictate that a modest "sinking fund" of approx. 2% of the hard costs be accrued in order to prevent the "chronic deferred maintenance " problem that Hughes suffered. 2% X \$200 M = \$4 million.

Example: \$12.1 (debt service) plus \$1.7 M plus \$3.6 M plus \$4 M times 1.25 equals \$26,750,000.

Please confirm that the pro-forma revenues submitted would need to cover that amount, if my example is correct.

Please confirm the exact formula that the board will use.

Question #4: The question of the sinking fund brings up another question regarding the chronic deferred maintenance at Hughes. Since that asset is owned by a publicly funded university and it was neglected such that a new \$363,000,000 (30 years) new capital expenditure was needed, is the board investigating this situation and determining who is responsible. Also included should be the corrective action to prevent such problems in the future.

Thank you for your prompt reply.

Sincerely

Bob Vangermeersch
bobvangermeersch@aol.com

CC Dr. Tony Frank CSU president
Coloradoan, Kelly Lyell and Lauren Gustus

Teufel, Sharon

From: CSUS Board
Sent: Thursday, January 15, 2015 11:18 AM
To: Judy Berndt
Subject: RE: proposed stadium

Good morning, Ms. Berndt:

This acknowledges receipt of your email to the CSU System Board of Governors regarding the new CSU stadium. Your correspondence will be shared with the Board of Governors.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
475 17th Street, Suite 1550
Denver, CO 80202

From: Judy Berndt [<mailto:judyfberndt@gmail.com>]
Sent: Thursday, January 08, 2015 9:22 AM
To: CSUS Board
Subject: proposed stadium

Dear Governing Board Members:

If you read *The Coloradan* you will know that it continues to publish letters opposing the building of an on-campus stadium. These letters reflect the strong, well reasoned, fact-based opinions of the majority of the residents of Fort Collins. President Frank will move on to bigger and better positions, you will finish your terms of office, and those of us who have called Fort Collins home for many, many years will live with the consequences of your decisions. Please, please do not approve the funding for this stadium! President Frank initially said he would build the stadium only if he raised private donations for all of the cost. Then he lowered that to half the cost and still he could not find sufficient donors. Surely this alone should cause you to question this decision to go ahead with building the stadium. I understand that President Frank has charm, charisma, and leadership ability. None of these qualities means he is omniscient and free from errors in judgment. Please do not be bamboozled. Please protect the residents of the city who will suffer the environmental degradation that results from this stadium and please protect the future CSU students and Colorado taxpayers who will bear the financial cost of this horrendously bad decision.

Respectfully,

Judy Berndt

Teufel, Sharon

From: linda vrooman <lgv61@icloud.com>
Sent: Monday, December 29, 2014 8:49 PM
To: CSUS Board; Frank, Tony; Teufel, Sharon
Cc: lgustus@coloradoan.com
Subject: THOUGHTFUL READ AT THE END OF 2014

Dear CSUS Board Members, Dr. Frank,

I regularly receive Charles Ralph's Opera Newsletter. I am forwarding this to you with Dr. Ralph's permission.

Now that we are near the end of "hectic season," please relax and take a few minutes to read these thoughtful, sensitive words about choices and priorities.

Happy New Year,

Linda Vrooman
 Fort Collins, CO

On Dec 28, 2014, at 10:04 AM, Charles Ralph <operaprnto@comcast.net> wrote:

**
 Colorado Opera
 Newsletter**

Issue 14.12.5 Serving the Colorado Opera Network 29 December
 2014

<Mail Attachment.gif>

'Tis the slow season for happenings in operaverse and thus an opportune time to use this space for ruminations about something that looms large in my thoughts these days: the state of the arts in our culture. Our focus will be on educational systems, the primary determiner of the virtues, morality and imperatives of our civilization.

American 15-year-old students continue to turn in flat results in a worldwide test that measures students' proficiency in reading, math and science, consistently failing to place in the global top 20. Predictably, when the embarrassing results are annually reported, our governments respond by injecting still more money into programs that so far have failed to improve performance. What they instead should be doing is introducing more exposure to music in early childhood education, for it has been shown to improve IQ scores significantly, particularly for verbal skills, and to boost a child's academic performance and make them more ambitious. Music has also been shown to be an inexpensive screening tool for early detection of reading disabilities. Yet, in spite of the cumulative evidence of the profound benefits that

derive from robust music programs, the education establishment seems blissfully unaware. Indeed, music programs continue to be expendable when schools are faced with budget shortfalls. (See this article for summaries of the studies that support these conclusions: [A Musical Fix for American Schools.](#))

In most the nation's public universities the state of the arts programs is comparatively dismal. While football coaches are increasingly awarded annual salaries in excess of a million dollars, professors in the liberal arts, the intellectual core, receive salaries of less than ten percent of that amount. Universities now vie with one another for greater national recognition by fielding winning sports teams, building grandiose stadiums and providing luxurious amenities. Because most students, and their parents, preferentially select universities that offer the most upscale physical facilities, universities largely have elected to join the race to the scholastic bottom by focusing on improving physical structure and not scholarly prowess. The number and variety of supportive programs-- counseling, health services, minority advisers, etc.-- also are taken into account. As for the quality of the academic programs, that appears to be a tertiary consideration, if at all. Perversely, the factors which make for successful recruitment of students are not likely to be the ones that attract genuine scholars or superior faculty.

We who are patrons or professionals in the arts must do an ever better job of educating our educators, governments and philanthropists about the essential role of the arts in creating and sustaining an intelligent, honorable, just and prudent society.

Music, above all, is essential for the health and well being of all human communities. To support this postulate, I attach an essay that will be new only to recent subscribers, but i believe will be of benefit to those who have read it previously, for it renews one's faith that music, like nothing else, has the potential to improve mankind.

Charles L. Ralph, Emeritus Professor of Biology, Colorado State University

**Welcome address to freshman parents at Boston Conservatory in 2004
by Karl Paulnack, pianist and director of music division at Boston
Conservatory**

One of my parents' deepest fears, I suspect, is that society would not properly value me as a musician, that I wouldn't be appreciated. I had very good grades in high school, I was good in science and math, and they imagined that as a doctor or a research chemist or an engineer, I might be more appreciated than I would be as a musician. I still remember my mother's remark when I announced my decision to apply to music school-she said, "you're WASTING your SAT scores." On some level, I think, my parents were not sure themselves what the value of music was, what its purpose was. And they LOVED music, they listened to classical music all the time. They just weren't really clear about its function. So let me talk about that a little bit, because we live in a society that puts music in the "arts and entertainment" section of the newspaper, and serious music, the kind your kids are about to engage in, has absolutely nothing whatsoever to do with entertainment, in fact it's the opposite of entertainment. Let me talk a little bit about music, and how it works.

The first people to understand how music really works were the ancient Greeks. And this is going to fascinate you; the Greeks said that music and astronomy were two sides of the same coin. Astronomy was seen as the study of relationships between observable, permanent, external objects, and music was seen as the study of relationships between invisible, internal, hidden objects. Music has a way of finding the big, invisible moving pieces inside our hearts and souls and helping us figure out the position of things inside us. Let me give you some examples of how this works.

One of the most profound musical compositions of all time is the *Quartet for the End of Time* written by French composer Olivier Messiaen in 1940. Messiaen was 31 years old when France entered the war against Nazi Germany. He was captured by the Germans in June of 1940, sent across Germany in a cattle car and imprisoned in a concentration camp.

He was fortunate to find a sympathetic prison guard who gave him paper and a place to compose. There were three other musicians in the camp, a cellist, a violinist, and a clarinetist, and Messiaen wrote his quartet with these specific players in mind. It was performed in January 1941 for four thousand prisoners and guards in the prison camp. Today it is one of the most famous masterworks in the repertoire.

Given what we have since learned about life in the concentration camps, why would anyone in his right mind waste time and energy writing or playing music? There was barely enough energy on a good day to find food and water, to avoid a beating, to stay warm, to escape torture - why would anyone bother with music? And yet - from the camps, we have poetry, we have music, we have visual art; it wasn't just this one fanatic Messiaen; many, many people created art. Why? Well, in a place where people are only focused on survival, on the bare necessities, the obvious conclusion is that art must be, somehow, essential for life. The camps were without money, without hope, without commerce, without recreation, without basic respect, but they were not without art. Art is part of survival; art is part of the human spirit, an unquenchable expression of who we are. Art is one of the ways in which we say, "I am alive, and my life has meaning."

On September 12, 2001 I was a resident of Manhattan. That morning I reached a new understanding of my art and its relationship to the world. I sat down at the piano that morning at 10 AM to practice as was my daily routine; I did it by force of habit, without thinking about it. I lifted the cover on the keyboard, and opened my music, and put my hands on the keys and took my hands off the keys. And I sat there and thought, does this even matter? Isn't this completely irrelevant? Playing the piano right now, given what happened in this city yesterday, seems silly, absurd, irreverent, pointless. Why am I here? What place has a musician in this moment in time? Who needs a piano player right now? I was completely lost.

And then I, along with the rest of New York, went through the journey of getting through that week. I did not play the piano that day, and in fact I contemplated briefly whether I would ever want to play the piano again. And then I observed how we got through the day.

At least in my neighborhood, we didn't shoot hoops or play Scrabble. We didn't play cards to pass the time, we didn't watch TV, we didn't shop, we most certainly did not go to the mall. The first organized activity that I saw in New York, that same day, was singing. People sang. People sang around fire houses, people sang "We Shall Overcome". Lots of people sang "America the Beautiful." The first organized public event that I remember was the Brahms *Requiem*, later that week, at Lincoln Center, with the New York Philharmonic. The first organized public expression of grief, our first communal response to that historic event, was a concert. That was the beginning of a sense that life might go on. The US Military secured the airspace, but recovery was led by the arts, and by music in particular, that very night.

From these two experiences, I have come to understand that music is not part of "arts and entertainment" as the newspaper section would have us believe. It's not a luxury, a lavish thing that we fund from leftovers of our budgets, not a plaything or an amusement or a pass time. Music is a basic need of human survival. Music is one of the ways we make sense of our lives, one of the ways in which we express feelings when we have no words, a way for us to understand things with our hearts when we can't with our minds.

Some of you may know Samuel Barber's heart wrenchingly beautiful piece *Adagio for Strings*. If you don't know it by that name, then some of you may know it as the background music which accompanied the Oliver Stone movie

Platoon, a film about the Vietnam War. If you know that piece of music either way, you know it has the ability to crack your heart open like a walnut; it can make you cry over sadness you didn't know you had. Music can slip beneath our conscious reality to get at what's really going on inside us the way a good therapist does.

I bet that you have never been to a wedding where there was absolutely no music. There might have been only a little music, there might have been some really bad music, but I bet you there was some music. And something very predictable happens at weddings - people get all pent up with all kinds of emotions, and then there's some musical moment where the action of the wedding stops and someone sings or plays the flute or something. And even if the music is lame, even if the quality isn't good, predictably 30 or 40 percent of the people who are going to cry at a wedding, cry a couple of moments after the music starts. Why? The Greeks. Music allows us to move around those big invisible pieces of ourselves and rearrange our insides so that we can express what we feel even when we can't talk about it. Can you imagine watching Indiana Jones or Superman or Star Wars with the dialogue but no music? What is it about the music swelling up at just the right moment in ET so that all the softies in the audience start crying at exactly the same moment? I guarantee you if you showed the movie with the music stripped out, it wouldn't happen that way. The Greeks: Music is the understanding of the relationship between invisible internal objects.

I'll give you one more example, the story of the most important concert of my life. I must tell you I have played a little less than a thousand concerts in my life so far. I have played in places that I thought were important. I like playing in Carnegie Hall; I enjoyed playing in Paris; it made me very happy to please the critics in St. Petersburg. I have played for people I thought were important; music critics of

major newspapers, foreign heads of state. The most important concert of my entire life took place in a nursing home in Fargo, ND, about 4 years ago.

I was playing with a very dear friend of mine who is a violinist. We began, as we often do, with Aaron Copland's *Sonata*, which was written during World War II and dedicated to a young friend of Copland's, a young pilot who was shot down during the war. Now we often talk to our audiences about the pieces we are going to play rather than providing them with written program notes. But in this case, because we began the concert with this piece, we decided to talk about the piece later in the program and to just come out and play the music without explanation.

Midway through the piece, an elderly man seated in a wheelchair near the front of the concert hall began to weep. This man, whom I later met, was clearly a soldier—even in his 70's, it was clear from his buzz-cut hair, square jaw and general demeanor that he had spent a good deal of his life in the military. I thought it a little bit odd that someone would be moved to tears by that particular movement of that particular piece, but it wasn't the first time I've heard crying in a concert and we went on with the concert and finished the piece.

When we came out to play the next piece on the program, we decided to talk about both the first and second pieces, and we described the circumstances in which the Copland was written and mentioned its dedication to a downed pilot. The man in the front of the audience became so disturbed that he had to leave the auditorium. I honestly figured that we would not see him again, but he did come backstage afterwards, tears and all, to explain himself.

What he told us was this: "During World War II, I was a pilot, and I was in an aerial combat situation where one of my team's planes was hit. I watched my friend bail out, and watched his parachute open, but the Japanese planes which had engaged us returned and machine gunned across the parachute chords so as to separate the parachute from the pilot, and I watched my friend drop away into the ocean, realizing that he was lost. I have not thought about this for many years, but during that first piece of music you played, this memory returned to me so vividly that it was as though I was reliving it. I didn't understand why this was happening, why now, but then when you came out to explain that this piece of music was written to commemorate a lost pilot, it was a little more than I could handle. How does the music do that? How did it find those feelings and those memories in me?"

Remember the Greeks: music is the study of invisible relationships between internal objects. This concert in Fargo was the most important work I have ever done. For me to play for this old soldier and help him connect, somehow, with Aaron Copland, and to connect their memories of their lost friends, to help him remember and mourn his friend, this is my work. This is why music matters.

What follows is part of the talk I will give to this year's freshman class when I welcome them a few days from now. The responsibility I will charge your sons and daughters with is this: "If we were a medical school, and you were here as a med student practicing appendectomies, you'd take your work very seriously because you would imagine that some night at two AM someone is going to waltz into your emergency room and you're going to have to save their life. Well, my friends,

someday at 8 PM someone is going to walk into your concert hall and bring you a mind that is confused, a heart that is overwhelmed, a soul that is weary. Whether they go out whole again will depend partly on how well you do your craft.

You're not here to become an entertainer, and you don't have to sell yourself. The truth is you don't have anything to sell; being a musician isn't about dispensing a product, like selling used Chevies. I'm not an entertainer; I'm a lot closer to a paramedic, a firefighter, a rescue worker. You're here to become a sort of therapist for the human soul, a spiritual version of a chiropractor, physical therapist, someone who works with our insides to see if they get things to line up, to see if we can come into harmony with ourselves and be healthy and happy and well.

Frankly, ladies and gentlemen, I expect you not only to master music; I expect you to save the planet. If there is a future wave of wellness on this planet, of harmony, of peace, of an end to war, of mutual understanding, of equality, of fairness, I don't expect it will come from a government, a military force or a corporation. I no longer even expect it to come from the religions of the world, which together seem to have brought us as much war as they have peace. If there is a future of peace for humankind, if there is to be an understanding of how these invisible, internal things should fit together, I expect it will come from the artists, because that's what we do. As in the concentration camp and the evening of 9/11, the artists are the ones who might be able to help us with our internal, invisible lives.

