

## **Oral Presentation to Colorado State University Board of Governors.**

**Oct 1<sup>st</sup>, 2015. 9AM**

I am here speaking to you as Todos Santos villagers send their children to school without water. Municipal water that is being diverted, without proof of permits, from them to fill a 400,000-liter water tank for Colorado State University's Sustainable Learning Campus and Tres Santos beach resort. They are one in the same.

To gain an understanding regarding the CSU's decision to proceed with an unsustainable campus in Todos Santos, documents were first requested to Pres. Tony Frank and other top executives. Over the last 2 years, they have been and continue to be unable to produce requested documents. Subsequently, a request under CORA was made. There is no obvious indication that the Board of Governors knows the truth of what is happening in Todos Santos under the management of CSU Executives and their partner Black Creek Capital/MIRA and their proposed resort & campus. I am here to ask the Board to read the hand out I brought obtained through CORA.

There are numerous issues, including: Water Rights, Human Rights, Environment Sustainability, IRS questions with CSURF's practices, and the unethical signing of a contract that prevents CSU Faculty, Students, and Staff to speak against any violations their benefactor/partners are committing in an effort to create a mega beach resort.

CSU executives claim their involvement with Black Creek/MIRA is because of 4.3 million dollars "gift". This gift came with strings. This gift was not enough. An email [obtained through CORA] shows VP of Operations, Amy Parsons ignoring Engineer, Keith Myers, warning of water issues. Instead she commented about how excited she is that Black Creek president, Jimmy Mulvihill, promised her even more money. In fact, it is understood that Mrs. Parsons has a meeting with real estate partners in San Francisco to discuss what more CSU can do to help market the unsustainable Tres Santos beach resort and campus.

I respectfully request that the Board look at these CORA acquired documents and potential decide it is best for CSU to divest from the real estate investment company Black Creek/MIRA and its beach resort, Tres Santos.

Presenter: Tamara Vega Haddad - [tamara@vegahaddad.com](mailto:tamara@vegahaddad.com)

**Presentation to the Colorado State University System Board of Governors  
at their 01 October 2015 Meeting being held in Fort Collins, Colorado**

**Outline of Concerns, Observations and Questions  
Regarding the Colorado State University Campus in Todos Santos, BCS, Mexico**

**A. Colorado State University (CSU) System Board of Governors**

1. To gain an understanding regarding the CSU System Board of Governors (BOG) and their involvement with the decision to proceed with a campus in Todos Santos, BCS, Mexico, documents were requested under the Colorado Open Records Act - CORA (for the period 01 January 2009 through 15 July 2015). There is no obvious indication that the BOG exercised any independent due diligence with regards to commencing the Todos Santos CSU campus nor is the BOG exercising control nor receiving full disclosure reports from CSU officials or Colorado State University Research Foundation (CSURF). The BOG apparently gave its approval for the CSU Todos Santos campus to stand alone as a project of the Fort Collins campus based on seemingly inaccurate and undocumented information and mostly oral reports with no follow-through apparent under CORA. [See Attachments A-1 Part 1, 36 pages and A-1 Part 2, 29 pages]
2. CORA requests for materials from developer MIRA/Tres Santos during CSU's due diligence revealed that there was hardly any information actually obtained or scrutinized. For example, CSU requested an English language copy of the MIRA/Tres Santos Environmental Impact Statement / Permit (MIA) which was never received; only a website was provided so that key document could be reviewed in Spanish. No materials were provided under CORA to indicate that the Spanish language MIA was reviewed or commented upon. There is no indication, as no documents were produced, that CSU received any written substantiation of MIRA/Tres Santos's claim of having sufficient rights to provide water to the CSU Todos Santos Campus or the Research Farm.

**B. Colorado State University Research Foundation (CSURF)**

1. Uncertainty exists after neither CSURF nor CSU could answer or provide substantiation whether the Internal Revenue Service had been explicitly notified requesting a reevaluation of the original tax exemption determination due to the greatly expanded CSURF activities as were previously described to the IRS in CSURF's 1941 Articles of Incorporation and concurrent application for tax exemption under the precursor to Internal Revenue Code Section 501(c)(3); and if so notified whether the IRS approved the current purposes and operations of CSURF.
2. CSURF claims on Schedule A to its annual Form 990 (FYE 30 June 2014) to be a supporting organization to CSU, yet CSURF does not indicate whether it is a Type 1, 2 or 3, and if a 3, either functionally integrated or nonintegrated. There is no evidence that IRS was ever notified or that they ever approved CSURF being classified as a supporting organization. As a supporting organization, CSURF has operational and notification

requirements with regards to the supported organization, i.e. Colorado State University. There is no indication in any CSURF governing documents that any of the requirements under the Internal Revenue Code and regulations have been met with regards to CSU having involvement as the supported entity. There is no evidence of oversight by CSU over CSURF, whether as a supporting organization or otherwise.

[See Attachment B-1, 1 page]

3. CSURF has created a subsidiary (Colorado State University Research Foundation de Mexico, Asociacion Civil) which entered into a trust agreement with MIRA/Tres Santos (Irrevocable Management Trust Agreement with Reversion Rights, dated March 7, 2014). The Bylaws of CSURF Mexico are quite explicit regarding no commercial activity, which could be at odds with the commercial obligations to MIRA/Tres Santos.

[See Attachment B-2, 3 pages]

4. CSURF has denied that it is either an “Institutionally related foundation” (1.6) or an “Institutionally related real estate foundation” (1.8) as defined under Colorado Open Records Act Section 24-72-202 (CORA), therefore refusing to provide CORA requested documents with regards to requests for disbursement or expenditure of funds related to CSU. Yet CSURF claims itself to be a supporting organization of CSU; uses this language to describe its mission on its annual IRS Form 990 (FYE 30 June 2014) “CSURF Aids the Universities of the CSU System in their Research and Educational Efforts”; and lists as its only ‘program service accomplishment’ that “CSURF Provides Management of Various Properties Held By or For the Benefit of CSU”. Further, in the Recitals to the Colorado State University Research Foundation 2014-2015 Operating Agreement with the Board of Governors of the Colorado State University System, it is stated that A. “CSURF has limited the availability of its services solely for the benefit of CSU and its affiliates” and B. “The services provided by CSURF include: (i) “receiving...gifts and donations” and (iii) ...providing “Real Estate Services”.... In denying the documents requested under CORA, it appears CSURF is in violation of CORA (24-72-206) and subject to the penalties thereunder as well as having disclosure requirements by the district court with jurisdiction (24-72-204 (5)).

[See Attachments B-2, B-3, B-4, 1 page each]

C. Water

1. MIRA/Tres Santos during July 2013 at the required MIA public hearing in Todos Santos definitively stated they would not use any municipal water. (The PowerPoint statement said “No se utilizará en ningún momento el Agua de la Red Municipal” – At no time will water be used from the municipal system.) Concerned Todos Santos citizens in July of 2014 wrote to President Tony Frank, and received a response from Provost Rick Miranda, saying that CSU was assured by MIRA that water was addressed, but no such evidence has ever been provided after being requested under CORA. (These 2 referenced communications have been provided under the BOG attachment referenced above.)