Published by Opera Pronto for the Colorado Opera Network

From: Deborah Shulman [<mailto:drd.bodyscience@gmail.com>]
Sent: Monday, January 05, 2015 4:10 PM
To: Nosler,Michael
Subject: Re: FW: CV Robert Deemer

Why was this referred to general counsel? . Mr Deemer is a faculty representative to the BOG and teaches on-line for CSU global whose CV should be public and available on -line like other professors. We should be able to verify his education. Why does asking for this information about a teacher require filing for open records? And why your hostile response?
Deborah Shulman

On Mon, Jan 5, 2015 at 3:41 PM, Nosler,Michael <Michael.Nosler@colostate.edu> wrote:

Dear Ms. Shulman, your e-mail request to the CSUS Board of Governors (Board) has been referred to the undersigned for a response. First, I would note that your e-mail request does not comply with the Board's open records request policy (See: Board Policy #112). However, even if it did, we would be required to deny your request for this information as it is considered personnel file information which is not subject to production. (See: CRS 24-72-204 (3)(a)(II)(A)). Very truly yours, Mike Nosler

Michael D. Nosler
General Counsel
Colorado State University System
410 17th Street
Suite 2440
Denver, CO 80202
[303.534.6290](tel:303.534.6290)

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From: CSUS Board
Sent: Monday, January 05, 2015 2:21 PM
To: Nosler,Michael
Subject: FW: CV Robert Deemer

Please respond to Dr. Shulman. Thank you.

Sharon Teufel
Office of the Board of Governors
Colorado State University System
410 17th Street, Ste. 2440
Denver, CO 80202
[303-534-6290](tel:303-534-6290)

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From: Deborah Shulman [<mailto:drd.bodyscience@gmail.com>]

Sent: Monday, December 29, 2014 7:48 AM

To: CSUS Board

Subject: CV Robert Deemer

I would like more information on the background of Robert Deemer - faculty representative to the BOG from CSU Global. I would like to view his full CV and the years of graduation of his numerous degrees.

Thank you

Deborah Shulman

--

Deborah Shulman, Ph.D.

DrD.BodyScience@gmail.com

[970-481-2523](tel:970-481-2523)

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, December 30, 2014 7:57 AM
To: Arthur Thomas Linnell
Subject: RE: Soapbox: Stadium decision 'indifferent' to Fort Collins

Good morning, Mr. Linnell:

This acknowledges receipt of your emails dated December 17th, 18th (two), 26th and 27th to the CSU System Board of Governors. Your emails and the related soapboxes or opinion columns will be shared with the Board.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Arthur Thomas Linnell [<mailto:at.linnell@gmail.com>]
Sent: Saturday, December 27, 2014 9:31 AM
To: CSUS Board
Cc: Tony Frank
Subject: Soapbox: Stadium decision 'indifferent' to Fort Collins

Further commentary on the stadium decision from the community. I am concerned that the rift is deepening.
Tom

<http://www.coloradoan.com/story/opinion/2014/12/26/john-gascoyne-csu-president-tony-frank-callously-indifferent-fort-collins-opinions/20822821/>

Teufel, Sharon

From: Arthur Thomas Linnell <at.linnell@gmail.com>
Sent: Saturday, December 27, 2014 9:31 AM
To: CSUS Board
Cc: Tony Frank
Subject: Soapbox: Stadium decision 'indifferent' to Fort Collins

Further commentary on the stadium decision from the community. I am concerned that the rift is deepening.

Tom

<http://www.coloradoan.com/story/opinion/2014/12/26/john-gascoyne-csu-president-tony-frank-callously-indifferent-fort-collins-opinions/20822821/>

Soapbox: Stadium decision 'indifferent' to Fort Collins

By John Gascoyne 3:36 p.m. MST December 26, 2014



(Photo: Coloradoan library)

Tony Frank is being callously indifferent to the concerns of the strong majority of Fort Collins citizens. He seems to feel a line of demarcation between the interests of the university and those of the city.

Some of us have a different perspective — we see strong linkages between the two entities; we do not believe the interests of one have to come at the expense of the other.

My own experience suggests that the well-being of the university and the well-being of the community should be inextricably linked. I came to Fort Collins more than 50 years to attend CSU. I became involved in student affairs, graduated, taught a course at CSU and contributed money to my college. The interests of the university and those of the community never seemed to be seriously at odds. Now, our city is expected to spend many millions of dollars on stadium infrastructure — money that could go to mass transit or other legitimate needs.

My sense of things has been that this is my town and CSU is the university I most care about. It's really difficult to feel good about CSU lately; almost impossible to have confidence in its administrators — certainly not the president or the board of governors.

Dr. Frank has said there will be no raids on student monies; that funding for the construction and maintenance of the new stadium will flow from the largess of big money donors. That largess, however, has shown marked smallness so far.

When Hughes Stadium was first being considered, a surtax on student fees was demanded before construction would be started. I paid that surtax and, years later, the same surtax was imposed upon my daughter. Today's CSU students, already financially overburdened, are entitled to written guaranties that neither they nor their successors will ever see the expense of the new stadium shifted over to them, in whole or in part.

Another major issue needs to be addressed: After many years in denial, the NFL now concedes that hundreds of head bangs will result in the diminution of numerous critical brain functions for a great many players. The negative byproduct of repeated hard contact is that many young men will be spending their later years not fully able to cope and susceptible of pernicious diseases.

This situation is wrong — both morally and financially. It is wrong for CSU's president and board of governors to knowingly put naive young gladiators in harm's way.

Last month, a former Illinois high school quarterback filed a lawsuit over head injuries he sustained while playing football. Similarly, the NFL is being sued by hundreds of former football players. That organization has finally copped to its liability and is paying out many millions of dollars. It is very unlikely that, when the first lawsuit is filed against CSU, the big money donors will step up to that plate. If the school's insurers end up paying significant damages, the cost of future insurance will assuredly increase as well.

Much harm has been done by this capricious approach to a project that most of us don't want, a project that assures serious damage to the young men who will be seduced into participating. There is still time to back away; true leadership can acknowledge error and move on.

John Gascoyne lives in Fort Collins.

Read or Share this story: <http://noconow.co/1ATzGu0>

Teufel, Sharon

From: Arthur Thomas Linnell <at.linnell@gmail.com>
Sent: Friday, December 26, 2014 9:39 AM
To: CSUS Board
Cc: Tony Frank
Subject: Letter: CSU stadium will be a 'blemish'

Dear Board,

Please find the article as linked above, as well as the comments that follow from readers.

Tom Linnell

<http://www.coloradoan.com/story/opinion/2014/12/25/dennis-gardner-letter-editor-csu-football-stadium-blemish-fort-collins/20832901/>

Letter: CSU stadium will be a 'blemish'

8:53 p.m. MST December 25, 2014

CSU stadium will be a "blemish" upon Fort Collins' image

I am a lifelong resident of Fort Collins (61 years) so I have watched CSU football stumble and stagger through countless seasons of ineptitude with, of course, the exception of the Sonny Lubick years. Now that CSU's new on-campus stadium will be riding to the rescue of CSU athletics and helping them join the big time, I feel CSU should adopt one more tradition of many powerful football programs around the country and have a nickname for the new stadium.

I did a little research to learn what other sporting venues are called. Many people call the Pepsi Center The Can. I've heard The Budweiser Events Center referred to as The Keg. LSU and Clemson call their stadiums Death Valley, and Georgia calls its place Between the Hedges. As you can see some stadiums are nicknamed after their physical appearance or location, while others would try to intimidate their opponents. My recommendation for a nickname for the new CSU stadium is The Pimple. It will surely be a blemish squarely on the chin of Fort Collins. It will be swollen and ugly and be a significant eyesore in town. I'm sure it will require numerous trips to the doctor — I mean taxpayer —, but there is no cure or medicine to help this mess.

Unfortunately thanks to CSU leadership and the City Council's lack of interest in what the majority of Fort Collins residents want, this monstrosity is certainly too late to lance.

Dennis Gardner lives in Fort Collins.



COLORADOAN

Soapbox: CSU stadium vote on wrong side of history

<http://www.coloradoan.com/story/opinion/2014/12/21/tom-linnel-csu-governing-board-made-error-approving-campus-football-stadium/20747409/?from=global&sessionKey=&autologin=>



COLORADOAN

Letter: CSU needs new football stadium

<http://www.coloradoan.com/story/opinion/2014/12/08/trenton-nye-csu-needs-campus-football-stadium/20111563/?from=global&sessionKey=&autologin=>

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Teufel, Sharon

From: Arthur Thomas Linnell <at.linnell@gmail.com>
Sent: Thursday, December 18, 2014 8:06 PM
To: CSUS Board; Tony Frank
Subject: Soapbox: Athletics drive up cost of CSU's education

<http://www.coloradoan.com/story/opinion/2014/12/18/steve-shulman-athletics-subsidies-dry-college-coffers/20615997/>

Soapbox: Athletics drive up cost of CSU's education

11:21 a.m. MST December 19, 2014



(Photo: Courtesy Photo)

To no one's surprise, CSU President Tony Frank is plowing ahead with his plans to build a new on-campus football stadium. Spending on football is now on a collision course with spending on education.

The huge cost of the new stadium is only the beginning. A nationally competitive football program will require millions of dollars of additional spending every year. That is the only way to achieve Frank's feel-good goal of "excellence in everything."

Unfortunately, CSU's enthusiasm for throwing money at football is not matched by a similar willingness to spend what is needed to achieve excellence in education.

Spending so much on football reduces the resources that CSU can devote to its core educational mission. That is why most of CSU's faculty and students are against it.

Those who want to greatly increase spending on football ignore the inconvenient fact that the large majority college football programs are big-money losers. They have to be subsidized with funds that would otherwise flow into teaching and research programs.

CSU already spends \$18 million per year to subsidize its athletic programs ([/sports/college/schools/finances/](#)), mostly for football. That drives up the cost of education.

In-state undergraduate tuition at CSU has increased 55 percent (<http://www.ir.colostate.edu/pdf/tuition/Tuition-Fees-2013-2014.pdf>) since Frank was appointed president of CSU in 2009. Now CSU is proposing a 6 percent tuition increase for in-state students, more than double the rate of inflation.

While students are forced to spend more and more to attend CSU, they have been getting less and less back in return.

From the 2009-10 to 2013-14 school years, undergraduate enrollment at CSU increased by 6 percent, while tenured and tenure-track faculty members grew by just 1 percent. As a result, the number of undergraduates for each one of these faculty members rose from 20.5 to 21.6.

Students do not come to CSU for football. They come for the teaching and research programs that they need to achieve their academic goals.

CSU's financial strength depends upon the tenured and tenure-track faculty members who run these programs. They bring in the tuition and research dollars that account for most of the university's revenues.

Instead of investing in additional tenure-track faculty positions to serve the additional students, CSU has hired more faculty on a part-time and non-tenure track basis. In 2013-14, these adjunct faculty members taught fully 63 percent of undergraduate student credit hours, up from 52 percent in 2009-10.

Undergraduates do not want most of their classes to be taught by adjuncts. They expect to study with the tenured and tenure-track faculty members who bring academic excellence, research funding, entrepreneurial ventures and national recognition to CSU.

Adjuncts are often fine teachers, but they are hobbled by low pay, job insecurity and insufficient guarantees of academic freedom. CSU relies upon them because it tries to spend as little as possible on undergraduate education. The contrast with football could not be more stark.

These budgetary choices send a terrible message about CSU's priorities to taxpayers and state legislators. Why should they support CSU when it is so extravagant with a non-essential activity like football?

The fears, the mistrust and the controversy that the new stadium has created over the past three years are only going to get worse. Instead of "excellence in everything," CSU is sacrificing excellence in education for its unlikely dream of football glory.

Steven Shulman is a professor of economics and research director of the Center for the Study of Academic Labor at CSU.

Read or Share this story: <http://noconow.co/1AMzx9K>

Teufel, Sharon

From: Arthur Thomas Linnell <at.linnell@gmail.com>
Sent: Thursday, December 18, 2014 8:04 PM
To: Tony Frank; CSUS Board
Cc: Bob Vangermeersch; blueskydude@localnet.com; douglas.brobst@gmail.com
Subject: Column: College sports guzzle subsidies

<http://www.coloradoan.com/story/opinion/2014/12/18/goldie-blumenstyk-college-sports-guzzle-subsidies/20613061/>

Column: College sports guzzle subsidies

4:49 p.m. MST December 18, 2014



(Photo: Coloradoan library)

Of all the ways colleges spend money — research, teaching, administrators' salaries, luxury facilities — the place where expenses are growing fastest is in intercollegiate athletics.

Yet despite all the public and political concern about rising costs, it's the issue very few college leaders or elected officials seem willing to tackle.

Likewise, when the proposed college ratings system from the Obama administration debuts this month, you can be sure there won't be any category that grades colleges on how carefully they steward their athletics dollars.

Sports morality

This is more than simply an issue of costs. Athletics spending is a matter of economic equity — perhaps even of morality.

The athletics fees that colleges charge their students don't begin to cover what colleges spend to field those football teams many of us now spend our Saturdays watching. (Nor do they cover their costs for the other teams they support alongside football so they can keep their gender balance in athletics to comply with Title IX, the federal law requiring gender equity in education.)

As USA TODAY has reported, only about two dozen public colleges of 228 in Division I break even on their sports programs, even after counting the millions in broadcasting fees and the loot they make on logo licensing. And as researchers have documented, at many other colleges — many of them smaller public institutions that serve low- and middle-income students and a high proportion of adults — more than \$1 out of \$5 in tuition revenue goes to subsidize intercollegiate athletic programs.

For the adult students, many of whom also juggling work and child care, that's money for games they will probably never attend. For many of the rest, it's an expense that could add thousands to the student-debt load. — a financial burden that will stick with them far longer than the thrill of victory or the agony of defeat.

I've covered higher education for more than 25 years. But it was only in the past year, when I had the chance to dig more deeply into these equity issues while writing a "primer" on the higher-education crisis, that the severity of this little-discussed phenomenon hit home.

If it was new to me, it wasn't to Jeff Smith, a management instructor at the University of South Carolina Upstate who regularly documents such subsidies as part of a broader campaign for more transparency over the trade-offs inherent in colleges' spending on athletics. His outrage bears a hearing: The college population is changing, but too many universities still focus their spending on "traditional" experiences and add-ons not directly tied to education or attaining a degree.

Muted critics

Critics of this spending do exist. Reform groups such as the Knight Commission on Intercollegiate Athletics raise alarms about the escalation of college sports spending and the focus on money.

But the realpolitik of college sports can often mute their voices. More than a few observers saw that as the case here in the Washington, D.C., area in 2012.

That was the year the University of Maryland-College Park announced it was shifting to a more lucrative athletics conference, a move derided by some as a crass chase for money and an abandonment of tradition.

Brit Kirwan, chancellor of the Maryland university system, helped oversee the conference shift. He also co-chairs the Knight Commission.

Kirwan says the decision to move from the Atlantic Coast Conference to the Big Ten arose from the College Park leadership, not the system, and says he never saw himself "on the horns of a dilemma" because of his dual role. To the degree that he did endorse the shift, he maintains, it was because the Big Ten also fosters academic collaborations that would benefit College Park.

To be sure, intercollegiate athletics have value. They promote discipline and teamwork, and in some cases they help to cement alumni spirit and support.

But as politicians, business leaders and other would-be reformers continue to scrutinize all the other nooks and crannies of higher education, for some reason the locker room has been off-limits.

One wonders for how long.

Goldie Blumenstyk, a senior writer at The Chronicle of Higher Education, is author of the newly published American Higher Education in Crisis? What Everyone Needs to Know.

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Jan. 22, 2015, 8:32 a.m.



Mross: Owl Canyon Road improvements 'all about

(/story/opinion/columnists/2015/01/22/mross-owl-canyon-road-improvements-safety/22156469/)

safety' (/story/opinion/columnists/2015/01/22/mross-

Teufel,Sharon

From: Tom Linnell <at.linnell@gmail.com>
Sent: Wednesday, December 17, 2014 8:19 AM
To: opinion
Cc: Frank,Tony; CSUS Board
Subject: Attached soapbox
Attachments: CSU Stadium reflections, 122014.pdf

Kathleen,

Please let me know that you have received this submission and whether you require anything else with it.

Happy Holidays.

Tom Linnell

The CSU Board of Governors met on December 5th to consider President Frank's proposal to build a football stadium on the main campus in Fort Collins.

After Dr. Frank's presentation and two hours of public comment, the Governors took turns expressing their thoughts. It was a privilege to listen to their impressions of the diverse opinions on their Board and in the audience. Their statements let us see whether they had paid attention to the details, and clarified what they believed they were voting for.

The Governors did not simply rubber stamp President Frank's recommendation. One refused to approve it, several questioned the financial risks, and many acknowledged strong points of the opposition. In the end, eight of the nine voting members did approve, but to the discerning ear their statements cast a warning to Dr. Frank--get the financials right, mitigate the impacts and heal the rift with the community, or risk losing our support.

In my opinion, the Governors still misjudged two elements: the meaning of a stadium on the campus and the future of football. Their errors may leave CSU with a monument as pointless as a bridge to nowhere.

What would be the meaning of a football stadium on the campus? One Governor argued that it would be important not as a football venue but as a "gathering place". This is an error in thinking. If CSU were not planning to play football, they would never have considered building a \$220 million "gathering place", on the campus or anywhere else. Meanwhile, the CSU campus is already rich with "gathering places" including the Lory Student Center, Moby Gym, the UCA and the Oval. Students, alumni, parents and community members flock to these sites for all kinds of inspiring events throughout the year, nurturing their engagement with CSU. A stadium would be an unnecessary addition.

What about the future of football? The Governors came down on the side of history that believes, as Dr. Frank does, that it will be played importantly at the collegiate level for the foreseeable future. I disagree. It seems to me that football is more likely to be shunted aside by fickle passions, economic burdens, looming changes in the NCAA and mounting evidence of brain injuries and steroid abuse. Attendance and interest are already declining steadily across the country. The University of Alabama-Birmingham, the most recent to abandon football, will not be the last school to conclude that the football "arms race" is unsustainable.

I would have preferred a different vote on December 5th, a vote more likely to fall on the right side of history.

Athletics do belong on college campuses as disciplines of value equal to academics. Student-athletes should always have the opportunity to represent CSU, and the University should always be proud of them. But football is losing its appeal. People realize it is a gladiator sport that pits young men in violent combat and leaves many of

them gravely injured, just for our idle entertainment. Future generations will wonder how we were seduced into making this expensive spectacle a marketing tool for an educational institution.

Football is both financially unsustainable and morally indefensible. We should drop it from athletics altogether before we spend outrageous sums for a stadium we will never need.

Tom Linnell
Fort Collins

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, December 30, 2014 11:56 AM
To: popescunicolae@aol.com
Subject: RE: NO NEW STADIUM

Good afternoon, Mr. Popescu:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the new stadium at CSU. Your correspondence will be shared with the Board.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: popescunicolae@aol.com [<mailto:popescunicolae@aol.com>]
Sent: Saturday, December 20, 2014 7:26 PM
To: CSUS Board
Subject: NO NEW STADIUM

Dear Sirs,

Please abandon this idea about building an on-campus stadium. CSU should be about academic achievements and not spectator sports.

Regards,

Nicolae Popescu

Fort Collins

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, December 30, 2014 11:57 AM
To: Carl Wangsvick
Subject: RE: Athletic expenses

Good afternoon, Mr. Wangsvick:

Your email and the two attachments will be shared with the Board of Governors.

Sincerely,
Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

-----Original Message-----

From: Carl Wangsvick [<mailto:cwangsvi@yahoo.com>]
Sent: Saturday, December 20, 2014 11:49 AM
To: Teufel, Sharon
Subject: Athletic expenses

Sharon,

Please share these with the Board. Thank you.

Carl Wangsvick

Soapbox: Athletics drive up cost of CSU's education

11:21 a.m. MST December 19, 2014



(Photo: Courtesy Photo)

To no one's surprise, CSU President Tony Frank is plowing ahead with his plans to build a new on-campus football stadium. Spending on football is now on a collision course with spending on education.

The huge cost of the new stadium is only the beginning. A nationally competitive football program will require millions of dollars of additional spending every year. That is the only way to achieve Frank's feel-good goal of "excellence in everything."

Unfortunately, CSU's enthusiasm for throwing money at football is not matched by a similar willingness to spend what is needed to achieve excellence in education.

Spending so much on football reduces the resources that CSU can devote to its core educational mission. That is why most of CSU's faculty and students are against it.

Those who want to greatly increase spending on football ignore the inconvenient fact that the large majority college football programs are big-money losers. They have to be subsidized with funds that would otherwise flow into teaching and research programs.

CSU already spends \$18 million per year to subsidize its athletic programs ([/sports/college/schools/finances/](http://www.colostate.edu/pdf/tuition/Tuition-Fees-2013-2014.pdf)), mostly for football. That drives up the cost of education.

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These budgetary choices send a terrible message about CSU's priorities to taxpayers and state legislators. Why should they support CSU when it is so extravagant with a non-essential activity like football?

The fears, the mistrust and the controversy that the new stadium has created over the past three years are only going to get worse. Instead of "excellence in everything," CSU is sacrificing excellence in education for its unlikely dream of football glory.

Steven Shulman is a professor of economics and research director of the Center for the Study of Academic Labor at CSU.

Column: College sports guzzle subsidies

4:49 p.m. MST December 18, 2014



(Photo: Coloradoan library)

dollars.

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I've covered higher education for more than 25 years. But it was only in the past year, when I had the chance to dig more deeply into these equity issues while writing a "primer" on the higher-education crisis, that the severity of this little-discussed phenomenon hit home.

If it was new to me, it wasn't to Jeff Smith, a management instructor at the University of South Carolina Upstate who regularly documents such subsidies as part of a broader campaign for more transparency over the trade-offs inherent in colleges' spending on athletics. His outrage bears a hearing: The college population is changing, but too many universities still focus their spending on "traditional" experiences and add-ons not directly tied to education or attaining a degree.

Muted critics

Critics of this spending do exist. Reform groups such as the Knight Commission on Intercollegiate Athletics raise alarms about the escalation of college sports spending and the focus on money.

But the realpolitik of college sports can often mute their voices. More than a few observers saw that as the case here in the Washington, D.C., area in 2012.

That was the year the University of Maryland-College Park announced it was shifting to a more lucrative athletics conference, a move derided by some as a crass chase for money and an abandonment of tradition.

Brit Kirwan, chancellor of the Maryland university system, helped oversee the conference shift. He also co-chairs the Knight Commission.

Kirwan says the decision to move from the Atlantic Coast Conference to the Big Ten arose from the College Park leadership, not the system, and says he never saw himself "on the horns of a dilemma" because of his dual role. To the degree that he did endorse the shift, he maintains, it was because the Big Ten also fosters academic collaborations that would benefit College Park.

To be sure, intercollegiate athletics have value. They promote discipline and teamwork, and in some cases they help to cement alumni spirit and support.

But as politicians, business leaders and other would-be reformers continue to scrutinize all the other nooks and crannies of higher education, for some reason the locker room has been off-limits.

One wonders for how long.

Goldie Blumenstyk, a senior writer at The Chronicle of Higher Education, is author of the newly published *American Higher Education in Crisis? What Everyone Needs to Know*.

Read or Share this story: <http://noconow.co/16x2ayP>

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[Thumbs Up & Thumbs Down](/story/opinion/2014/12/19/thumbs-thumbs/20677971/)
[\(/story/opinion/2014/12/19/thumbs-thumbs/20677971/\)](/story/opinion/2014/12/19/thumbs-thumbs/20677971/)

Dec. 19, 2014, 8:57 p.m.

Teufel, Sharon

From: CSUS Board
Sent: Monday, December 15, 2014 1:16 PM
To: Amy Vernon
Subject: RE: Stadium Decision

Good afternoon, Ms. Vernon:

This acknowledges receipt of your recent email regarding the decision to build a new on-campus stadium at Colorado State University. Your communication will be shared with the CSU System Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Amy Vernon [<mailto:cameroonamy@gmail.com>]
Sent: Thursday, December 11, 2014 4:36 PM
To: CSUS Board
Subject: Stadium Decision

First off I want to make it clear that in writing this e-mail I mean no disrespect towards the board or President Tony, but cannot in good conscience remain silent about the official decision to build a new stadium. I also am not here just to voice my complaints, but honestly want to know how you came to your decision.

One of my main issues with the stadium is that we claim to be a "green" campus, but this decision seems anything but "green." I don't understand why we feel the need to spend so much money on a new stadium, especially when it has been so highly contested and a large portion of the school and the community is fine with just refurbishing Hughes. That would save money, school history, parking issues, the aesthetics of our campus, prevent the gardens from having to be moved, and also be far more environmentally friendly. Was there any discussion of how we can claim to be environmentally-minded and still spend all this money on something that is both destructive and unnecessary at this point?

Secondly I am concerned about how CSU is going to finance the construction. President Tony said that the stadium should not require student funds, but how do we know that will remain true? I, personally, am not the least bit a fan of having tuition increased and even though I am assuming the board will do its best to prevent the event of tuition increasing, it is still a concern. How can we KNOW that tuition will not increase as a result? I did not choose CSU because of its football team, nor do I feel I will benefit that much by having a stadium on campus. If anything it is nice to get off campus for games and not have to worry about tons of people swarming campus during weekend games. I feel there are much better ways to spend money on campus; no one who is enrolled at CSU accepted the offer to come here based on the possibility of a new stadium being built, we came for education, the friendliness of campus, and the great vibe of Fort Collins. A stadium is not what makes the school great and therefore I would not want to be investing my money into it.

Another practical question I'd like to hear your opinion on is how campus will deal with parking? Hughes has large amounts of space readily available for parking, but campus does not. Even taking into account parking in

Old Town I highly doubt there will be adequate parking. What are the plans for parking and how will that affect the aesthetics of both campus and Fort Collins?

Lastly I wondered if the plan takes into account the fact that Fort Collins, while certainly a college town, is also a family town. Aren't we being rude by assuming we can use city parking for our own benefits? What about noise levels, particularly for families with children? To be honest I feel like we're being rather rude by building this stadium as it will have impacts on house value, neighborhood quiet, parking availability, and traffic issues as well.

I would really like to know your thoughts on these issues, as surely over the past couple of years these questions have arisen and been dealt with in some capacity?

Thank you for your time in reading this. As I said, I am not trying to disrespect anyone, but cannot let this stadium be built without voicing my stance on the issue. I would really like to hear how you have dealt with these issues and validated your decision in your own minds.

Thanks again for your time.

Sincerely,

Amy Vernon, CSU Undergraduate Student

Teufel, Sharon

From: CSUS Board
Sent: Monday, December 15, 2014 1:15 PM
To: Joan Welsh
Subject: RE: 75% of students reject the on campus stadium

Dear Dr. Welsh:

This acknowledges receipt of your recent email regarding the issue of an on-campus stadium at Colorado State University. Your communication will be shared with the CSU System Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Joan Welsh [<mailto:joanw26@gmail.com>]
Sent: Thursday, December 11, 2014 4:08 PM
To: CSUS Board
Subject: 75% of students reject the on campus stadium

Dear Board of Governors,

The on campus stadium is wrong headed for several reasons, and I know you've heard them all. So why has Tony Frank continued with his unwise plan ??

Tony Frank thinks that this will be a financial gain for CSU.

First of all, this conclusion is on very shaky ground, given the research provided to you by several entities. What a risk !! It might help, or it might not, financially. If it flops, the taxpayers will be stuck with the bill.

But what about the citizens of Fort Collins, those of us who have lived here for years, and will continue to live here -- with the monstrosity of the stadium, left behind when Tony Frank moves on to his next career step in another state ?

Traffic, noise ... face it -- FOOTBALL !!! will be in our faces in the center of town, all for 6 or 7 games a year. So many of us are graduates of CSU and proud of the educational excellence that it represents -- this is not Nebraska, where babies are given a red t-shirt in the hospital when they're born. We've never identified ourselves as football fanatics.

Three separate surveys, done with three completely different approaches, all found that 60% of citizens are against the stadium -- and Tony Frank will move on. He'll leave us with an ill conceived 9 story stadium giganticum. Of course, he'll move away. He doesn't care.

Never mind that even the students, 75% of them, are against it, too.

My view, my opinion, is shared by 60% of Fort Collins. Tony Frank -- you are hard to understand. Board of Governors -- let's see how this unfolds. It's risky, risky, risky.

Joan Welsh, PhD
Graduate of CSU

--

Look for the good in life, and you'll see the good more often.

Teufel, Sharon

From: Carl Wangsvick <cwangsvi@yahoo.com>
Sent: Tuesday, December 16, 2014 3:12 PM
To: Nosler, Michael
Cc: Teufel, Sharon; josephgarcia.executivedirector@dhe.state.co.us
Subject: RE: Meeting Materials for Board Meetings

Dear Mr. Nosler,

Thank you for the response. Especially for directing me to Policy # 128, a more likely location for such info than an attachment to ipad policy.

Also, as we are both aware from previous correspondence, I see no way the Board can consider itself local and subject to a 24 hour notice only. I will continue to push the state to get that changed. I see no harm at all in the Board's making that change voluntarily, but that seems unlikely, given its nature. Overall, those citizens looking for information to be informed citizens find the Board remarkably unresponsive. That is a shame, since it is our Board.

Thank you again,

Carl Wangsvick

 On Mon, 12/15/14, Nosler, Michael <Michael.Nosler@colostate.edu> wrote:

Subject: RE: Meeting Materials for Board Meetings
To: "cwangsvi@yahoo.com" <cwangsvi@yahoo.com>
Cc: "Teufel, Sharon" <Sharon.Teufel@colostate.edu>, " " <josephgarcia.executivedirector@dhe.state.co.us>
Date: Monday, December 15, 2014, 4:51 PM

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#yiv1249315191 p.yiv1249315191MsoNormal, #yiv1249315191 li.yiv1249315191MsoNormal, #yiv1249315191
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#yiv1249315191 span.yiv1249315191EmailStyle19

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 {}
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Dear Mr. Wangsvick:

Please accept this communication

in response to your e-mail date Dec. 9, 2014 directed to Ms.

Teufel. First, the Board practice regarding the public posting

of Board materials has not changed. Historically, only the final copies of the Board materials have been posted once they are submitted, reviewed and discussed by the Board after each meeting. The public records of the Board are maintained in accordance

with Board Policy # 128(CSUS Board of Governors Public Record Retention Policy) and the applicable state archival rules.

Second, since the Board has

recently converted to an electronic Board book format, which is maintained on individually issued iPads, the Board's policy on iPad

usage incorporates the Board's policy relating to what constitutes the official public records of the Board. In this connection, the Board Book materials although approved internally by administrative staff, are subject to modification, amendment or deletion

and these changes can occur up to and including the Board meeting. Further, the materials submitted to the Board are subject to change and modification by the Board during its meetings. It is only after the Board reviews and discusses the materials submitted

during their meetings, do they become the final public records of the Board's proceedings. Hence, Board Policy #126 H confirms this process.

Finally, the Board complies with

the requirements of the Open Meetings Law which only requires the posting of a notice and proposed agenda (where possible)

in advance of any public meeting. (see: CRS 24-6-402 (1)(c)).

Michael D. Nosler
 General Counsel
 Colorado State University
 System
 410 17th Street
 Suite 2440

Denver, CO 80202
 303.534.6290

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in error, please immediately notify the sender at the email address shown above, and permanently delete the message and its attachments from your system.

From: Carl Wangsvick
<cwangsvi@yahoo.com>

Date: December 9, 2014 at 3:51:16 PM MST

To: Teufel Sharon <Sharon.Teufel@colostate.edu>

Cc: Joe Garcia <josephgarcia.executivedirector@dhe.state.co.us>

Subject: RE: Meeting Materials for Board Meetings

Sharon,

This is a section on I Pad use. What does it have to do with restricting meeting materials from public access? In this case, "official" means censored. Besides, the policy itself says these materials have to be approved first anyway. Now they have to be approved twice?