[See Attachment C-1, 1 page]

2. During the construction period, in a chain of January 2015 emails the independently hired Fort Collins, CO, engineer (Keith Meyer) brought up numerous concerns about the connection to the municipal water supply, questioned that there was no proof of delivery “will serve” statement, was unclear what the cost would be to CSU, and questioned that MIRA was acting as a utility with no indication they had legal permission to do that.  
[See Attachment C-2, 4 pages]
3. A press release was put out by Truth Santos indicating a concern about the complicity of CSU in the MIRA/Tres Santos utilization of municipal water to the detriment of the neighboring Todos Santos community. CSU’s Drew Wilson posted online defending CSU and MIRA/Tres Santos, including statements defending remedial steps taken by MIRA/Tres Santos. Interestingly there has been no substantiation of the source of this information that Mr. Wilson relied upon when water related communications with MIRA/Tres Santos were requested under CORA. Nor has there been any documentation that engineer Meyer’s concerns were formally provided to MIRA/Tres Santos.  
[See Attachments C-3, 2 pages and C-4, 3 pages]
4. Documents obtained under CORA indicate that McKenzie Campbell, Director of the CSU Todos Santos campus, had in fact received a copy of the Agreement between MIRA/Tres Santos and the town municipal water agency, SAPA. When the Agreement was requested under CORA, CSU Deputy Counsel Jason Johnson denied that document was in the possession of CSU.  
[See Attachments C-5, 3 pages and C-6, 1 page]
5. In a post on the Tres Santos Facebook regarding water, Tres Santos admitted they don’t know the source of the water they are using, which brings into question the public hearing statement where Tres Santos said they would not use municipal water.  
[See Attachment C-7, 1 page]
6. There is no evidence that the BOG has been kept advised regarding the controversy over the scarcest of local resources ... Water.

**D. Colorado Open Records Act (CORA)**

1. CORA requests have been denied or redacted based on claims of attorney-client privilege that appear to be baseless as either no attorney was involved or there was not a specific request for legal advice. There is at least one redacted item in a supplied email where that same item was not redacted in a subsequent continuation of that email chain and the revealed content has no basis for having been withheld. On another occasion, it was denied that documents were in the possession of CSU, yet a document provided under CORA had an active link to the Dropbox materials requested. Released emails are obscuring information that should be public, especially when a Colorado State funded organization is in such a business relationship. There are frivolous redactions, arbitrary and capricious redacting of the names of the business

partners of CSU, and the public has a right to be informed about whom university officials are meeting and dealing with concerning state resources.

2. Requested under CORA were all Writings to, from or in the possession of President Frank or Provost Miranda during the period 01 January 2009 through 15 July 2015, including without limitation all such materials and communications regarding in any way the CSU Todos Santos Campus, including without limiting the generality of the foregoing, Writings to and from any persons or entities associated with the Black Creek Group and/or MIRA as well as all such Writings with any agency of the State of Colorado, with the State of Colorado Governor and with Colorado State University Research Foundation (CSURF). Not one document was produced or specifically explained. Nor was the same requested information provided for Vice President Amy Parsons, other than her ongoing operational participation with CSU staff. Further, CORA requests were not responded to or provided regarding loans made by CSURF to CSU.
3. The Board of Governors is encouraged to look into withheld documents and redactions. On its face it appears CSU is in violation of CORA (24-72-206) and subject to the penalties thereunder as well as disclosure required by the district court with jurisdiction (24-72-204 (5)).

E. Public-Private Ventures and Commercial Obligations

1. In April of 2014 a gift of \$4.3 million from Black Creek/MIRA to CSU was announced. There is no evidence how this evaluation was arrived at, even though it was highly publicized. Documents obtained under CORA indicate that the combined hard, soft and infrastructure costs for the “donated” building were well under \$3 million, and clearly the parcel of land has no value near the differential from the \$4.3 million after the total costs are subtracted. The public is left to ask who got the tax benefit and other institutional and publicity benefits from an apparent overvaluation of this so-called gift. Because of numerous commercial obligations and the fact that the underlying agreement is a complex trust agreement with reversion rights in favor of MIRA/Tres Santos, it is highly suspect to frame this transaction as a gift.  
[See Attachment E-1, 3 pages]
2. CSU has allowed its name and trademarks to be utilized in the marketing of the Tres Santos development, and CSU and its logo are prominently displayed as part of the Tres Santos “Team”. Tres Santos even takes credit for CSU programming in Kids Do It All, by referring to KDIA as one of Tres Santos’s “current projects” and displaying a video of the program on its website even after being requested by CSU not to take credit or make that public association as CSU raised its own funding for KDIA.  
[See Attachment E-2, 4 pages]
3. An example of the ongoing coordination of public perceptions and commercial interests is the upcoming travel of Vice Chancellor Amy Parsons to meet with the MIRA/Tres Santos marketing team to brainstorm IDEAS in San Francisco in mid-October. Is this a proper expenditure for the University or is it appropriate for the University’s costs to be

paid by a private party? Is it proper for CSU to aid in the marketing of the MIRA/Tres Santos development by providing access to the extended CSU community? Should MIRA/Tres Santos have been involved in the hiring of the Todos Santos Campus Director? Should CSU be protecting and coordinating with its declared partner MIRA/Tres Santos?

[See Attachment E-3, 6 pages]

F. Faculty

1. The involvement of the Executive Committee Faculty Counsel was marginalized as five members resigned over lack of meaningful involvement in the decision-making at CSU, with the Todos Santos Campus specifically mentioned as a contributing factor.
2. Faculty apparently is unaware of the cloud over their academic freedom due to the restrictions on CSU taking any action that prejudices the name or branding of Tres Santos.

[See Attachment F-1, 7 pages]

G. CSU Todos Santos Campus

1. In the Trust the operation of the campus is to be at a standard equal to how CSU would operate in Fort Collins, yet the building of the facility was not to a standard that would have been required in Fort Collins. Why did CSU risk damage to its reputation as a top ten sustainable university by allowing the Todos Santos Campus to be built in an unsustainable manner? Why wasn't the School of Global Environmental Sustainability, Institute for the Built Environment or other resources involved with the design and implementation of the Todos Santos Campus?

[See Attachment G-1, 1 page]

2. It is unclear what this campus was designed for. Lifetime learning and the Osher Institute were early considerations but limited handicap planning (an ADA failure in the USA), second story sleeping accommodations, third floor classrooms and some dorm rooms that are for more than two persons are not what the mature traveler is requiring.
3. The fourth building, apparently paid for with funds from the Veterinary School, only has a small vet lab without any other facilities for the highly touted veterinary program being initiated by CSU in Todos Santos, and with a building paid for by CSU it is unfathomable that the structure was not designed and built in a sustainable LEED certifiable manner.
4. The Research Farm is located in the wrong area of Todos Santos, an arid region never farmed, its location being at the direction of MIRA/Tres Santos to enhance the entrance to their project. It is an unsustainable agricultural project, a wrong, costly and risky approach only because of a developer's needs. How much money has CSU paid to acquire this land and construct the barn?

[See Attachment G-2, 3 pages]

H. Divestiture Goals

1. Is MIRA/Tres Santos the price for Todos Santos to have CSU? What other international campuses did CSU investigate?
2. The biggest issue for Todos Santos is mega development. MIRA/Tres Santos (with 4,472 homes and two hotels) and Mexican government statistics indicating between 7 and 20 persons per each new resident unit will create an influx of people that the town is not prepared for. MIRA/Tres Santos leaves this problem to the town to solve because of the “increased tax revenue,” and CSU is part of this problem. CSU has the capability, faculty and resources to address the urban and resource planning needed along with local entities. Divestiture from MIRA/Tres Santos is the first step to CSU becoming part of the Todos Santos community rather than an appendage and marketing ploy of MIRA/Tres Santos.  
[See Attachment H-1, 1 page]

## APPENDIX

- A. Colorado State University (CSU) System Board of Governors
  - A-1 Attachments A-1 Part 1, 36 pages and A-1 Part 2, 29 pages
  
- B. Colorado State University Research Foundation (CSURF)
  - B-2 Attachment B-1, 1 page
  - B-3 Attachment B-2, 3 pages
  - B-4 Attachments B-2, B-3, B-4, 1 page each
  
- C. Water
  - C-1 Attachment C-1, 1 page
  - C-2 Attachment C-2, 4 pages
  - C-3 Attachments C-3, 2 pages and C-4, 3 pages
  - C-4 Attachments C-5, 3 pages and C-6, 1 page
  - C-5 Attachment C-7, 1 page
  
- E. Public-Private Ventures and Commercial Obligations
  - E-1 Attachment E-1, 3 pages
  - E-2 Attachment E-2, 4 pages
  - E-3 Attachment E-3, 6 pages
  
- F. Faculty
  - F-2 Attachment F-1, 7 pages
  
- G. CSU Todos Santos Campus
  - G-1 Attachment G-1, 1 page
  - G-4 Attachment G-2, 3 pages
  
- H. Divestiture Goals
  - H-2 Attachment H-1, 1 page



**SUMMARY OF  
COLORADO STATE UNIVERSITY  
GOVERNANCE MEETINGS AND EXTRACTS  
RELATING TO THE TODOS SANTOS CAMPUS**

**BASED ON MATERIALS PROVIDED UNDER THE  
COLORADO OPEN RECORDS ACT  
THROUGH 15 JULY 2015**

**(Note Board of Governors August 6 – 7 Meeting Minutes will not be  
available until after their approval at the October 1 – 2, 2015 Board of  
Governors Meeting)**

**PART 1 of 2**

Attachment A-1, Part 1 of 2, 36 pages

Document	Date	Reference	Comments
BOG - CSU	June 20-21, 2013	A, 2 pages	The only apparent discussion by BOG regarding CSU Ft Collins going forward with Todos Santos Campus. Under CORA the only provided documentation from Dr. Frank to BOG was CSU 2020 handout as his presentation was 'verbal', with a related document from the general counsel deemed protected under attorney-client privileged thus not provided
CSU 2020	Undated	B, 1 page	Todos Santos Handout to BOG, note brand expansion mentioned twice, no mention of 'hospitality school', no mention of any benefit to residents of Todos Santos; 'donation' of land and building at \$2M cap. Rather than the later publicized \$4.3M; Basic Business Model projects revenues over expenses with 11 year pay-back of start-up costs, funds coming from Continuing Education Division profits; discussed this 'investment is a good value proposition...with opportunity for payback and profitability'
BOG / RE	May 8, 2014	C, 2 pages	Todos Santos status report by Amy Parsons, according to CORA request, was verbal, therefore no documentation provided by CSU as to content of her presentation
BOG / Pres	May 9, 2014	D, 3 pages	Note on Page 6 of 9 the discussion of Powerhouse Energy Campus – CSU paid \$150,000 for the Todos Santos Administration Building, they could have insisted on these types of forward thinking sustainable features  Page 7 of 19. President Frank's statement contains falsehoods and half-truths considering this presentation occurred after the Trust agreement with MIRA was signed March, 2014 and amended April, 2014 to have CSU pay \$150,000 for the 'administration building'. Stating that "using land and facilities largely donated by MIRA" ignores there is a business relationship apparently not mentioned to the BOG and that the so called 'donation' comes with strings attached as CSU has

			<p>obligations including use of CSU trademarks to market Tres Santos and that CSU has agreed to put up \$150,000 to pay for a building. Frank mentions 3 buildings, why not mention the 4<sup>th</sup> being paid by CSU? Why does Frank state 'small housing facility for up to 24 students and faculty' when in fact there is accommodation for 46 students and at least 5 studio apartments for visiting faculty and the building plans were part of the March 2014 Trust Agreement? Is there really a library?</p> <p>There is no mention of any benefits for Todos Santos residents or local collaborations only CSU objectives. There is no mention of the 'hospitality program'.</p>
BOG - CSU	May 9, 2014	E, 4 pages	<p>Note on Page 2 of 9 Leticia Maldonado requests a community assessment, no evidence has been made available that this suggestion was ever acted upon.</p> <p>On Page 4 of 9 the Todos Status report (by Amy Parsons), according to CORA request, was verbal, therefore no documentation provided by CSU as to the content of her presentation.</p> <p>On Page 6 of 9, no information on the "Efforts made" for due diligence</p>
Dr Frank email	<p>July 31, 2014</p> <p>March 18, 2014</p> <p>May 1, 2014</p> <p>May 30, 2014</p> <p>June 18, 2014</p> <p>July 11, 2014</p> <p>Mid-May</p>	<p>F, 1 page</p> <p>G, 3 pages</p> <p>H, 1 page</p> <p>I, 2 pages</p> <p>J, 4 pages</p> <p>K, 4 pages</p> <p>L, 3 pages</p>	<p>This email shares Provost Miranda's letter in reply to the 06 July 2014 letter from 6 concerned Todos Santos community members. On its face it does not indicate that Dr Frank circulated said July letter. Additionally Dr Frank does not mention, nor is there any evidence that the following were shared with the BOG:</p> <p>CSU NGO Meeting Summary (CSU claims does not have CEMDA feedback)</p> <p>Susanna Mahieux Emailed Letter</p> <p>Student Salon</p> <p>Skyler Leonard, Collegian Article</p> <p>06 July 2014 Community Member Letter</p> <p>Undated Open Forum Letter – Mackenzie Whitesell, CSU Student</p>

BOG – CSU	August 8, 2014	M, 2 pages	On Page 6 of 9, Ms. Parsons gives a report regarding her visit to Todos Santos, with all good 'vibes' from the community and no mention of the items listed above that Dr Frank also apparently failed to share with the BOG
BOC / FC	October 2-3, 2014	N, 4 pages	Advising BOG regarding pending discussions regarding public-private partnerships, i.e. Todos Santos
BOG / Pres	May 8, 2015	O, 2 pages	Mention of Ribbon Cutting
BOG - CSU	May 8, 2015	P, 2 pages	Mention of Ribbon Cutting
=====	=====	=====	=====
EXEC / FC	August 19, 2014	Q, 2 pages	Suggested board discussion regarding public-private partnerships, i.e. Todos Santos
EXEC / FC	September 16, 2014	R, 2 pages	Hurricane mention, about a dozen academic programs cited
FC	April 7, 2015	S, 3 pages	Resignations from Executive Committee over lack of administration consideration of faculty advise, Todos Santos mentioned as an example
	April 10, 2015	T, 2 pages	The Coloradoan Article
FC	May 5, 2015	U, 8 pages	Resignations reported Faculty concerned about CSU debt Shared Governance proposed

**Legend:**

- BOG = Board of Governors of the Colorado State University System
- BOG-CSU = Board of Governors of the Colorado State University System Minutes
- BOG / RE = Real Estate Committee of the Board of Governors of the CSU System Minutes
- BOG/Pres = President's Report to the Board of Governors of the Colorado State University System
- BOG / FC = Faculty Representative Report to the Board of Governors of the CSU System
- FC = CSU Faculty Committee Minutes
- EXEC / FC = Executive Committee of the CSU Faculty Committee Minutes

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS MEETING AND RETREAT MINUTES  
CSU Pingree Park Campus  
June 20-21, 2013**

**CALL TO ORDER**

Chair Dorothy Horrell called to order the Board of Governors meeting at 8:30 a.m.