Why and when has Board practice in this regard changed? It was not the practice last year. Has it changed because folks have now become informed about what is happening at a Board meetings? Why does the Board have public comment if it is only about Board information and actions from two meetings ago?

I believe the Board is simply trying to be as far removed from public scrutiny as possible. And they are, for sure. But that is not the ethical choice, nor the legal one. Board policies that contradict law are not valid, certainly.

If you have such a policy, and believe it legal, it cannot be hidden in a section on I Pad use. It needs to be in a separate section on restriction of materials from public view.

Thanks for this response. I hope the Board will be open to some objective analysis of its policies in the future.

Please share this correspondence with Board members.

Carl Wangsvick

On Tue, 12/9/14, Teufel,Sharon <Sharon.Teufel@colostate.edu>
wrote:

Subject: RE: Meeting Materials for Board Meetings

To: "Carl Wangsvick" <cwangsvi@yahoo.com>

Date: Tuesday, December 9, 2014, 11:05 AM

Good morning, Mr.

Wangsvick:

Official Board

materials are not final until they have been reviewed and
discussed at the meeting. Once these materials are in
final form, they are posted to the website and become the
official public record of the proceedings. See Board
Policy #126 H (posted on website).

Sincerely,

Sharon Teufel

Office of the Board of

Governors

Colorado State University

System

410 17th Street, #2440

Denver, CO 80202

-----Original Message-----

From: Carl Wangsvick [mailto:cwangsvi@yahoo.com]

Sent: Sunday, December 07, 2014 3:40 PM

To: Teufel, Sharon

Subject:

Meeting Materials for Board Meetings

Sharon,

Why

are meeting prematerials for board meetings being withheld from the public until after the meetings, when they are not available for the public to know what is going on? Could you email me the document that indicates what the policy is here? Thanks!

Carl

Wangsvick

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, December 09, 2014 12:49 PM
To: Howard Stussman
Subject: RE: Football stadium

Good afternoon, Mr. Stussman:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the stadium decision. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Howard Stussman [<mailto:hbstussman@gmail.com>]
Sent: Saturday, December 06, 2014 8:32 AM
To: CSUS Board
Subject: Football stadium

Really---a quarter of a billion dollars for a football stadium? The harm you have done to the city of Fort Collins is incalculable and irreparable.

And for what? To pay yet another football coach millions to use us as a doormat to step up to another school. More importantly, to divert funds that could have gone to bolster the school's academics.

The last thing we need is to use more taxpayer dollars to groom and fill NFL rosters.

I hope---and pray---that you can't raise the funds to build this campus eye sore. I will do everything I can to assure you don't.

Howard B. Stussman
Fort Collins

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, December 09, 2014 12:48 PM
To: ANNE COLWELL
Subject: RE: Dec. 5, 2014 Decision

Good afternoon, Ms. Colwell:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the stadium decision. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: ANNE COLWELL [<mailto:sheofte@yahoo.com>]
Sent: Friday, December 05, 2014 4:53 PM
To: CSUS Board
Subject: Dec. 5, 2014 Decision

Dear Board,

Having participated in and observed three years of CSU stadium research, debate, and decision-making, I am not surprised, but I am heartily sorry to be writing this email at the conclusion of today's meeting.

Because I no longer believe you clearly have the best interests of the university and, certainly, no interest in the health of the community of Fort Collins, I will actively pursue a change in the CSU system, requiring board positions transition from appointment to general election by the public. Such a small group should not have the power to make a decision with the potential impact of today's without being beholden to the people.

Thank you,
Anne Colwell, CSU alumna, Fort Collins native, and educator

Teufel, Sharon

From: Louis Scharf <scharf@engr.colostate.edu>
Sent: Tuesday, December 09, 2014 7:18 AM
To: Frank, Tony; CSUS Board
Cc: Scharf, Louis (EID)
Subject: Re: Follow up

Tony: I cannot thank you enough for your kind sentiments. Of course I share them. I am re-assured to know that our vigorous contesting of wills will not damage our friendship.

It took a lot of restraint and common decency for you to call my claim about your low, hybrid, and base revenue estimates "inaccurate," when in fact the claim was an inexcusable blunder on my part. I am mortified.

Please accept my sincere apologies. Louis

Sent from my iPhone

> On Dec 5, 2014, at 5:40 PM, Frank, Tony <tony.Frank@ColoState.EDU> wrote:

>

>

> Louis - I asked our CFO to send me the docs on the original high/base/low and then the final analyses we used that tossed out high and did base/hybrid (combo of base and low)/low. Will send it on as soon as I get it. Our friendship and our mutual respect for academic debate is more than up to this discussion. More to follow - tony

>

> Sent from my mobile device.

Teufel, Sharon

From: Carl Patton <carl.patton@colostate.edu>
Sent: Friday, December 05, 2014 3:08 PM
To: Teufel, Sharon
Cc: Bernasek, Alexandra; Frank, Tony
Subject: From Carl Patton Second to Bob Keller Reject the Proposed On-Campus Football Stadium
Attachments: Robert Keller Proposed On-Campus Football Stadium 04 Dec 2014 with Carl Patton Second 05Dec2014.pdf

June 5, 2014

Dear Ms. Teufel,

Would you please distribute copies of my attachment to members of the Board of Governors.

Thank you,

Carl E. Patton, Professor
CNS Professor Laureate
Department of Physics

--

Professor Carl E. Patton
Department of Physics
Colorado State University
200 West Lake Street
Fort Collins, CO 80523 USA

Patton's office: D09 D-Wing basement, Engineering.

Tel: (970) 491-5083 (CSU)
FAX: (970) 491-7947 (CSU)
Tel: (970) 223-6288 (home)
Tel: (970) 581-6710 (Cell - use only when urgent or requested)
Direct E-mail: carl.patton@colostate.edu

Patton Group Home Page: <http://www2.physics.colostate.edu/groups/PattonGroup/>
MMAML Web page: <http://www2.physics.colostate.edu/groups/maglab/>
Physics Department Home Page: <http://www.physics.colostate.edu/>
Colorado State University Home Page: <http://www.colostate.edu/>

PLEASE - NO TEXT MESSAGES

December 5, 2014

To See Robert Keller's memo below. This is my seconding memo.

To: Board of Governors, CSU System
 From: Carl E. Patton, Professor of Physics, Professor Laureate for CNS
 Subject: Reject the Proposed On-Campus Football Stadium

I am also a long time CSU professor (43 years). I have expressed my views on the OCFS to Tony Frank and before the BOG many times over the time frame covered below in Bob's memo. I respect most of the things Tony Frank has done for CSU until this. Bob states correctly. Tony's "deliberations have been a sham from the start. First a stooge committee to "design a stadium." Then an "official" discussion" process, the results of which were largely ignored. Then so-called community forums, the results of which were also ignored. Then a city poll of more than 10,000 people, also ignored. Then a so-called community committee, mainly designed by Tony to provide further "design details" on the OCFS. Then the firing of Jack Graham. And most recently, another stooge committee set up by Tony to divide the opposition by considering four options. Tony was then able to say that "he accepted" the committee's recommendation to build an OCFS, with financing "details" to come later. With the so-called "buy out" yesterday of the million dollar coach, the farce continues. In essence, NO ONE wants this stadium except Tony Frank, not the students, not the faculty, and not the community. Tony is also breaking every promise he has made along the way: No use of general fund monies. Private money only. No money from students. The sham continue. Would you please put a stop to it and let us all get on with the real business of the university.

December 4, 2014

To: Board of Governors, CSU System
 From: Robert R. Keller, Professor of Economics
 Subject: Reject the Proposed On-Campus Football Stadium

I am writing as a long-time professor of economics (42 years), a former interim dean of the College of Liberal Arts (1997-9), a former Faculty Athletics Representative (1999-2005), and as a former Director of the University Honor Program (1999-2012). I request the Board of Governors to reject the proposal for an on-campus football stadium and fully investigate the viability of refurbishing and renovating Hughes Stadium, and the viability of building a new stadium at the Hughes site. Now is the time to reject the proposed OCFS and to reflect on the University's mission, purpose, and core values and to place football and the OCFS in their proper level of priority.

The process and decision to build an on-campus football stadium (OCFS) was fatally flawed from the very beginning because:

- President Frank met with Jack Graham who apparently convinced Frank to terminate Paul Kowalczyk and to name Graham as athletic director. There was no official search for the new AD.
- Jack Graham, at the press conference that formally introduced him as the new AD, announced a "Bold New Era" and he championed the idea of an on-campus football stadium (OCFS).
- The viability of an OCFS was never researched before the announcement was made nor did the proposed new building go through appropriate planning channels for approval.
- So a decision was made to march forward with the OCFS by providing rationales without researching costs and benefits and more importantly researching other alternatives.

- The result over the next several years was to dismiss shared governance and to dismiss using informed campus faculty (sports economists and urban regional economists in the Department of Economics and faculty in other departments) as resources to increase the likelihood of informed decision-making.
- Reaching a conclusion and moving forward with a plan before researching the benefits and costs of an OCFS is an affront to the core values of a nationally prominent research university especially when the costs are in the range of \$220 to \$300 million.
- So it's not surprising that a majority of the faculty are dismayed and/or angry.

There are at least two issues that have not been fully taken into account:

1. There is a large opportunity cost to building the OCFS at the proposed site. It is a choice location in the central campus core that should be used for research laboratories, classrooms, office space, and/or residence halls which better align with the University's mission.
 - The size of the stadium coupled with limited space means that it will have to be "shoe-horned" next to Academic Village South and other residence halls.
 - The size of the stadium is huge and the site is small. As architecture, no OCFS in America will receive an award for aesthetic beauty. The proposed OCS would be a big, ugly building in the central campus core.
 - Further the proposed OCFS would create all types of negative externalities such as traffic congestion, various forms of pollution, disruption of near-by neighborhoods, etc., that can be only partially mitigated by spending an estimated \$30 million in tax payer funds.
 - No wonder the OCFS proposal has disrupted, angered, and divided the Fort Collins community.
2. The most recent argument for the proposed OCFS and against the \$30 million dollar refurbishment of Hughes Stadium is that General Fund monies will have to be used (of course the best estimate is that a larger amount of the General Fund monies will have to be used for the OCFS).
 - I don't understand the statement because Hughes Stadium must be producing net income which could be used as the revenue stream to issue bonds to finance the improvements. What are the net revenues associated with Hughes Stadium? If revenue stream is large enough, General Funds will not have to be used.

There are two recent developments that decrease the viability of college football:

1. There is a super abundance of evidence and publicity on brain damage and other debilitating injuries caused by football. The image of football is being transformed into a gladiator/blood sport played in a coliseum in front of an emperor. This image is repulsive and antithetical to the mission and core values of the University.
 - The sport could be banned as NCAA boxing was banned in 1970.
 - More realistically in the short run, the popularity of football may wane which would have huge revenue implications for any football stadium in America.
2. If football endures there is another development that decreases the viability of football:
 - There are various proposals to increase the compensation of student athletes which of course would increase costs and decrease net revenues significantly.
 - Increasingly the question that will be asked is: Can an academic institution afford the high costs of Division I football that drains resources away from the academic core mission?

Division I football is a microcosm of the mal-distribution of income and wealth in America. In football, as in society, there are the "Have Mores," the "Haves," and the "Have Nots." Athletic budgets, coaches' salaries, facilities, etc., all reflect the distribution of income and wealth among these three classes. The Big Five Conferences have the largest share of wealth, the highest paid coaches, and the most expensive




facilities. CSU and the Mountain West are among the “Have Nots” that beg for the crumbs off the tables from their richer brethren. It’s what is known as trickle-down economics and what John Kenneth Galbraith called “horse and sparrow economics (you feed the horses oats and the sparrows...).” Although CSU gets the crumbs from the super-rich, a parallel structure holds—the football coach is paid more than the President, way more than the average tenured faculty member, and an obscene multiple more than non-tenure track faculty (adjuncts) who are responsible for the majority of undergraduate teaching on campus. Football is a drain on academic resources and non-tenure track faculty produce a significant surplus for the academic sector.

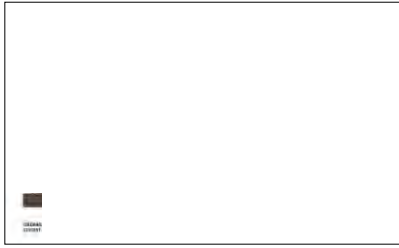

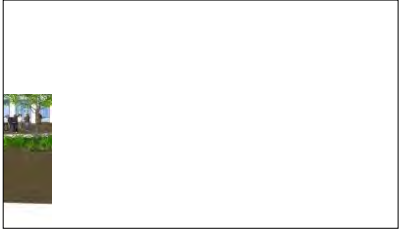


- How on earth can we put a higher priority on an expensive proposed OCFS than ameliorating the plight of non-tenure track faculty, the inadequacy of research facilities, and shoddy classrooms and offices? Shame on us. It is time to stop the tail (football) from wagging the dog (the core values of our academic institution).
- Now is the time to reject the proposed OCFS and to reflect on the University’s mission, purpose, and core values and to place football and the OCFS in their proper level of priority.
- And if CSU wants to begin a really “Bold New Era” we should consider dropping Division I football in the not too distant future and become a national leader instead of a “me-too” follower.

Appendix II

Construction Status Reports

CSU FORT COLLINS-CONSTRUCTION STATUS OF BOND FUNDED PROJECTS

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/15
Animal Sciences Revitalization Total Budget: \$13,400,000	\$11,400,000 General Fund Remaining funds from department and donations		Aug 2014	Construction is complete. Classrooms, labs and administration suite were ready for start of classes. Staff move to new basement office space will occur during February 2015.
Willard O. Eddy Hall Renovation Total budget: \$12,500,000	\$11,800,000 General Fund Remaining funds from classroom upgrade project		May 2015	Construction is approximately 65% complete. Budget includes new building entrance and upgrades to building envelope, including reclading the north and south exterior walls with "CSU" sandstone and installation of new window systems.
Aggie Village North Total Budget: \$112,265,000	\$112,265,000 Housing and Dining Services		Aug 2016	This project is a redevelopment from the low-density Aggie Village married student housing to high-density undergraduate and international student apartments. Demolition is complete. Base scope of project is in budget and construction will begin in January 2015. Anticipate phased occupancy May, June and July of 2016.

COLORADO STATE UNIVERSITY - PUEBLO					
CONSTRUCTION PROJECT STATUS REPORT					
Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 1/16/2015	Description
Corridor Extension @Student Recreation Center	\$856,260 Student Rec Ctr Fee			Construction Completed January 2012	
South Campus Entry Drive, Parking Addition, Foyer addition, Internal Renovation @ Buell Communication Center Building	\$1,062,500 Student Fee-- \$300,000 Parking funds--\$301,000 Building Repair/Replacement-- \$462,500			Construction Completed February 2012	
Occhiato University Center Renovation and Addition	\$30,000,000 Debt to be repaid with student fee facility fees & auxiliary services revenue			Occhiato University Center program plan update completed Board of Governors reviewed and approved project, 8/2/2013 Project Manager selected Design/Build Team of Nunn Construction / Slaterpaul Architects selected Project Completion estimated 08/2017	
Exterior Door Security Access Control at all Academic Buildings Phase II	\$998,351 Controlled Maintenance	11/2014	8/2015	Add electronic card access/monitoring, new keyways, and replace worn exterior entrances at 11 academic buildings. Construction Documents underway.	Final Construction Documents completed and bidding is underway.
New General Classroom Building	\$16000000 Capital Funds		Construction Start 06/14 Estimated Completion 08/15	Construction is 50% complete On time and on budget G H Phipps Construction Co , General Contractor	
Soccer/Lacrosse Complex	\$3,100,000 cash funded project from grants and donations		Construction began 3/2014, Completion Phase1 field by June 2014, Phase 2 Building and Bleachers by March 2015	Phase 2 building foundation and bleachers foundation construction has begun Phase I Synthetic turf field subatantially complete and in use beginning June 5, for summer camp programs H W Houston General Contractor	

Appendix III

Higher Education Readings

[Athletics Leaders: 'We Need To Make Our Case Before It's Too Late' – Chronicle for Higher Education](#)

Conference commissioners announce a “Coalition to Save College Sports” to convey the benefits of big-time college sports that they feel have been lost in the discussion of player unions and pay, as well as controversies surrounding head injuries and player safety. The Commissioner’s Letter is included in the article.

[Higher-Ed Groups Seek a More Complete Picture of Post-College Outcomes – Chronicle for Higher Education](#)

The American Association of Community Colleges, the American Association of State Colleges and Universities, and the Association of Public and Land-Grant Universities introduced a framework known as the Post-Collegiate Outcomes Initiative, which uses four overlapping metrics to evaluate student outcomes and guide the public discussion on the benefits of higher education. The effort is part of the larger Student Achievement Measure, introduced in 2013.

[2014-2015 Pell Grant Amount – estudentloan.com](#)

The Pell Grant maximum for 2014-15 is \$5,730, up \$85 from 2013-14. The minimum is set at \$573. Article includes a graph showing historical Pell Grant maximums adjusted for inflation.

[Observers Greet Education Dept’s Ratings Plan with Heavy Skepticism – Chronicle for Higher Education](#)

The Obama administration’s plan to rate colleges based on a series of (sometimes murky) metrics seems unlikely to ever come to fruition, based partly on the limited time President Obama has left in office and partly on the resistance the plan has received from Republicans, who now control both the House and the Senate. Two things do seem likely to happen in any future ratings plan: two-year and four-year institutions will be rated separately, and institutions will be separated into three categories as opposed to an A-F grading scale.

[Challenges for Regional Undergraduate Universities in “the Middle” – Inside Higher Education](#)

Thomas Carey gives advice for improving campus desirability (and thus, presumably, rates of enrollment) to community colleges and predominately undergraduate, regional, public universities. Some of his advice includes: focus on distinctive outcomes, not methods; identify emerging outcomes; leverage your strengths; select a theme that serves your regional context; build the culture, not just the curriculum; and network with others for strategically exemplary teaching and learning.

[A Call for Big Changes to Meet a Big Challenge at Community Colleges – Chronicle of Higher Education](#)

Efforts to push students through community college have mostly fallen short according to a report released by Jobs for the Future, which is supported by the Bill & Melinda Gates Foundation and

promotes efforts from college readiness to career advancement. Jobs for the Future recommends seven policy actions for states to increase graduation rates: streamline academic requirements and create clearly structured programs of study; accelerate students through remedial, or developmental, education; expand student-support services, including early alerts and advising interventions when students go off course; ensure that structured pathways lead to credentials and competencies that help students get jobs with family-sustaining wages; use statewide data systems to track students through college and into the labor market; receive financial incentives to improve persistence and completion rates; and expand faculty led professional development activities to improve teaching and learning.

[2015 Online Pell Grant Eligibility and Application Guide](#): Information about Pell Grants including deadlines, requirements, application instructions, eligibility, and other frequently asked questions.

[Going to public college isn't as affordable as it used to be – The Washington Post](#)

Total student debt is now upwards of \$1 trillion and for the first time ever, families are taking on more tuition costs than state governments. Even now, with the recession lifting and the economy recovering, most states have not been able to restore their funding and tuition has continued to rise. Arizona is the worst case, where the state has cut per-student funding by 48% and increased tuition by 80% since 2008.

THE CHRONICLE OF HIGHER EDUCATION

Administration

January 12, 2015

Athletics Leaders: 'We Need to Make Our Case Before It Is Too Late'

By Brad Wolverton

Two weeks ago, in the middle of college football's bowl season, the most-powerful conference commissioners sent an email to their fellow Division I leaders urging them to join a "Coalition to Save College Sports."

The effort, which is expected to be announced any day, calls for a "loosely knit group of conferences and universities" to join together to convey the benefits of big-time college sports, a message they believe has been lost in the push by some players to unionize or be paid, [the email](#) said.

"We need to make our case," said the leaders of the 10 highest-profile leagues, "before it is too late."

News of the coalition, first reported by [USA Today](#), comes as college sports faces unusual scrutiny. Last year Mark Emmert, president of the National Collegiate Athletic Association, [faced tough questions](#) from a Senate committee over the association's shortcomings in protecting athletes from head injuries and the need for colleges to provide players with better scholarships and more time off from their sports.

In recent weeks, Education Secretary Arne Duncan has met with various people concerned about the future of big-time sports to discuss a possible presidential commission on intercollegiate athletics. According to [USA Today](#), NCAA leaders are [scheduled to meet](#) this week with officials in the Obama administration, as the association holds its annual convention near Washington.

The commissioners helped broker an estimated \$500-million annual television deal for the College Football Playoff, which culminates in Monday night's national-championship game

between Ohio State and Oregon. But as more money has flowed into the game, college leaders have faced criticism for not providing more of it to players. (The [NCAA announced](#) last week that the College Football Playoff could provide up to \$3,000 in travel expenses for families of each competing player.)

At this week's NCAA convention, the five wealthiest leagues are expected to approve new rules allowing their institutions to provide athletes with additional money toward their full cost of attendance.

But as the wealthy leagues look to give more benefits to players, they don't want to miss an opportunity to communicate that athletics are a "crucial part of the educational experience," the commissioners said in the email, which was sent in late December and obtained by *The Chronicle*.

"Thanks to the way college sports are run, student-athletes gain an education, learn skills, and have opportunities in life," the email said. "But today, those benefits are being challenged and we believe we need to do a better job of getting our message out."

One person familiar with the coalition, who was not authorized to speak on its behalf and thus insisted on anonymity, said the move had struck some people as disingenuous.

"The notion that there is concern about saving the business days after the latest showcase of economic power is, at best, complicated," this person said in a text message.

While many people may agree that the NCAA must do a better job of communicating its message, this person said, "I only wish more selfless souls came together to get it right."

[The Commissioners' Letter](#)

Dear Commissioners,

After our CCA meeting in Chicago, we thought it was important to reach out to you to make progress on one of the issues we discussed – the creation of a coalition to protect the student-athlete experience.

As you are aware, we need to do a better job telling our story. For generations, college athletics have been a crucial part of the educational experience. Thanks to the way college sports are run, student-athletes gain an education, learn skills, and have opportunities in life. But today, those benefits are being challenged and we believe we need to do a better job getting our message out.

We need to make our case before it is too late.

We would like to proceed with the formation of a coalition that is as broad as possible. The goal of the coalition, simply stated, is to save college sports. This coalition, "The Coalition to Save College Sports", would serve as point of organization so you can receive fact sheets, Qs & As and other useful documents to address the many issues that have come up.

The coalition would not be a legal entity – it would simply be a loosely-knit group of conferences and universities that are concerned about the damage that would be done to the college experience if student-athletes were to unionize or be paid. The coalition's mission is communications. It would not be involved in any of the decisions universities and conferences will make about benefits or other items that are under your individual purviews.

The coalition will also allow us to gather your input and hear your thoughts and ideas as we proceed with our messaging. There is no financial expense involved in your joining the coalition.

I hope you will sign on. We want this coalition to be as deep and as broad as possible.

If you would like to join, please respond to this email to In Ja Halcomb at the Pac-12 (ihalcomb@pac-12.org) no later than January 9. Our plan is to publicly announce the coalition soon thereafter.

Thank you.

Regards,

Mike Aresco, American Athletic

John Swofford, ACC

Bob Bowsby, Big 12

Jim Delany, Big Ten

Britton Banowsky, C-USA

Jon Steinbrecher, Mid-American

Craig Thompson, Mountain West

Larry Scott, Pac-12

Mike Slive, SEC

Karl Benson, Sun Belt

Brad Wolverton is a senior writer who covers college sports. Follow him on Twitter @bradwolverton.

56 Comments The Chronicle of Higher Education esusystem

Join the discussion...

antiutopia · 10 days ago
 Ha... people seem more concerned with protecting athletes from education than with educating athletes. If the NCAA were more aggressive in demanding and protecting educational rigor for its athletes it might have an educational mission worth talking about.

Russian Dictator → **antiutopia** · 10 days ago
 Educating athletes is an utopia. You can't possibly pursue academic results and great sport achievements. You can't run after two rabbits. Imagine what would happen if you did. Somebody else willing to let their students slack off and make them practice an extra hour a day would leave your Renaissance athletes busy doing everything equally well in the rear-view mirrors. And any system of semi-professional sports incentivizes just that. It is rotten and unfixable. Let us not fool ourselves. A vodka can not be made safe and stay a vodka.

antiutopia → **Russian Dictator** · 9 days ago
 I'm inclined to agree with you, Russian Dictator (and who would dare to contradict a Russian Dictator anyway?), but with qualifications.

THE CHRONICLE OF HIGHER EDUCATION

Administration

January 9, 2015

Higher-Ed Groups Seek a More-Complete Picture of Post-College Outcomes

By Madeline Will
Washington

Three major higher-education groups on Thursday introduced a framework that seeks to guide public discussions of the value of a college education, at a time when many institutions are facing heightened scrutiny over their cost and how well their graduates do.

The effort, known as the [Post-Collegiate Outcomes Initiative](#), is a project of the American Association of Community Colleges, the American Association of State Colleges and Universities, and the Association of Public and Land-Grant Universities.

The groups' framework divides student outcomes into four overlapping categories: public and private, and economic and "human capital." Public, "human capital" outcomes of college could include activities such as giving to charity, volunteering, and voting. Personal, "human capital" outcomes could include career satisfaction and advancement.

Some metrics, like employment and reliance on social services, are considered as both personal and public economic outcomes.

The associations were part of the group that in 2013 introduced the [Student Achievement Measure](#), which was presented to colleges as an alternative to the federal government's oft-criticized method of calculating students' college-completion rates, which leaves out part-time and transfer students.

Like that measure, the Post-Collegiate Outcomes Initiative is financed by the Bill & Melinda Gates Foundation. It is part of the commitment that the associations made at the White House's [Summit on College Opportunity](#), in December, where they

pledged to provide more-accurate and more-comprehensive measures of student outcomes. The groups' effort also seeks "consistent and meaningful measurement tools" for reporting such outcomes.

The effort comes on the heels of the Education Department's release, in December, of a framework for a college-ratings plan. The plan seeks to hold institutions accountable for the outcomes of their graduates, and to give students more information about which colleges to attend. Some educators have worried that the plan will punish institutions that serve low-income students; others have complained that the data that could be used in the ratings are flawed.

Broadening the Conversation

Kent A. Phillippe, director of the Post-Collegiate Outcomes Initiative and associate vice president for research and student success at the American Association of Community Colleges, said in an interview following the rollout of the framework here that while it was not a response to the department's metrics, it will offer a broader perspective of postcollegiate outcomes.

National conversations about earnings and gainful employment, Mr. Phillippe said, "crystallized the importance of doing this at this time."

The idea, he said, is not necessarily to hold any one institution accountable, but rather to broaden the national conversation about what the value of higher education looks like.

Not all of the data points listed in the framework are available now. And Ronnie L. Booth, co-chairman of the initiative's oversight committee and president of Tri-County Technical College, in South Carolina, said it's important to note that every measure in the framework might not be appropriate for every institution.

Considering context for each institution is important too, he said. Factors such as students' location and major or career choice can affect salary.


"Even things like voter participation—a lot of that's regional-based, a lot of that's based on the local culture," Mr. Booth said. "It may or may not be related to higher education."

In the next few months, the group plans to refine the framework and continue seeking different perspectives.


For instance, groups like the U.S. Chamber of Commerce Foundation were included in discussions to represent employers' perspectives.

In a panel discussion here, Sandra Kinney, vice president for institutional research and planning for the Louisiana Community and Technical College System, said using the framework had already helped break down "higher-education silos" in her state.


The next steps and the initiative's policy recommendations will be released by late March, Mr. Phillippe said.

3 Comments The Chronicle of Higher Education 


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 **123highered** • 13 days ago



This is an interesting approach that seems more authentic than the current framework. But it is important to have valid comparison groups, and link outcomes to the initial investments. Student outcomes are not just tied to the efforts of colleges but their own investment in their education. Similarly colleges have their priorities (e.g., emphasis on the degree versus an education) which affect student outcomes.

 **Jacqueline Che** • 13 days ago

Seems like big step in the right direction, but what is the extent to which one's college degree prepares them for graduate or post-graduate study? Also, given that the *main justification for going to college is the promise of a good job after graduation, I think the primary measure of institutional effectiveness and success is gainful employment.

 **archman** • 8 days ago

I wonder if any other countries actually give a flip about all of these "accountability" fads like the U.S. seems obsessed with



(/)

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2014-2015 Pell Grant Amount

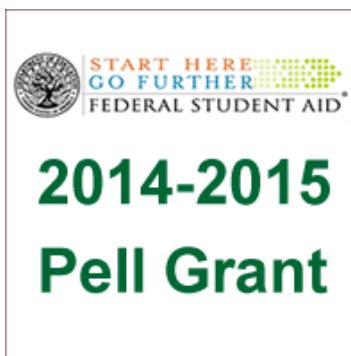
2/10/2014 by Shawn Lindstrom

<http://www.estudentloan.com/blog/author/shawn> in Financial Aid

<http://www.estudentloan.com/blog/financial-aid> 12 Comments

<http://www.estudentloan.com/blog/2014-2015-pell-grant-amount#comments>

Most families know this time of year is when the FAFSA



(<https://www.estudentloan.com/financial-aid/fafsa>) must be filed. One of the most important questions the FAFSA answers is, "How much Pell Grant will I get?" The answer is like all questions related to financial aid –it depends. If you meet the eligibility requirements to receive federal student aid and have filed your FAFSA, the Expected Family Contribution ([https://www.estudentloan.com/resources/student-loan-glossary#Expected Family Contribution](https://www.estudentloan.com/resources/student-loan-glossary#Expected-Family-Contribution)) calculated as a result of processing your FAFSA, along with your school's Cost of Attendance ([https://www.estudentloan.com/resources/student-loan-glossary#Cost of Attendance](https://www.estudentloan.com/resources/student-loan-glossary#Cost-of-Attendance)) and your enrollment status will be used to determine how much, if any, Pell Grant you may receive. The maximum eligible EFC for 2014-2015 is 5157. You will find your EFC when you receive your Student Aid Report issued after filing your FAFSA. If you supplied a valid email address and signed your FAFSA with your *PIN*, you will be able to get this report 3-5 days after submitting the FAFSA. Don't worry if it seems complicated. Your financial aid office will notify you of the

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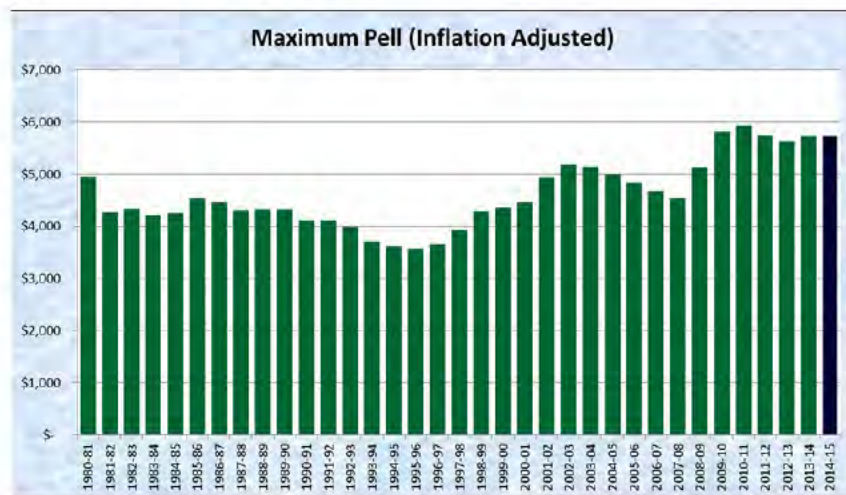
specific amount you may receive when they send you your financial aid award letter. That said, let's take a look at this year's maximum and minimum award amounts.