**ROLL**

**Governors present:** Dorothy Horrell, Chair; William Mosher, Vice Chair; Dennis Flores, Treasurer; Scott Johnson, Secretary; Mark Gustafson; Ed Haselden; Mary Lou Makepeace; Joseph Zimlich; Nigel Daniels, Student Representative, CSU-Fort Collins; Vanessa Emerson, Student Representative, CSU-Pueblo; Carole Makela, Faculty Representative, CSU-Fort Collins; Jerry Purvis, Student Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Rick Miranda, CSUS Chief Academic Officer; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

**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:** Martin Hanifin, Vice President of Finance and Administration, CSU-Pueblo; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo.

Chair Horrell welcomed the new student representatives: Nigel Daniels, CSU-Fort Collins; Jerry Purvis, CSU-Global Campus; and Vanessa Emerson, CSU-Pueblo, and asked them to introduce themselves. She commented on the value of input by the student and faculty representatives, and the role of the Board to ensure academic success. General Counsel Nosler administered the Oath of Office for the student representatives who responded affirmatively.

**PUBLIC COMMENT**

Chair Horrell asked for Public Comment, of which none was offered.

**EXECUTIVE SESSION**

General Counsel Nosler reported there were few changes in the written litigation report since the last meeting and an Executive Session was not held. He explained to the new members the purposes for which the Board could convene in Executive Session.

**ACTION ITEMS**

***New Program Degree, CSU-Fort Collins:*** Chair Horrell asked Dr. Rick Miranda, CSUS Chief Academic Officer, to present the new program degree of Plan C Master in Computer Information Systems, CSU-Fort Collins. Dr. Miranda explained the new program degree was discussed extensively at the May Academic and Student Affairs Committee meeting and replaces the existing Plan B degree with changes

opportunity to relocate the Hartshorn Clinic that would enable expanding the CSU's iconic green space. The new medical center could provide improved health care services for students and staff.

International Reputation: President Frank reported the INTO program was initiated as part of the international recruitment strategy. The CSU internationalization program is focused on strategic partnerships that provide opportunities for joint research, and faculty and student exchanges. The Todos Santos project falls under the category of strategic partnerships in Mexico. President Frank explained how the Todos Santos project aligns with the role and mission of CSU, and provides opportunities for off-campus service learning. He reviewed the business model, funding and timeline.

General Counsel Nosler explained the land will be donated by the developer to a foundation established in Mexico by the CSU Research Foundation. The Mexican entity to be established by CSURF and the developer will be co-settlers of the trust. A more detailed and definitive agreement in the form of the trust agreement will be negotiated by the parties.

When asked if the project should be reviewed by the Real Estate or Finance Committee, President Frank responded that this issue was discussed with Chancellor Martin and General Counsel. The business plan has been circulated to the Board Chair and Vice Chair. Generally the Board is not asked about receipt of donations; the financing model is under \$1 million and not out of reserves, and thereby is under the delegation of authority to the President; and the intent is to keep the Board informed on the project.

General Counsel Nosler concurred on the process for the program that was initiated out of the campus and meets with the campus goals. The Board discussed risks and completion guarantees, and concurred that President Frank had the autonomy to make the decision. Chancellor Martin noted President Frank and his leadership team are doing the due diligence, and will maximize returns and minimize risks.

National Reputation: President Frank commented on how the presence of an athletic program is an important part of how some people choose a college experience and remarked on the role of athletics. Without knowing the future of college athletics, CSU has tried to design an athletic program and the proposed new stadium in a manner that makes sense. The program needs to run clean; be competitive and cost effective; and expand the CSU brand.

President Frank explained the basis for a one-time athletics investment, primarily in staff with business capabilities, with the intent to drive revenue growth. The Mountain West Conference (MWC) has been stabilized during the past year. New television arrangements will improve visibility and television revenue. President Frank provided an overview of the athletic budget with comparisons to the MWC, and an athletics budget summary with revenues and expenses for the FY 2013 budget, FY 2013 actual and proposed FY 2014.

President Frank provided an update on the stadium fundraising that is in the quiet phase, projected costs, and revenue generation. A report will be presented to the Board at the October 2013 meeting. A larger meeting room will be reserved and time for a public report by President Frank will be added to the agenda before the public comment. President Frank reviewed the timelines for the project.

President Frank concluded his presentation by remarking on the heritage of the university. He noted that as long as CSU stays true to the mission of affordable access to excellence for Colorado, CSU will continue to be a viable higher education institution for Colorado.

Chair Horrell reviewed the evening's events and the schedule for the following day. The retreat was adjourned for the day at 5:14 p.m.

# Todos Santos

## Alignment with role & mission

- Off-campus service learning opportunities that provide brand expansion potential and possible research collaborations

## Content elements

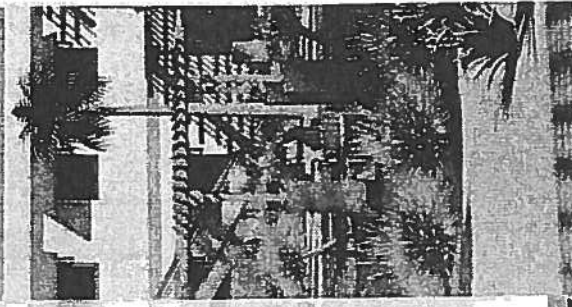
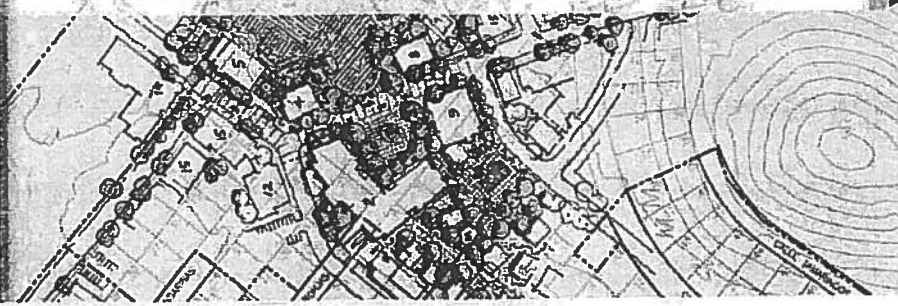
- Adult learning, alumni engagement, international brand expansion, student service learning opportunities in veterinary medicine, equine science, natural resources recreation and tourism, organic farming, water management, nutrition, viticulture and enology, languages and cultural exchange

## Basic business model

- Developer donates land and facility up to a \$2M cap. Cost over-runs (\$880K) to be split between CSU and developer. CSU's share of over-run combined with equipping the facility requires a start-up investment in the \$850K range. Annual operating revenues are consistently projected to exceed annual operating expenses (exposure limited to \$300+K in year 1 if revenue model collapsed). Business model projects start-up payback in year 11.
- Source of investment: we'll utilize a portion of the university central administration's share of the profits (revenue over expense) of the Division of Continuing Education (On-Line Plus). This unit operates without state general fund support. These funds are returned to the central administration after expenses have been paid, revenue sharing agreements with the academic units have been met, and unit operating reserves have been funded. Central administration deploys the funds after university central reserves have been increased by at least 3% (annually).
- These criteria having been met, we'll utilize some of the remaining enterprise profits to fund the start-up of the Todos project in alignment with our role and mission. Under these conditions, it is my opinion that such an investment is a good value proposition, in essence deploying proceeds from an entrepreneurial enterprise to further the basic university role and mission with the opportunity for payback and profitability.

## Time line

- Letter of intent (June), Foundation formation (\$150K, late summer), construction funding (\$350K, late fall), ground breaking December, occupancy and programming begins December 2014



B

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
REAL ESTATE/FACILITIES COMMITTEE MEETING  
Colorado State University  
May 8, 2014**

**CALL TO ORDER**

Committee Chair Scott Johnson called the meeting to order at 11:45 a.m.

**ROLL**

**Committee members present:** Scott Johnson, Chair; William Mosher, Vice Chair; Nancy Tuor; Michael Weiner, Student Representative, CSU-Pueblo; Frank Zizza, Faculty Representative, CSU-Pueblo.

**Governors present:** Dennis Flores; Mark Gustafson; Dorothy Horrell; Demetri "Rico" Munn; Jane Robbe Rhodes; Joseph Zimlich; Alexandra Bernasek, Faculty Representative, CSU; Nigel Daniels, Student Representative, CSU; Brad Schiffelbein, Student Representative, CSU-Global Campus; Kathleen Henry, President/CEO, CSURF (assigned staff).

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

**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:** Jon Bellum, Provost, CSU-Global Campus; Derrick Dobbin, Controller, CSU-Global Campus; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Mark Gill, Chief of Staff, CSU; Kyle Henley, Public Relations Director, CSU; Blanche Hughes, Vice President of Student Affairs, CSU; Nancy Hurt, Colorado State University Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU; Rick Kreminski, Acting Director of Institutional Research, CSU-Pueblo; Ellie Mulder, *Collegian*, CSU; Janice Neger, Dean, College of Natural Sciences, CSU; Paul Orscheln, Vice President of Academic and Student Affairs, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU; Kate Simmons, Editor, *Collegian*, CSU; Karl Spiecker, Vice President of Finance and Administration, CSU-Pueblo; Carl Wright, Provost and Vice President, Academic Affairs, CSU- Pueblo; Timothy Zercher, ASG President-elect, CSU Pueblo.

Committee Chair Johnson convened the meeting and asked for a motion to move into executive session. **Motion/Action:** Motion was made, seconded and passed. CSUS General Counsel Nosler read the meeting into executive session as set forth in the meeting notice for the purpose of discussions relating to the purchase of property for public purpose or sale of property at competitive bidding if premature disclosure of such transaction would give a competitive advantage to the other party, confidential pursuant to C.R.S. § 24-6-402 (3) (a) (I) (2013).

The meeting recessed for lunch at 12:30 p.m.; reconvened in executive session at 1:33 p.m.; and then convened in open session at 1:38 p.m.



*Todos Santos:* Ms. Amy Parsons, CSU Vice President of Operations, was asked to present the Todos Santos status report. Ms. Parsons provided background information on the project and reviewed programs that are already in process with additional programming to be developed. Groundbreaking for the CSU Todos Santos Center is scheduled for this month and the center should be open next year. President Frank and Ms. Parsons will be part of the Biennial of the Americas conference in Mexico City as part of the Governor Hickenlooper's trade delegation at which the Todos Santos campus will be showcased as a premier project. A video on the veterinary program that is already operational was shared.

*Program Plans:* Ms. Parsons reviewed the program plans for the chemistry and biology buildings that have been refreshed and will provide state-of-the-art teaching and laboratory space. \$15 million of the anticipated \$55 million construction cost of the chemistry building has been designated in state capital construction funds. The students have supported an increase in the Student Facility Fee in order to fund a majority of the new biology building. The Board was asked to support the concept of a combining the two buildings for a BioChem building that would leverage the resources with simultaneous construction. A BioChem building program plan has not yet been developed. Ms. Parsons introduced Dr. Janice Nerger, the Dean of the College of Natural Sciences, and Mike Rush, the CSU campus architect.

Dr. Nerger explained the BioChem concept would provide opportunities for multi-disciplinary programs, such as in synthetic biology, materials sciences, biofuels research and drug discovery. With a 33% increase in the past five years, biology is the largest major on campus and life sciences continue to rapidly increase. There is concern that students will not be able to complete their degree plans in four years if classes and laboratory facilities are not available. New faculty hired would also have a substantial portion of time directed towards research.

At the request of Governor Horrell, Dr. Nerger described the "Little Shop of Physics" outreach program, primarily for K-8 students. With over 13,000 students participating in an hour-long physics lesson that the Colorado Rockies and Channel 9 recently hosted before a Rockies game, the Guinness record for the largest physics lesson was broken. Two hundred undergraduate students volunteered to assist and it was a great event to promote CSU. Dr. Nerger thanked Governor Horrell and Chancellor Martin for their participation.

*Water Rights:* President Frank reviewed the action item to transfer two units of the Colorado Big Thompson (CBT) to the Longs Peak Water District for the benefit of the Colorado State Forest Service Boulder County Office. Nancy Hurt, CSURF, added that the water varies year-to-year based on the allocation from the Water District. The minimum amount available every year is 58 acre feet that is leased to third parties with most exchanged to get water to the ARDEC facilities north of campus.

*Lease-Purchase of Engines and Energy Conversion Laboratory (EECL) Expansion Facility:* President Frank explained there have been several funding options for the EECL. The action item is a refinancing option CSURF has proposed that would save the university \$100,000 annually.

*Roof Top Leases:* President Frank reported the action item is to approve long-term roof top leases for solar power generation facilities at Braiden Hall and the Powerhouse Expansion.

Committee Chair Johnson asked for a motion to recommend the six action items for approval at the Board meeting. **Motion/Action:** Governor Tuor made the motion, Governor Mosher seconded, and the motion was passed unanimously.

With no further business to come before the committee, the meeting was adjourned at 2:07 p.m.

## **COLORADO STATE UNIVERSITY PRESIDENT'S REPORT**

Board of Governors of the Colorado State University System  
May 9, 2014

### **I. TEACHING AND LEARNING: ASSURE EXCELLENCE IN ACADEMIC PROGRAMS**

#### **A. CSU ranked No. 1 in the Nation (Again) for Sustainability**

Colorado State University is once again the top school in the country for its sustainability efforts. In March, CSU achieved the highest score ever reported to Sustainability Tracking, Assessment & Reporting System (STARS), a national survey that measures sustainability efforts at universities and colleges across the country. CSU scored 83.48 out of 100 possible points to earn a "gold" rating. Of the 300 universities that participate in STARS, only 18 percent have achieved gold. This is the second time CSU has achieved the top score – the University earned 77.45 points out of 100 when it submitted its first report in 2011. The STARS system evaluates universities for their sustainability efforts across campus. Reporting is divided into three categories: education and research; operations; and planning, administration and engagement. See the special addendum at the end of this report for details on CSU's STARS submission.

#### **B. *U.S. News & World Report*: CSU Online Education Graduate Programs among Best**

Colorado State University online education graduate programs are among the best in the nation, according to *U.S. News & World Report's* 2014 Best Graduate Schools edition, published in March. CSU's online education graduate degree programs rank among the top 100 in the nation, landing at no. 75. The list highlights the top graduate degrees in education from regionally accredited schools that meet the federal standard of 100 percent online course delivery. Nearly 1,000 programs were surveyed and scored in the categories of student engagement, student services and technology, faculty credentials and training, admissions selectivity, and peer reputation. Programs were then ranked according to total score, with the top-scoring programs ranked highest.