For the 2014-2015 award year (July 1, 2014 – June 30, 2015), **the maximum Pell Grant available is \$5,730**. Conversely, the minimum is \$573. This year's Pell Grant is an increase of \$85 from the \$5,645 maximum in 2013-2014. The maximum and minimum Pell Grant amounts are set by law. Every student who meets the eligibility requirements and has sufficient need will receive funding. The higher your EFC, the lower the award you can receive. And, if you don't qualify for a Pell Grant, there are many other types of financial aid (<https://www.estudentloan.com/financial-aid/types-of-financial-aid>) available to help you pay for your college education—even if you don't have any financial need.

Here are the 2014-2015 Award Year Federal Pell Grant Program Payment and Disbursement Schedules

(<http://www.ifap.ed.gov/dpclatters/attachments/20142015PellGrantPaymentandDisbursementSchedules.pdf>) in PDF format. Remember, your financial aid office has the final word on your eligibility to receive financial aid—including the Pell Grant.

In case you are curious, here are the historical Pell Grant maximums adjusted for inflation (2013):



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About Shawn Lindstrom

Shawn co-founded eStudentLoan.com in 1998, He is passionate about leveraging technology to make paying for college easier for students and their parents. Prior to eStudentLoan, Shawn spent six years working as a financial aid administrator. He holds a B.S. in Political Science from SUNY College at Brockport.

12 Comments



1.
2.
3. **Steve Charles**

4. August 31, 2014 at 11:46 am

5. Hi, my wife is attending school and we need more loan money for living. We put in for \$15,000 (we need ATLEAST \$20,000 a year) and only got approved for around \$4,900. I'd like to apply for this PELL grant to help close the gap so she may continue schooling. For the 2014-2015 school year we need roughly \$6,000 more and this would basically cover us!

I'm not sure if you can contact us by phone but if you could that would be amazing since we would have questions. 315-256-4198 or 315-729-9070.

Thanks you so much!



Tamara Krause

September 15, 2014 at 3:11 pm

Pell Grants are handled through the FAFSA application and only given to students who meet the low-income threshold (typically under \$30,000 for a family of 4). If your family's income exceeds the requirements, you will need to seek funding through private loans or possibly peer-to-peer lending

(<http://www.estudentloan.com/blog/peer-to-peer-lending>)

platforms. She should also start applying for scholarships

(<http://www.scholarshipexperts.com>) to help meet some of the costs.

(<http://www.estudentloan.com/b/2016-fafsa-deadlines>)

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THE CHRONICLE OF HIGHER EDUCATION



The Ticker

Breaking news from all corners of academe.

December 19, 2014 by Andy Thomason

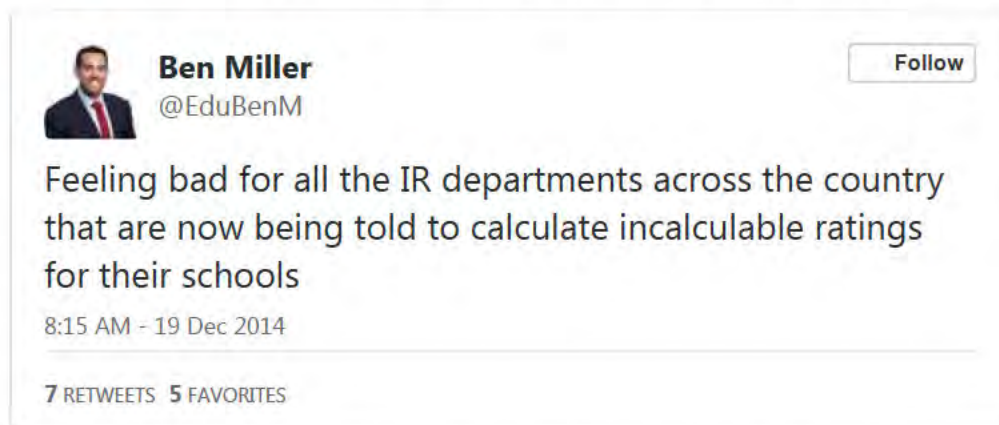
Observers Greet Education Dept.'s Ratings Plan With Heavy Skepticism

For the [past 16 months](http://chronicle.com/article/How-the-College-Ratings-Plan/150935/), the Obama administration's plan to rate colleges has been one of the most talked-about issues in higher education. On Friday morning the Education Department's [draft plan arrived](http://chronicle.com/article/Obama-s-College-Ratings-Plan/150939/) with a whimper, as news outlets and observers quickly remarked that the so-called framework was less a rough draft than a bare-bones outline of what an eventual system might feature.

It is worth noting right off the bat that many observers now believe, if they didn't before the draft was released, that the ratings system is a pipe dream. "The question is, will we actually see ratings for the 2015-16 school year," [Robert Kelchen](https://twitter.com/rkelchen), an assistant professor of higher education at Seton Hall University, [told Politico](http://www.politico.com/story/2014/12/college-ratings-draft-light-on-details-113696.html) on Friday morning. "I'd be surprised ... to be honest." Mr. Kelchen, who has followed the ratings plan so closely that he [accurately predicted](https://twitter.com/rkelchen/status/516982686750371840) in September the exact day the draft plan would be released, [wrote on his blog](https://kelchenoneducation.wordpress.com/2014/12/19/comments-on-federal-college-rating-metrics/) that the possibility the system will be tied to student aid by 2018, as President Obama has proposed, is "basically nil."

Two facts stand in the plan's way: The Obama administration does not have a lot of time left in office, and the plan is broadly rejected by the Republicans who will control both chambers of Congress come January. Also, the administration, despite its bold talk, has a checkered history on accountability, as *The Chronicle's* Kelly Field [noted](http://chronicle.com/article/On-College-Accountability/150157/) in November. So, aside from the chance that the Education Department will surprise skeptics and succeeds in rolling out the plan, why do we care?

Analyzing the system's proposed structure, and what the department chose to name as possible metrics to base it on, can be educational. And observers were quick to jump into the metrics—and to cast doubt on them. Politico's [Allie Grasgreen](https://twitter.com/alliegrasgreen) (<https://twitter.com/alliegrasgreen>) noted (<http://www.politico.com/story/2014/12/college-ratings-draft-light-on-details-113696.html>) that half of the proposed metrics are incalculable right now. One metric in particular, the “expected family contribution gap,” is so vague that no one (outside the department, perhaps) seems to know exactly what it is.



At least some of the metrics are likely to be included in the final version. There are two other relative certainties: that four-year and two-year institutions will be rated separately (an uncontroversial idea), and that institutions will be separated into three categories. The very best institutions will belong in an exclusive top category, the worst will go in a small basement category, and the vast majority of colleges will be thrust into a large middle category.

Some observers applauded the three-tiers idea, as opposed to an A-to-F grading system. Vox's [Libby Nelson](https://twitter.com/libbynelson) (<https://twitter.com/libbynelson>) [tweeted](https://twitter.com/libbynelson/status/545951196163612672) (<https://twitter.com/libbynelson/status/545951196163612672>) that such classifications seem “less likely to invite gaming the system,” which has been a concern of the system's critics ever since President Obama announced the plan last year. The department's under secretary of education, Ted Mitchell, [told *The New York Times*](http://www.nytimes.com/2014/12/19/education/rating-plan-for-colleges-is-unveiled-by-the-us.html) (<http://www.nytimes.com/2014/12/19/education/rating-plan-for-colleges-is-unveiled-by-the-us.html>) that the idea behind the tiers was to avoid the “false precision that we believe plagues lots of ratings” (read: *U.S. News & World Report*).

Amid the vast uncertainty, prominent higher-education associations were quick to register their disapproval. Leaders of the American Council on Education, the Association of Private Sector Colleges and Universities, and the Association of Public and Land-Grant Universities all issued statements either bashing the department's effort or poking holes in it.

Meanwhile, unqualified support for the draft version seemed scarce.





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INSIDE HIGHER ED

Challenges for Regional Undergraduate Universities in “the Middle”

Submitted by Thomas Carey on December 16, 2014 - 6:09am

Blog: [Higher Ed Beta](#) ^[1]

Matt Read posted in the [Dean Dad](#) blog about the colleges in “The Middle” ^[2]: community colleges and the public universities that are predominantly undergraduate, caught between concern about rising tuition costs and constrained state resources for higher education (and pretty much everything else). Where others see mostly crisis – including Goldie Blumenstyk, whose book *American Higher Education in Crisis* was the prompt for the post – Matt sees opportunity for these institutions: “If they allow themselves to be commoditized...then I foresee an ugly race to the bottom. But with more middle and even upper middle class students feeling compelled by economics to look more closely at public options, there’s a real opportunity...”.

I think Matt is on the right track in suggesting that public colleges and universities may have a new opportunity to increase their contribution to learning in their regions, through reaching out to students that may not have given them full consideration when concerns about the ROI on tuition were less of an issue. But it’s going to be hard to get your faculty really engaged if you are perceived as recommending that your institution will compete on price! That also may not appeal so much to prospective students, or to [parents picking up some of the tab](#) ^[3], if they are sensitive to the reputational capital of the institutional choices available to them. So while the “cost” component of the cost/benefit ratio may be shifting in favor of teaching-focused public colleges and universities, you should also be thinking about how to upgrade the “benefits” component of your perceived value proposition.

From our experience (in five different public higher ed systems), regional teaching-focused institutions may particularly struggle to take advantage of these potential opportunities. If your institution has traditionally relied on the immediate area for a critical mass of students, other local students won’t suddenly put you top-of-mind as an alternative to a more expensive residential college experience. You may also have the greatest need to expand your reach, if your institution is located in a rural or remote area where the demographics indicate an ongoing decline in the high school population.

If your institution is in a secondary city or a bland suburb rather than the archetypal small college town, you will need to offer more than an attractive price to become a [destination campus](#). ^[4] (This also can be an issue in retaining local students, if they can transfer to a “bright lights of the big city” campus after a couple of years.) If your government is looking to upgrade the research flagship to move up in the much-publicized international rankings, you need to get some of their attention as a

‘crown jewel’ in teaching and learning – otherwise your institution and your students may come up short in the next state budget.

How Can a Regional Undergraduate Institution Really Stand Out for Teaching and Learning?

One approach to stand out for teaching and learning is to present data on your student outcomes, perhaps an [Aspen Prize](#) ^[5] for community college excellence or a high rating on the Tennessee Higher Education Commission’s [Outcomes-Based Funding Formula](#) ^[6]. But the new cohort that Matt suggests could be coming your way is less interested in the benefits you might offer in retention and completion, partly because these students will expect to be successful anyway and partly because comparing apples-to-oranges with higher-priced selective institutions may still not show you in the best light.

For similar reasons, you probably won’t gain much advantage from emerging efforts to measure the [generic competencies](#) ^[7] that students acquire or to specify shared [outcomes in the major](#) ^[8]. It will still be hard to stand out from the crowd when everyone is claiming to do the same things well, and a focus on these outcomes may downplay in subtle ways what you do really well: many of the advantages we like to talk about at teaching-focused institutions – small classes, close relationships with caring faculty – pay off more in helping students to make [meaning](#) ^[9] and [identity](#) ^[10] in college and may only show up indirectly in the more cognitive learning outcomes that could be tracked in shared measures with other institutions.

Other posts in this blog have described [new models for structuring undergraduate education](#) ^[11] and [innovations in online learning](#) ^[12], but none of them has features where regional universities have an innate advantage (although they can certainly apply these new options along with other types of institutions). You might also focus on degree programs with a distinctive “applied” flavor – but that is not the target area for Matt’s proposed new opportunity.

How then can your regional undergraduate institution begin to develop a compelling quality proposition to attract and retain students who might not previously have considered getting their degree with you (without falling into the “[striving](#) ^[13]” trap by trying to move up an implicit research prestige ladder while the competition above is working to do the same!). There aren’t many models yet for how to approach this: here are some ways to move forward that some regional institutions have begun to explore.

1. ***Focus on distinctive outcomes, not methods:*** Excellence in a special teaching method, like ‘inquiry-based teaching’ or ‘learning communities’ may mean a lot to academics, but it doesn’t strike a chord to those your message needs to reach. Rather than emphasizing excellence in co-op education, your institutional promise would be more outcomes-oriented with a focus on excelling in students’ capability “to apply knowledge effectively in the workplace” through co-op and other means (e.g., to appeal to students aiming for medicine, where science co-op terms can delay the professional goal).
2. ***Identify emerging outcomes:*** You still want to achieve high quality in generic competencies and outcomes in the major, but good “[choose how to win](#) ^[14]” strategy suggests you need to go further by developing special strengths in emerging outcomes that other institutions haven’t yet begun to highlight. You might look for research areas where new insights can be adapted to shape your strategy, e.g., new research about [emerging knowledge practices in the workplace](#) ^[15] can help you understand [challenges your students face](#) ^[16] in applying in their initial career positions what they have learned in your classes.
3. ***Leverage your strengths:*** Rich interactions between faculty and students are a top priority for you. So you will want to focus on student outcomes that your faculty can model in these interactions. Remember Parker Palmer’s insight in [The Courage to Teach](#) ^[17]: “how we teach is a key part of what we teach”. The way faculty engage with knowledge to advance teaching and learning can become a model for students’ own engagement with knowledge, in their current roles as learners and in their future careers (as well as in their roles as community members

and global citizens).

I’m not suggesting that every faculty member will want to – or need to – move in this direction, or that every course students take will contribute in this way. An informal target might be to provide opportunities for *all students* to engage in *every term* with *at least one* course where the faculty member models these emerging knowledge practices in teaching, with a course structure that develops, demonstrates and documents your special institutional capabilities of excellence.

4. **Select a theme that serves your regional context:** a regional institution has a particular commitment to serve the needs of the local employment market (although not exclusively). Your chosen area of outcomes excellence should align with the needs of local employers, so that your ‘special sauce’ works for them as well. E.g., if your institution is located in a remote region with significant costs for travel to professional meetings and continuing education events, your faculty and students could develop distinctive expertise in *online professional learning and knowledge building with online networks*. That’s a capability that both your own institution and your regional partners need.

If your institution is in a suburb of a large metropolitan area and utilizes many part-time faculty engaged in professional practice, developing distinctive excellence in *integrating and mobilizing knowledge to improve practice* would make sense. If you are building up relationships with local companies and agencies for *partnerships to build and mobilize knowledge*, that could be a special area of excellence within the emerging emphasis around Students as Partners ^[18].

5. **Build the culture, not just the curriculum:** you want to work towards a culture of teaching and learning in which your distinctive excellence is embedded. Research universities do this very well, by giving a special status to research knowledge and engaging students early on through undergrad research projects. Think about what it would mean to your students if their four years on campus were an immersion in a high-performance organization excelling at integrating knowledge to improve practice *in teaching* (e.g., by scholarly work in teaching and learning) or at partnerships to build and mobilize knowledge *in teaching* (such as partnerships around ‘course ecosystems’ ^[19]).
6. **Network with Others for Strategically Exemplary Teaching and Learning:** the sample themes listed above may seem narrow in scope, but they are broad in application when you think about building up an organizational culture that undergirds this promise to students. Fostering this innovation within the institution will require effort in both innovation and scaling up, including developing the capability in these emerging knowledge practices for faculty (and other educators). For strategic excellence it is better to do a few things really well than to spread your resources too thinly.

At the state system or multi-state network level, different undergraduate institutions can develop leadership roles in particular capabilities for teaching and learning, which can then be shared across institutions to raise the bar across the system. You can see an example of this for competency-based education in the University of Texas system ^[20], where the UT Rio Grande Valley campus is taking the lead with the expectation that other campuses will be tracking UTGRV’s progress and will scale up the results into their own contexts. This cooperative approach also means that institutions don’t get to rest on their laurels: if you are serving as an exemplar for sibling institutions, you have to keep surpassing your previous levels of success in order to continue to lead the way.