#### **C. *BusinessWeek*: College of Business among of Nation's Top Undergrad Programs**

Bloomberg *BusinessWeek* on April 1 ranked Colorado State University's College of Business as one of the top undergraduate business programs in the country. Colorado State ranked No. 73 in this year's *BusinessWeek* rankings, up from No. 89 last year and 24 spots ahead of CU-Boulder. To determine the 2014 rankings, *BusinessWeek* surveyed more than 91,000 graduating seniors at 132 eligible programs on such topics as the quality of teaching, access to faculty, school facilities, career services, and overall student satisfaction. Researchers also asked 922 employers to list their top 20 schools based on the quality of graduates they have hired in the past five years. CSU received the highest rank among employers and for student satisfaction of any business school in Colorado.

**A. CSU Opens New Powerhouse Energy Campus**

Colorado State's Powerhouse Energy Campus held a grand opening ceremony April 17. The Powerhouse campus, 430 N. College in Fort Collins, includes the old Fort Collins Power Plant, the CSU Engines and Energy Conversion Lab, and a new 65,000-square-foot addition of office and research space. The new facility contains many custom-designed, energy-efficient features such as specialized LED lighting, a rooftop solar array, and a cooling system that does not use traditional air conditioning.

**B. CSU Instrument to Help NASA Study Clouds and Climate**

A Colorado State -led research team is designing and building a new instrument to help NASA measure ice particles in clouds and water vapor in the upper troposphere. In February, NASA awarded Steven Reising, CSU electrical and computer engineering professor, \$4.5 million to construct the Tropospheric Water and Cloud ICE - or TWICE - over the next three years. Reising and his students will design TWICE to fit in nano-satellites known as CubeSats, which NASA launches with larger satellites to reduce costs. TWICE weighs just 17.6 pounds and will be installed in a CubeSat approximately the size of two loaves of bread placed next to each other.

**C. AB Foundation Gives \$250,000 Gift to CSU for Fermentation Science Program**

The Anheuser-Busch Foundation on April 4 announced a \$250,000 donation to Colorado State's newly developed Fermentation Science and Technology program to support renovation of teaching and laboratory space. CSU recently developed and implemented a new Bachelor of Science degree in Fermentation Science and Technology in the department of Food Science and Human Nutrition, part of the College of Health and Human Sciences. The program is the first of its kind in the region and just the third of its kind in the country.

**D. ExxonMobil Gives \$5 Million to Wildlife and Habitat Research in Colorado**

Colorado State and Colorado Parks and Wildlife (CPW) are working on a comprehensive study of potential impacts of natural gas development on wildlife and their habitats, with an aim to enhance mitigation measures to reduce any identified impacts. XTO Energy, a subsidiary of ExxonMobil, contributed nearly \$5 million to support the ongoing research, which is being conducted on both private and public land in the Piceance Creek Basin in Western Colorado. The impacts of energy production have been found to be typically species- and system-specific, creating an important need for customized investigations and greater collaboration between researchers, regulators and industry.

**E. New Research Project to Study Benefits of Equine Therapy**

A new partnership between two of Colorado State University's flagship academic programs will lead to a better understanding of the potential benefits of equine-assisted activity and therapy. The five-year research program, led by Wendy Wood, head of CSU's highly ranked Department of Occupational Therapy, is funded by a donation from the Carl and Caroline Swanson

Foundation. The \$468,000 gift will allow two graduate students, a Ph.D. candidate, and Wood to lead the research via a partnership with CSU's world-renowned Equine Sciences Program. Therapists long have known about the special connection between horses and riders, but there is limited documented research on the effectiveness of equine-assisted therapy.

**F. CSU Hurricane Forecast to Continue with Support from Interstate Restoration**

Interstate Restoration, LLC – an emergency restoration and general contractor specializing in repairing commercial property nationwide -- announced in March it will team with Colorado State to support the University's seasonal Atlantic basin hurricane forecast. CSU researchers, who have provided the seasonal projections for 30 years, announced in November that the forecast would end unless they could raise money to support the project. The forecasters in April predicted a below-average hurricane season for the Atlantic basin in 2014, citing the likely development of an El Niño event and unusual cooling of the tropical and sub-tropical Atlantic.

**G. Examining Health Impacts of Space Travel in NASA-Funded Twin Study**

When NASA sends an identical twin to the International Space Station next year, a Colorado State University researcher will be among just a few hand-picked scientists studying him and his brother to measure impacts of space travel on the human body. Susan Bailey, an associate professor in CSU's Department of Environmental and Radiological Health Sciences, is heading one of only 10 projects selected in March to receive funding from NASA for a three-year study of astronauts Scott and Mark Kelly. Bailey's research focuses on chromosomal features, called telomeres, which help protect the body from aging and the cancer-causing effects of radiation. Radiation exposure is a particular concern during space flight – and therefore of special interest to NASA – because astronauts are bombarded by subatomic particles from the sun and other sources. Bailey's project is supported with a \$150,000 grant from NASA.

**V. SERVICE AND OUTREACH: PREPARE AND EMPOWER LEARNERS OUTSIDE THE CAMPUS ENVIRONMENT**

**A. CSU Launches International Center in Mexico for Research, Teaching, Outreach**

Colorado State announced on April 10 the launch of its first international research and teaching center, constructed through a public-private collaboration with a Colorado-based company. The center, located in Todos Santos, Mexico, will provide expanded opportunity for Colorado State students and faculty to participate in international scientific and cultural exchange experiences—using land and facilities largely donated by MIRA, a Mexican real estate investment and development company sponsored by Black Creek Capital, a Colorado-based development company. The Colorado State University Todos Santos Center will provide teaching, research, and service learning experiences focused on issues such as water, agriculture, infectious disease, elementary education, wildlife ecology, veterinary medicine, public health and environmental and social sustainability. MIRA is constructing and donating to CSU three buildings that include a small housing facility for up to 24 students and faculty, classrooms, a library, and a kitchen and dining facility. Groundbreaking is slated for this spring.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS MEETING  
Colorado State University  
May 9, 2014**

**CALL TO ORDER**

Chair Dorothy Horrell called the meeting to order at 9:02 a.m.

**ROLL**

**Governors present:** Dorothy Horrell, Chair; Dennis Flores, Treasurer; Scott Johnson, Secretary; Mark Gustafson; Demitri "Rico" Munn; Jane Robbe Rhodes; Nancy Tuor; Joseph Zimlich; Alexandra Bernasek, Faculty Representative, CSU; Nigel Daniels, Student Representative, CSU; Brad Schiffelbein, Student Representative, CSU-Global Campus; Michael Weiner, Student Representative, CSU-Pueblo; Frank Zizza, Faculty Representative, CSU-Pueblo.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU; Allison Horn, CSUS Director of Internal Auditing; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

**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:** David R. Anderson; Jon Bellum, Provost, CSU-Global Campus; Doug Brobst; Susan Calhoun-Stuber, Co-President, Faculty Senate, CSU-Pueblo; Helen Caprioglio, faculty member, CSU-Pueblo; Mary Carlson; Emily Chavez; William Clem; Robert Deemer, faculty member, CSU-Global Campus; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Donna Fairbank; Mark Gill, Chief of Staff, CSU; Kathleen Henry, President/CEO, CSURF; Blanche Hughes, Vice President of Student Affairs, CSU; Jason Johnson, CSUS Deputy General Counsel, CSU; Lynn Johnson, CFO, CSU; Kim (no last name given); Rick Kreminski, Acting Director of Institutional Research, CSU-Pueblo; Leticia Maldonado; Marge Massey, Co-President, Faculty Senate, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU; Ashley Reid, student-athlete, CSU Athletic Dept.; Richard Livingston, SOSH; Kelly Lyell, reporter, *Fort Collins Coloradoan*; Jeremy Podany, Director, CSU Career Center; Mike Pruzynk; Tyler Shannon; Ki Shih; Karl Spiecker, Vice President of Finance and Administration, CSU-Pueblo; Bob Vangermeersch, SOSH; Carl Wright, Provost and Vice President, Academic Affairs, CSU-Pueblo; Jean Yule; Timothy Zercher, ASG President-elect, CSU Pueblo; Robert L. Zimdahl.

Chair Horrell convened the meeting and introduced Governor Jane Robbe Rhodes and Governor Nancy Tuor who have been confirmed. General Counsel Nosler administered the oath of office that was affirmed by Governors Robbe Rhodes and Tuor. At the request of Chair Horrell, Governor Daniels introduced Samantha Guinn, the ASCSU President-Elect, and Governor Weiner introduced Timothy Zercher, the ASG President-Elect.

Chair Horrell recapped the previous day's activities including lunch with a Supplemental Nutrition Assistance Program (SNAP) presentation, a tour of the Engines and Energy Conversion Laboratory, and a dinner presentation by former Governor Bill Ritter on the CSU Center for the New Energy Economy. She

reviewed the Board meeting agenda and reported the Board had a breakfast meeting with Governor Daniels and the ASCSU officers to discuss challenges and issues for students and higher education.

### **PUBLIC COMMENT**

Chair Horrell indicated the time allotted for public comment was expanded to 20 minutes and each speaker had two minutes to address the Board. Robert Zimdahl read a letter on faculty surveys on the proposed new CSU stadium. Tyler Shannon expressed positive support for the stadium. Leticia Maldonado requested that an in-depth community assessment of the Todos Santos project be conducted. Mike Pruzynk commented on retention and graduation rates and asked the community stadium meetings be recorded. Donna Fairbanks, William Clem, Mary Carlson, David Anderson, Kim (no last name provided), Emily Chavez and Ki Shih opposed the new stadium.

### **BOARD CHAIR'S AGENDA**

*Excellence in Undergraduate Teaching Award:* Chair Horrell explained the award was established to recognize excellence in serving the core mission of teaching and learning. The recipients for the CSU and CSU-Pueblo campuses were unable to attend and will be recognized in August. Dr. Jon Bellum, Provost for CSU-Global, introduced Robert Deemer, the CSU-Global Campus recipient and Chair Horrell presented the award. Mr. Deemer expressed his appreciation for the opportunity to teach at CSU-Global Campus and thanked the Board for the award.

*Board Membership:* Chair Horrell announced Governor Nella Bea Anderson resigned from the Board effective as of the May meeting. Mr. Deemer has been appointed as the new CSU-Global Campus Faculty Representative to the Board.

*Association for Governing Boards (AGB) Conference:* Chair Horrell reported Governors Johnson, Robbe Rhodes and Tuor joined her and Chancellor Martin for the AGB's annual conference in April. Each of the attendees shared observations from the conference that included issues such as remediation; unionization of college athletes; whether college graduates were prepared for the work force; declining enrollments; increasing costs for higher education; innovation and partnerships; the teaching and learning experience; and governance. Board members were encouraged to attend future conferences.

*Colorado Summit for Board Trustees:* Chair Horrell reported the Department of Higher Education in cooperation with the CCHE hosted an evening reception and one-day meeting for trustees of higher education in Colorado. Governors Gustafson, Robbe Rhodes, Tuor and Flores shared highlights that included dialogue on competition and finding common ground to work cooperatively with other state institutions; improved student success including a Lumina Foundation presentation on what Georgia State has accomplished with its guided pathways program; enhanced access for postsecondary education to reflect changing demographics; and developing resources.

*June Board Retreat:* Chair Horrell reported she and Chancellor Martin would be having a conference call with Dr. Tom Meredith, the facilitator for the retreat, who will also conduct individual phone conversations with Board members to prepare for the retreat. The June retreat will be focused on good governance to ensure the Board is addressing the correct overall strategic priorities through best practices. The Presidents will be asked to address issues for their campuses and how the Board can provide assistance. A brief business meeting will also be held to receive the report from the land grant task force and to approve the budgets for CSU-Pueblo and the CSU System Office. The retreat will be held at the CSU Pingree Park campus beginning with a dinner on June 18<sup>th</sup> and ending in the early afternoon of June 20<sup>th</sup>.

Mr. Schweigert reported the second finance resolution was to approve the CSU FY 2015-16 capital construction priority list for proposed state-funded projects. A similar list will be presented in June for CSU-Pueblo and the two lists will be combined.

Mr. Schweigert reported the third finance resolution was to approve anticipated parking rates for the next fiscal year. Committee Chair Flores added this is an incremental increase and a more comprehensive parking plan will be presented next year.

Mr. Schweigert reported the fourth finance resolution was to approve \$500,000 to fund the early buyouts at CSU-Pueblo. After vetting the issue, the resolution was amended to remove the loan provision and to identify the funds as an advance. The characterization of the funds would be readdressed at the June meeting as part of the CSU-Pueblo budget discussion. The \$500,000 is in addition to the \$5 million already approved for CSU-Pueblo for FY 2013-14.

Committee Chair Flores asked for a motion to adopt all four finance resolutions in one motion. Governor Johnson requested the fourth resolution be considered separately. **Motion/Action:** Governor Tuor made the motion to adopt the first three finance resolutions. The motion was seconded and passed unanimously. **Motion/Action:** Governor Zizza made the motion to approve the advance to CSU-Pueblo and Governor Daniels seconded. The motion carried with one vote of opposition.

**Academic and Student Affairs:** Committee Chair Munn thanked Governor Gustafson for chairing the committee in his absence. Five resolutions were brought forward for approval: 1) a new CSU Early Childhood Education degree program; 2) a new CSU Master of Greenhouse Gas Management and Accounting degree program; 3) a new CSU-Global Campus Master of Professional Accounting; 4) a new CSU Special Academic Unit – Graduate Degree Program in Ecology; and 5) the CSUS Board of Governors Policy 313 which sets forth the responsibility and process of the Board to approve academic calendars for the institutions of the Colorado State University System and the circumstances under which the Board may temporarily suspend or modify an academic terms.

After discussion by the Board on specific language in Policy 313, an amendment to the policy was suggested. **Motion/Action:** Governor Robbe Rhodes made the motion to approve the amendment to the proposed language. Governor Daniels seconded and the motion passed unanimously. **Motion/Action:** Governor Gustafson moved to adopt all five resolutions. Governor Tuor seconded and the motion passed unanimously.

**Real Estate/Facilities Committee:** Committee Chair Johnson reported the committee met in executive session for an hour. In the open public session the committee received a report on the CSU Todos Santo Center. Action items discussed were the Biology and Chemistry program plans and a BioChem building concept; transfer of water rights for the benefit of the Colorado State Forest Service Boulder County Office; a lease-purchase for the Engines and Energy Conversion Laboratory expansion that would result in an annual savings of \$100,000 or \$1 million over 10 years; and long-term roof top leases for solar power generation facilities. Committee Chair Johnson asked for a motion to approve all six resolutions. **Motion/Action:** Governor Munn made the motion; Governor Zimlich seconded; and the motion passed unanimously.