Thomas Carey is a Research Professor at San Diego State University and a Visiting Senior Scholar in the Institute for Innovation and Scholarship in Teaching and Learning at Kwantlen Polytechnic University in British Columbia, Canada.

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THE CHRONICLE OF HIGHER EDUCATION

Students

December 18, 2014

A Call for Big Changes to Meet a Big Challenge at Community Colleges

Quick fixes aren't enough to boost lagging completion rates, says a new report

By Katherine Mangan

More than a decade of efforts to propel low-income and underserved students through community college have fallen short because states and colleges haven't made systemwide commitments to strategies like streamlining degree requirements, accelerating remediation, and financially rewarding colleges for raising graduation and persistence rates, according to a report being released on Thursday by Jobs for the Future.

The [report](#), "Policy Meets Pathways: A State Policy Agenda for Transformational Change," calls for sweeping new strategies that affect all students, not just the few participating in pilot programs on individual campuses.

"If we've learned anything over the last 10 years of the completion movement, it's that there's no silver bullet—no single discrete strategy that will result in the dramatic improvements we're hoping for," the report's author, Lara K. Couturier, program director for the group's postsecondary state policy team, said in an interview on Wednesday.

[Jobs for the Future](#), which is supported by the Bill & Melinda Gates Foundation as well as other major philanthropies, promotes efforts that lead from college readiness to career advancement to help people who are struggling to get ahead. It is one of several high-profile groups, including [Complete College America](#), that travel from state to state promoting policies that put incentives on higher graduation rates and [more-efficient degree paths](#).

The completion movement is backed by groups including the Gates and Lumina Foundations, as well as the Obama

administration, but it's eyed suspiciously by some educators who feel it sometimes expects a lockstep adherence to a set of policies that don't work for all students and that could cause standards to slip.

Many students come to community colleges with jobs, families, and academic skills so low that they struggle even in remedial classes, the skeptics say. For such students, compressed remedial sequences and full-time structured pathways could be overwhelming. Colleges, meanwhile, might be tempted to lower standards to get more students through when their budgets are at stake.

A 'Cruel Hoax'?

The latest report stems from Jobs for the Future's work with a network of nine community colleges in Florida, North Carolina, and Ohio that are part of the [Completion by Design program](#), a five-year Gates Foundation effort that is aimed at [improving community-college completion rates](#) for low-income students under age 26.

It starts out by acknowledging that completion rates for community colleges haven't budged and that educators and policy makers are growing impatient.

A [recent study](#) by the National Student Clearinghouse Research Center found that while more first-time students entered college in 2008, at the peak of the Great Recession, the [percentage who completed a degree](#) or certificate by 2014 was 55 percent, down from 56.1 percent for the cohort that started in 2007. That's despite hundreds of millions of dollars invested in [retention and completion programs](#).

The most effective step colleges can take, the new report argues, is to create streamlined, highly structured academic pathways that keep students on track to graduation. And it requires the kind of commitment that Miami Dade College made in hiring 25 more senior advisers to guide students and keep them from falling off course, the report says. Advisers in community colleges typically are responsible for hundreds of students. Meanwhile, budgets

have been squeezed by years of state budget cuts and, more recently, declining enrollment.

But unless structured pathways and other completion efforts are scaled up nationally and succeed, the public will lose faith in the open-door mission of community colleges, which educate about half of all undergraduates and 44 percent of low-income students, the report says.

That open-door policy is already being questioned by some educators who say the nation's completion push assumes that everyone is cut out for college, and that [some simply aren't](#).

Accepting students who read and write at a middle-school level into a college program and allowing them to use up financial-aid dollars in a remedial sequence they'll probably never complete is a "cruel hoax," argues Juliet L. Scherer, a professor of English at St. Louis Community College, and Mirra L. Anson, director of retention and early intervention at the University of Iowa. They make that argument in a recently released book, *Community Colleges and the Access Effect: Why Open Admissions Suppresses Achievement* (Palgrave Macmillan, 2014).

"Enrolling seriously unprepared students in college-level courses when an institution's funding is highly dependent on student performance and when academic standards are often enforced by unprotected adjunct faculty is perhaps the fastest way to improve completion rates," Ms. Scherer said in an interview on Wednesday. At the same time, it "guarantees obsolescence."

But Ms. Couturier, of Jobs for the Future, said that while completion rates for such students are distressingly low, "I'm willing to keep trying. I don't see it as a cruel hoax at all to give people hope and opportunity."

Programs like Integrated Basic Education and Skills Training, or I-BEST, which is cited in the report, teach students basic skills [in the context of trades](#) they're preparing for. Such programs demonstrate that, with the right interventions and support, students at all levels can benefit from a college education, Ms. Couturier said.

Headaches After a Quick Fix

The report takes aim at state policies that miss the mark in their efforts to improve completion rates. "Too often," it says, "policy makers have sought quick fixes, enacting big legislation without fully evaluating what needs to happen to create success, or without providing adequate resources, building needed buy-in from key stakeholders, or acknowledging the progress already being made on the ground."

Florida, for instance, approved a law last year allowing students to decide for themselves whether they want to take remedial courses. That has [created headaches](#) for some faculty members as remedial ranks have dropped by about half and unprepared students have enrolled directly in credit courses.

The report acknowledges concerns that have been raised about one of its strategies, tying state allocations to graduation and retention rates. "Efforts like performance funding or improved transfer seem like no-brainers for policy makers seeking to improve outcomes," the report notes, "but in some cases have encouraged campuses to help the students who are most likely to graduate and to shy away from those hardest to serve."

David S. Baime, senior vice president for government relations and research at the American Association of Community Colleges, called the report "a comprehensive and realistic analysis that looks at one way of getting more students to completion." The report, he said, "doesn't sugarcoat the challenges of the changes that need to take place."

At the same time, he said, it raises questions about how students and faculty members would react to limited course offerings and how much emphasis is being placed on the quality, and not just the quantity, of degrees awarded.

How States Could Help Colleges Achieve


Following are seven policy actions that Jobs for the Future recommends for states to increase graduation rates.

1. Streamline academic requirements and create clearly structured programs of study,
2. Accelerate students through remedial, or developmental, education.
3. Expand student-support services, including early alerts and advising interventions when students go off course.
4. Ensure that structured pathways lead to credentials and competencies that help students get jobs with family-sustaining wages.
5. Use statewide data systems to track students through college and into the labor market.
6. Receive financial incentives to improve persistence and completion rates.
7. Expand faculty-led professional-development activities to improve teaching and learning.

Source: Jobs for the Future

Katherine Mangan writes about community colleges, completion efforts, and job training, as well as other topics in daily news.

Follow her on Twitter [@KatherineMangan](#), or email her at katherine.mangan@chronicle.com.

41 Comments The Chronicle of Higher Education 

Join the discussion...

amw90 · a month ago

I was fascinated that in the article there was no mention of the overall reliance on adjunct faculty instead of full time faculty. We do know that faculty student relationships matter in retention, and yet states have not provided the necessary dollars for hiring full time faculty, or even just replacing those who retire. Sometimes our highest at risk students are taught by our most contingent. faculty. Many adjunct faculty care deeply, but often run out to teach at another community college to just make ends meet in their own family budget. Until we truly reinvest in full time faculty, I don't think we will see

HOW TO FILL YOUR PELL GRANT APPLICATION?

DECEMBER 1, 2013 LEAVE A COMMENT

Pell grants are given to financially weak undergraduate students in US. This grant is available to students of bachelor's degree or some skill based training program. Since, students are not required to repay this grant; it is very useful for them. It can help them pay for their college fees and other expenses required for pursuing the program.

If you to want [Pell Grant](#), then it is necessary to fill its application form very carefully. This will increase your chances of getting this grant. To get the application form, you can visit the Free Application for Federal Student Aid (FAFSA) website. The deadline for filling the application form is June 30, 2015.

Tips To Fill The Application Form

Start Early

As this grant is offered on first come first basis, you should submit your application form as early as possible. You can also fill and submit the form online to save time. For filling the form online, you have to register on the FAFSA website to obtain the PIN (Personal Identification Number). Parents of dependent students should also apply for the PIN. The applications that are submitted online are processed earlier than those received by post.

Keep All Documents At Hand

You should keep all the documents that you have to submit along with the *Pell grant application* form, at hand. This will help you in completing the application process early. The documents that are required are –

- Driving License
- Social Security Number
- W-2 forms

- Bank statements
- Investments and debts statements
- Parents' income tax returns (for dependent students)
- Self income tax returns (for independent students)
- Spouse income tax returns (if married)

Some other documents may also be required depending on the kind of program you are pursuing and other special conditions, if any.



File Your Taxes

You must file your taxes early, as you have to give the tax information in your **Pell grant application** form. This will help you in filling and submitting the form early. If filing the taxes early is not possible, you should keep ready the estimate for the same so that you can fill the application form. You can show the income tax returns later.

Read The Instructions

You should carefully read the instructions for filling up the application form. This will ensure that you fill your form correctly. You should check whether you fall in the category of dependent or independent student. A little carelessness can waste all your efforts.

Fill the worksheet and then the application form

The web worksheet allows you to see and answer all the questions before filling the form on the website. Once you have filled the worksheet, you can copy the data to the website. You are required to give your personal and family information. You have to answer few questions on your aspirations.

If you keep the above tips in mind, you will be able to successfully fill your *Pell grant application* form. If you need additional help Princeton Review's [Paying for College Without Going Broke](#) is a good guide with line-by-line instructions for completing the FAFSA.

Pell Grant Application

HOW TO APPLY FOR THE PELL GRANT ONLINE | FAFSA ONLINE

DECEMBER 1, 2013 4 COMMENTS

To apply for **Pell Grant**, you will need to fill up and submit the **FAFSA** (Free Application for Federal Student Aid) form.

There Are Three Ways In Which You Can Apply For *FAFSA*. You Can –

1. Call the FAFSA Student Aid Centre and ask them to mail a FAFSA form to your address. You can then complete the form and mail it to the concerned address.
2. Download the FAFSA form from the website, complete it and send it by mail to the given address.
3. Complete and submit the form, online.

The third option is the fastest and the most convenient. Even the federal student aid authorities encourage online submission of applications.

To apply for *Pell Grant* online, you would have to visit the website www.fafsa.ed.gov. The website has three sections “Before Beginning a *FAFSA*”, “Filling Out a *FAFSA*”, and “*FAFSA* Follow-up”. These sections provide instructions to the students to guide them through the process of application.

The first section “Before Beginning a *FAFSA*” provides tips to fill the *FAFSA* form accurately and quickly. On going through the section you will get an idea of –

- How to complete the *FAFSA*,
- How the financial aid given to a student is computed,
- The eligibility criteria,
- Deadlines for submitting the form,
- Details of the documents required, and
- How to generate a pin to sign your *FAFSA* form electronically

You will find a link for printing the **FAFSA** on the web Worksheet. It is advisable to take a printout of this worksheet, as it will give you an idea of how the *FAFSA* form is structured. You can gather the required details and fill it in the worksheet. This makes it easier to transfer the data to the *FAFSA* on the web.



In the next section, “Filling Out a *FAFSA*”, you can actually begin to fill up your form. If you have any doubts regarding a specific question you can either click the “Need Help” button or get help from a customer representative by clicking on the “Live Help” link. If you are unable to complete the application in one sitting you can always save it and resume later. Students who want to make corrections to a processed application can also do so in this section.

Once you have filled the form you will be required to sign it electronically through a PIN (Personal Identification Number). Your parents too will be required to sign with a PIN if you are a dependent. If you or

your parents do not already have a PIN, you can apply for one and get it immediately. After you have signed and submitted the application, it will get processed. On an average, the processing time would be 2-3 weeks. Thereafter your Student Aid Report will be sent to you by the Federal Student Aid.

In the last section “*FAFSA Follow-up*”, you can check the status of your application. You can also see or print your Student Aid Report. Corrections to the processed application can also be made through a link in this section.

Though applying for the [Pell Grant](#) online is the most convenient, you should remember to do it well before the deadline. This would ensure that you do not enter wrong details in haste. This year *Pell Grant Application* deadline is on June 30, 2015.

A valuable resource to have when filling the form is the Princeton Review’s [Paying for College Without Going Broke](#) which is the only annual college financial aid guide with line-by-line instructions for completing the FAFSA.

[Apply For Pell Grant Online FAFSA](#)

ARE YOU ELIGIBLE FOR PELL GRANTS? | PELL GRANT ELIGIBILITY

JANUARY 17, 2013 3 COMMENTS

In the present times, the cost of education is on the rise. On an average the cost of a private college is \$20,000 per annum. Even the cost of education at a public university or college averages around \$10,000 per annum. Thus students who belong to the lower income families find it difficult to pursue higher education. Statistics reveal that only about 1/2 the students from families with low income are able to earn a college degree. With a view to encourage the continuation of education, the Federal Government introduced the Pell Grant.

The Pell Grant is a need-based financial aid for students who belong to lower income families. The Federal Government earmarks certain funds for this grant each year. The quantum of funds varies from year to year. The grants are disbursed to the eligible students from this fund. However, there are certain criteria that one must meet in order to be eligible for the grant.

The criteria for **Pell Grant Eligibility** are discussed below.

- **Financial status:** The U.S. Department of Education discerns if the student needs financial help by using a formula. This formula takes into account various factors and results in a figure (the Expected Family Contribution or EFC). This number helps to decide whether the student is eligible for the Pell grant. The factors which are used to arrive at the EFC are –
 - o The student’s income and assets (if the student is independent)
 - o The income and assets of the parents (if the student is independent)
 - o The size of the family
 - o The number of family members pursuing post secondary education
- **Citizenship:** The student must be a U.S citizen or an eligible non-citizen. An eligible non-citizen is a person who fulfills any one of the following conditions –
 - a) Is a U.S. permanent resident with an Alien Registration Card (I-551),
 - b) Is a conditional permanent resident with an I-551C card or

c) Has an Arrival Departure Record (I-94) from the Immigration and Naturalization Service (INS). The designation in the Record must be that of refugee, asylum granted, parole or Cuban-Haitian entrant.



- **Course of study:** The students should be pursuing their undergraduate studies. They should not have obtained a bachelor's degree or a professional degree. Students pursuing post-baccalaureate teacher certification programs are also eligible to apply for the Pell Grant.

- **Institutions:** There are approximately 5400 post secondary institutions taking part in the process. The student must be enrolled in one of these institutions.

- **Registration with Selective Service:** A male student must be registered with the selective service. Alternatively he must sign a statement of registration signifying that he need not register.

- **Educational criterion:** The student must have earned a high school diploma or a GED.

The student should not already be receiving the Pell Grant. However he can be eligible for two grants if he is planning to undertake additional courses within that year to speed up his studies.

The Pell Grant is unlike a student loan because one is not required to pay it back. It has already helped millions of financially weak students in the pursuance of their studies.

Like student loans, Pell Grants are a very popular means of financing studies.

Pell Grant Eligibility

WHAT ARE PELL GRANT APPLICATION DEADLINE AND DISBURSEMENTS DATES?

NOVEMBER 17, 2012 LEAVE A COMMENT

The student financial aid known as **Pell Grant** is one of the best things that may happen to the life of students who want to finish college and their parents who are trying and working hard to send their kids to school. This school year, the deadline for application and disbursement schedule for *Pell Grant* 2014-2015 is still a subject of wonder. Educational institutions have never revealed a deadline or an ideal time to pass Pell Grant applications, leaving students and their parents almost clueless. Some colleges would set different schedules. Typically, the first day of February, March and April are given as the deadline. But one thing that most parents do not know is that there is actually an ideal date to pass the application.

But first, let us discuss what a Pell Grant is. This is a form of student financial aid that took its name from US Senator Claiborne Pell. This grant program was originally called as the Basic Educational Opportunity Program.

However, the Pell Grant is not a loan. Since it is a grant, it does not have to be repaid. It is simply awarded to those who need the financial aid the most. For a student to apply for a Pell Grant, he or she must apply through FAFSA or Free Application for Federal Student Aid. The amount granted to the student is determined by the calculations based on the information given by the student upon filling up the FAFSA form and passing a copy of the family's EFC or Expected Family Contribution.

Usually, parents think that the earliest possible date to pass their EFC for their child's Pell Grant application is February 1st. However, they are mistaken. This date may sound early, but it is actually a little late already. The ideal date to pass the application for a Pell Grant is on the 1st day of January or any nearest day possible to it. Since there are a lot of students and parents rooting to get a grant, then the earliest you could pass the application requirements, the better. Today, not only families from the lower class apply for a financial aid, but also those from the middle class. This just proves how hard it is to send a child to school. So, parents and students must always be on their toes and pass their applications for the Pell Grant at the earliest day possible.

Submitting early may secure a bigger chance of receiving a Pell Grant and getting the right disbursement according to what is due depending on the calculation of your EFC. There are cases where parents pay higher tuition than they should because of shortage in aids. Meanwhile, parents should not be worried about giving a wrong calculation. Just try to calculate what you think is the most accurate figures. Do not exaggerate the numbers.

Disbursement schedules vary from college to college. Pell grant disbursements are often given per season, in batches. Those who were successful in their 2014-2015 application can get their Spring disbursements sometime in March to June 2015.

[Pell Grant Application](#) [Pell grant disbursements](#)

WHAT ARE PELL GRANT REQUIREMENTS?

OCTOBER 17, 2012 [LEAVE A COMMENT](#)

A college degree is needed to have a competitive edge in the workplace these days. However, getting a diploma is not that easy, paying for higher education is undoubtedly expensive. In order to make schooling accessible to everyone, there are now various grants and scholarships offered by different institutions. The government itself has taken steps to be able to support the educational ambitions of individuals by providing the Pell Grant.

Because those who are awarded the Pell Grant do not need to repay the money spent on their education, there are strict rules that dictate who the people eligible for this are. The *Pell Grant requirements* are the factors that prospective students need to satisfy in order to qualify for this.

There are several **Pell Grant requirements** that a person will need to fulfill in order to be given this.

Financial Need

The most important qualifier is that the individual will need to establish his or her financial need. The Pell Grant is specifically designed for people who have problems with their finances, so it stands to reason why this is the factor that they pay the most attention to. The level of need of the student will be measured by the expected family contribution (EFC). Those who have an EFC below the cut-off point become eligible for being given a Pell Grant provided they satisfy all the other requirements. In general, the awards are given to students whose family incomes are below \$20,000, although there have been cases of those who have an EFC of up to \$45,000 have been given financial support.

Dependency Status

A person's dependency status can also affect his or her level of financial need. For example, a person who has applied as an independent will be looked at differently compared to the one who has applied as a dependent. Since independents do not rely on anyone but themselves for financial support, they will need to prove their financial standing by showing statements of account and such.

Schooling Status

Another criterion for the Pell Grant is for the applicant to have a high school diploma, a GED, or show that he or she has the ability to benefit from the program or training course. Individuals who can also prove that they went through a qualified homeschooling curriculum can also become eligible as long as they meet the other requirements.

Citizenship

The next criterion of the Pell Grant would be in terms of citizenship. The prospective student must be a United States citizen, a permanent citizen, or otherwise fit the eligible categories of a non-citizen by showing that he or she is able to live and attend school legally in the United States. The individual will need to present any of the following documents:

- US Permanent Citizen (Alien Registration Card or I-551)
- Conditional Permanent Citizen (I-551C)
- Cuban-Haitian entrant with an Arrival Departure Record (I-94) from the Immigration and Naturalization Service (INS)

Otherwise, the prospective student has to show that he or she is a refugee, an asylum grantee, or a parolee.

Academic Progress

The prospective student must also show satisfactory academic progress. To prove this, the person must have at least a C (or 2.0) grade point average by the end of the second year if the degree is longer than two years, or prove the equivalent for shorter courses.

Other *Pell Grant requirements* include the student presenting his or her valid social security number. For males between 18-25 years old, they need to register with a selective service. The student will also need to finish filing the Free Application for Federal Student Aid (FIFSA) that will show that he or she can use the federal student aid funds solely for educational purposes and that he or she is not in default of any federal student loan and/or do not owe a repayment of any federal student aid grant.

Meeting these **Pell Grant requirements** should put you on the right path to getting your college education supported by the government.

Pell Grant Requirements

IS THE PELL GRANT AMOUNT THE SAME IN ALL STATES?

SEPTEMBER 17, 2012 LEAVE A COMMENT

The Pell Grant is an educational grant given to college students in the US. To qualify for a Pell Grant, the family income of the student must be at most \$60,000. It is designed to help low-income families to send their children to college by subsidizing the schools Cost of Attendance or COA.

What Determines Pell Grant Amount?

Many people are asking whether the Pell Grant is the same for all States. You might be thinking that transferring to a different State will affect the *Pell Grant amount* you will receive, possibly making it larger. The fact is that the place or State in you reside in has **NO BEARING** on the amount of Pell Grant you will receive, if you are deemed eligible. The average Pell Grant amount paid to qualifying applicants is \$2,250, but this ranges from a minimum \$550, to a maximum of \$5300, depending on the need of the family. A number of factors determine the Pell Grant amount given to a student, and the State or place of residence does not affect it. Family size, income, number of dependents, family assets, and the cost of the schools education are the factors that affect Pell Grant amount.

The Cost of Attendance also includes miscellaneous fees like supplies, food, boarding or dormitory expenses, computers, and software that are directly related to education. Pell Grant covers these expenses on top of tuition fees, books, transportation, and daily allowance.



How to Apply for Pell Grant

The Pell Grant is available to undergraduate students who have difficulty financing college tuition and cost of schooling. To apply for a Pell Grant, visit the website of Free Application for Federal Student Aid or FAFSA. The results of your application in FAFSA will determine the Pell Grant amount you can be entitled to using. Visit their website at fafsa.ed.gov to begin your application.

Can One Redeem Excess Pell Grant?

Yes. Normally, the Federal Government disburses Pell Grant Money to accredited Institutions who then either give the money to deserving applicants, or deposit the money to the students school account. If your Pell Grant was disbursed directly to your school, you may still claim the excess Pell Grant. Ask for a Pell Grant Refund Check from your school treasury or school registrar before term ends, otherwise, you will have difficulty claiming the excess money immediately. The school may keep the excess Pell Grant amount to be used for the succeeding semesters you have in school. However, if you are a graduating student and still have excess Pell Grant, the school will normally issue a check to you or mail your refund check to your home.

The Pell Grant is a government subsidy and may cover school terms of one or two semesters, but not necessarily a whole school year. The Federal Government awards the grants to the most deserving applicants; keeping an acceptable GPA is a necessary requirement to keep availing of the Pell Grant, just like most scholarship grants.

Pell Grant Amount

CAN YOU USE A PELL GRANT FOR SUMMER COLLEGE COURSES?

JULY 17, 2012 LEAVE A COMMENT

The Federal Pell Grant Program is one of the largest in the United States. It provides financial aid to thousands of college students every year. In 2009 official changes of the program were announced. The maximum grant is now larger and more students can participate in the program. Another major change is that eligible students can now receive a **Pell Grant for summer college** courses. This amendment is valid from summer 2010 onwards.

You can now receive a Pell Grant optional disbursement of \$2,675 if you take courses in the summer term. Previously, it was possible for students to get this type of funding, only if they had not received the grant for the spring or fall semester. Now you can use the entire amount you are awarded with during the academic year (the fall and spring semesters) and receive funding for taking summer courses as well.

The amount of the Pell Grant you receive for the summer is determined on the basis of a range of factors including the number of classes you take. Still, the application process is the same. You have to fill in the Free Application for Federal Student Aid (FAFSA) and mark that you will need financial aid for the summer term.



Given that the change was introduced in late 2009 some students might have not included this request in the FAFSA for summer 2010. If this is applicable to you, you need to contact your financial aid's office for help. Most schools do not require you to change your FAFSA. Students are usually asked to complete a separate form from the school to get the funding. Keep in mind, however, that this is a special measure for summer 2010 only.

There is another important aspect that you should take into account. In order to get a Pell Grant for the standard academic year, you are not obliged to meet any academic criteria. This is not the case with the summer Pell Grant, however. In order to be eligible for this scholarship, you have to meet a number of requirements.

You must have completed 24 credit hours in total throughout the academic year (the fall and spring semester). In addition, you must have received passing grades (or higher). The third eligibility criterion requires you to have at least 6 credit hours of classes during the summer. This means that you have to be on a half-time summer program, at least. As said earlier, the number of credit hours will determine the amount of Pell Grant money you get, as usually. This rule is not amended.

The changes in the Federal Pell Grant Program are more than beneficial. You can readily get financial aid for your summer courses. It is a good idea for you to fill in your FAFSA form as early as possible in order to secure the money you need. In addition, it takes some time for schools to adjust to the changes in the Federal aid

programs. For this reason, you should keep an eye on the announcements regarding the summer Pell Grant coming from the financial aid office of your school.

Update April 12, 2011: Due to recent changes proposed to Federal Budget of 2011, additional *Pell Grant for Summer College* courses might no longer be available. Students are recommend to look for alternative options to fund there summer courses.

Pell Grant for Summer College

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Economy

Going to a public college isn't as affordable as it used to be

By **Danielle Douglas-Gabriel** January 30

Michael Bayne has done everything you're supposed to do to avoid taking on too much debt for college. He lives off-campus to save money on housing. He's always working at least one job — sometimes two. And he enrolled at an in-state public school, Arizona State University.

But it's not nearly enough. The \$2,500 in grants Bayne received this semester covered less than half of his tuition at ASU. A decade ago, the same amount of aid would have been enough to pay his entire bill.

“My parents don't have money to help me, so to help pay for tuition, pay for books, pay for everything, I work a full-time job,” he said. “And I still have \$17,000 in student loans.”

It used to be that students such as Bayne could attend a public university and graduate with little to no debt. Then came the recession, when state governments slashed funding of higher education and families began paying higher tuition bills.

Now, even as the economy recovers and taxpayer revenue is pouring back in, states have not restored their funding, and tuition keeps rising, leaving parents and students scrambling to cover costs.

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Total student debt now surpasses \$1 trillion and is growing by the day. For the first time ever, according to a recent [study](#), families are shouldering more of the cost of public university tuition than state governments.

No state has cut its higher education funding more since the recession than Arizona, which slashed per-student spending by 48 percent since 2008, from \$6,387 per student to \$3,305 per student, according to the [Center on Budget and Policy Priorities](#), a think tank. All but two states in the country — Alaska and North Dakota — are spending less per student than they did before the downturn.

In Virginia, funding has been cut by nearly 25 percent; in Maryland, by 12 percent; and in the District, 5.4 percent.

Tuition at public universities, meanwhile, has risen. The cost of Arizona's four-year public colleges has increased more than 80 percent, to \$10,065 from \$5,572.

By comparison, tuition in the District has climbed 71 percent since the recession, while it has gone up 32 percent in Virginia. Maryland schools raised tuition by only 3 percent during that time, but several imposed an additional [mid-year increase](#) of 2 percent for the spring semester that started this week. Annual published tuition at four-year public colleges has risen by \$1,936, or 28 percent, since the 2007-08 school year, after adjusting for inflation.

“The recession taught legislators that families will bear the cost of higher tuition, so that sent a signal to the state that it is possible to transfer the buck,” said Sara Goldrick-Rab, a professor of education policy at the University of Wisconsin-Madison. “Now there is little incentive to reinvest.”

States across the country are wrestling with decisions over whether to raise taxes or cut programs to replenish funding for colleges. And it's not easy in some cases to find the money for higher education.

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Arizona is facing a \$1.5 billion deficit. And local law prohibits policymakers from touching the budgets of many state programs, but not higher education.

This month, Arizona Gov. Doug Ducey announced \$75 million in further cuts to higher education in his budget proposal. That represents about 10 percent of the funding that the state provides the universities.

“Governor Ducey believes higher education is an investment, both for the state and for individuals, and he will continue working closely with the regents and the presidents to ensure Arizona universities remain successful,” said Daniel Scarpinato, a spokesman for the governor’s office.

Less help for families

Arizona once had one of the most affordable university systems in the country. Its three schools — Arizona State University, the University of Arizona and Northern Arizona University — received \$1 billion a year from the state’s general fund, which kept in-state tuition below the national average.

Then came the housing bust, and state revenue plummeted. Arizona cut tens of millions of dollars to support its universities. Administrators eliminated more than 2,100 positions and 182 colleges, schools, programs or departments.

The same story played out across the country.

At the same time, full-time enrollment at state schools increased 10 percent, as students sought degrees to help them in a dismal job market.

But many states were setting aside less money for grants and scholarships.

Xavier Walker, a political science major, entered the University of Arizona with \$15,000 in academic scholarships, \$3,000 of which came from the school. But by his junior year,

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Walker, 20, still amassed \$14,000 in student debt. The scholarship covered only a portion of tuition and not any living expenses.

Walker holds down one job at the YMCA and another at Dillard's department store, scheduling all of his classes on Tuesdays and Thursdays. He routinely searches the school's scholarship database but has yet to find any aid that would let him cut back on work.

Federal Pell grants for low-income students now cover just over a third of college costs.

Cymone Ragland, 27, figured she could keep the cost of college down by attending Maricopa Community College before heading off to Northern Arizona University (NAU). The Pell grant she received was enough to cover tuition at Maricopa. Between her 35-hour-a-week job at Discover Card and her parents' help, Ragland had little trouble paying for books and other expenses.

Things changed when she arrived at NAU, where her \$1,000 Pell award barely put a dent in the \$9,700 tuition. Ragland graduated in December with a bachelor's degree in business administration and \$35,000 in student loans.

"My dad was always against me taking loans, but I told him, 'It's different now than when you were in school.' I don't really have a choice. I just don't," Ragland said. "It became overwhelming knowing that I was getting further into debt, but I really wanted to finish."

Schools look for alternatives

Public universities have had some success in pressuring state legislatures to increase funding as the economy recovers.

Arizona has restored \$90 million for its universities in recent years. Tuition has leveled off.

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But there is no telling whether tuition hikes can be avoided in the face of another round of budget cuts.

“As dollars were available over the past couple of years, our legislature has recommitted funding. However, since then the state budget position has darkened,” said Eileen I. Klein, president of the Arizona board of regents.

She said that before the recession, 65 percent of the universities' funding came from the state. Now it's down to 25 percent.

“We don't know when or if the funding levels will return to pre-recessionary levels, so we've been thinking about how can we create new funding models that recognizes this era of diminished commitment from the state coffers,” Klein said.

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With states withdrawing funding, universities have searched for alternative sources of money or tried to break away from the public system. The University of Virginia, for instance, [began discussing the possibility of cutting ties](#) with the state government in 2013 for more freedom to raise tuition and accept out-of-state students, who pay two or three times the tuition charged to locals.

ASU President Michael Crow has struck a number of deals with foundations and companies.

“We're operating on a new model, where we desire public investment, we move forward faster with more public investment, but we're moving forward nonetheless,” Crow said.

The broader Arizona strategy has been to enroll more out-of-state students.

Critics say this hurts low-income residents because many schools offer merit-based aid to attract non-residents, rather than directing that money to the neediest students.

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In the meantime, students such as Bayne continue to fall behind. By his sophomore year at ASU, his grades started to slip while he worked a part-time job on campus and another one at a security firm. The balancing act ultimately led him to fall far enough behind that he had to stay at school a fifth year — taking on more debt.

“Trying to balance full-time work and a full-time course load, I just wasn't ready for it,” Bayne said.

Danielle Douglas-Gabriel covers student debt. Before that, she wrote about the banking industry.