**New CSUS Board Policies:** Chair Horrell explained General Counsel Nosler prepared three new policies in anticipation of moving to electronic board books. General Counsel Nosler explained the policies were distributed in advance of the meeting to receive feedback. Based on a recommendation, Policy 126 on iPads usage was amended to include the loading of information and security of information on personal iPads to maintain the integrity and, where necessary, the confidentiality of records. The policy describes requirements, permissible usages and liability. Policy 127 on use of digital resources was developed by

**CSU Student Report:** Governor Daniels provided an update on an ASCSU Washington DC trip to develop relationships and to meet with Colorado congressional contingent to discuss issues and concerns on student debt, college affordability and public safety. ASCSU accomplishments during the past year included negotiations to finalize agreements to provide access for all students, both full and part-time, for the bus system, Transfort and Max System. There has been support for an initiative to move forward with a campus shuttle.

Efforts have been made to hear student concerns on the CSU Todos Santos Center to make sure the due diligence is done with input from the local community to ensure a positive affiliation. The new ASCSU website has been launched which is the first update in ten years. Marketing is being conducted to focus on ways to connect students with student governance and to engage students on issues. Governor Daniels concluded his remarks by thanking the board for the honor and opportunity to serve.

**CSU-Pueblo Student Report:** Governor Weiner reviewed ASG accomplishments including efforts to move student organizations back under the student government's administration; establishing Dean's Advisory Councils for each of the four colleges; and conversations held with the Provost to encourage more outreach in classrooms for ASG student engagement. An initiative through IT has been started to evaluate transferring services to Google. To encourage school spirit, conversations have been held to bring the pep band back to basketball games. The Student Facility Fee Committee voted unanimously to approve a Wolfie Clock Tower and the project will move into the design phase.

The Judicial Branch has revised the ASG's constitution for first-time in several years. A new Spirit Fund to increase campus pride has funded four different events. Participation in this year's ASG election doubled which demonstrates an increased presence on campus. Governor Weiner worked with Governor Daniels and other student body presidents to draft a constitution that will hopefully be ratified in the fall for a Colorado student government coalition to meet on a regular basis to better advocate for students.

**CSU-Global Campus Student Report:** As part of the effort to change the mission for CSU-Global Campus through SB 14-114, Governor Schifflbein and two other students testified before the Senate Education Committee and the House Education Committee. Governor Schifflbein reported he has completed his first course for his Master's degree; has applied to serve a second term as the student representative on the Board; and will be participating in the June 7<sup>th</sup> commencement.

## PRESIDENT'S REPORTS

**CSU-Global Campus:** President Takeda-Tinker recounted how tuition is kept low by focusing on student retention and graduation to provide an ROI based on workplace skills for adult learners; there are no costs for sports programs and building maintenance; and the cost and delivery model is focused on flexibility and variable costs based on student headcount that provides for scalability. She also shared that the CSU-Global culture embraces the importance of student retention and the role that technology and outsourced services play to optimize efficiency and effectiveness.

President Takeda-Tinker thanked the Board of Governors and individually acknowledged Chancellor Martin, Chair Horrell and CSUS CEO Schweigert for their support and assistance in the passage of SB 14-114 to expand access for first-time, first-year freshman. She also reviewed the provisions and limitations of SB 14-114.

President Takeda-Tinker reported that, in response to an average rating for the 2013 results of the Noel-Levitz Priorities Survey for Online Students, the Student Advising Department was reconstructed; additional technology-based systems were added; and departments of Tuition Planning and Student Support were implemented. The 2014 survey results reflect that CSU-Global Campus is now above the



**From:** President Tony Frank  
**To:** [REDACTED]; Gustafson, Mark; Dorothy Horrell [REDACTED];  
[REDACTED]; bmoshe [REDACTED]; [REDACTED]; Jane Rhodes [REDACTED];  
Ntuor.moore [REDACTED]; [REDACTED]; Martin.Michael; ASCSU President; Bemasek.Alexandra  
**Cc:** Geary.Melanie; Neth.Cara; Teufel.Sharon; Nosler.Michael; Miranda.Rick; Kalkstein.Katie  
**Subject:** Todos Santos  
**Date:** Thursday, July 31, 2014 1:24:55 PM  
**Attachments:** Letter to Mr. Taub.pdf

---

Governors, I wanted to give you an update on our communications with local community members in Todos Santos. I am attaching a letter from Provost Miranda to several Todos Santos residents who voiced concerns about the development, although they did recognize the value that Colorado State would bring to the community. Our team will continue to engage with local community members and educational institutions. As always, let me know if you have any questions. -tony

**CSU Meeting with NGOs in La Paz  
3/18/14**

**Attendees:**

Melanie Torres, DECIDE AC [REDACTED]  
Carmiko Torres, DECIDE AC  
Rafael Riosmena, UABCS Biología Marina [REDACTED]  
Fernando Frías, PRONATURA Noroeste AC [REDACTED]  
Rocío Marcín AICMMARH A.C. and a Professor at UABCS [REDACTED]  
Kim Kita, CSU  
Ryan Finchum, CSU  
Melissa Haeffner, CSU  
Lety Maldonado, CSU  
CEMDA and Niparaja were invited but could not attend. CEMDA sent written feedback.

**Summary of perspectives from each attendee about CSU and Tres Santos**

**Rafael Riosmena, UABCS Biología Marina**

- Professor at UABCS in marine ecosystems, with particular interest in laws, corruption, and negotiation
- He observes a lack of transparency in the Tres Santos project and the research behind it
- He is neither supportive nor opposed to Tres Santos, but simply wants to see more research about the environmental impacts
- The environmental impact report was not that bad, but lacked consideration of marine impacts. Tres Santos is in the best but not good enough.
- Rafael is in favor of management decisions based on good science
- Concerned also about invasive species. Doesn't want to see new plants introduced, or water intensive vegetation incorporated into the development
- Rafael says UABCS has a history of collaboration with San Diego, and Boston U, and would like to develop an MOU with CSU

**Fernando Frias, PRONATURA Noroeste AC**

- Concerns about water and that the development will leave locals without water
- Concern about bringing non-native and/or water intensive species
- There are other examples of these types of failures from development, and problems created for the community (Loreto, Cabo Pulmo)
- Todos Santos doesn't have the capacity for this many people – services like schools and emergency services
- Punta Lobos access – concern that it is just an empty promise. Track record for failed promises in new developments around Mexico
- Desal – causing more impact and problems, and of high cost that will eventually be distributed among the locals
- Costa Baja – good example of invasive species being introduced and impacting the environment
- Fernando has research showing that the aquifers in Todos Santos and Pescadero are all interconnected via fissures in the earth. Removing water from one will deplete all.

G p 1 of 3

- Niparaja research shows the recharge capacity of the aquifer. Todos Santos water usage currently exceeds the recharge rate by a small amount, which means that human consumption is pulling water from the environment and the current palm oasis is at risk of not being sustained. Additional development will dry the oasis within one year.

#### Melanie Torres, DECIDE AC

- Organizer of this meeting
- Attendees would not come if MIRA was present due to perceptions that MIRA would use this meeting as a way to erroneously promote that these ACs support Tres Santos
- Environmental impact studies are not sufficient
- Supports CSU and everything education
- Does not support Tres Santos
- Thinks MIRA is using CSU as a strategy to show the Mexican people that they have good intentions

#### Camilo Torres, DECIDE AC

- Interest in recycling and waste management
- Research on MIRA shows little experience despite MIRA promoting themselves as having "lots of experience." This disconnect erodes trust.
  - One building in Monterrey versus a large project
  - MIRA bought a project in Cancun that was already functioning and not yet completed. Didn't develop it from the ground up
  - Credibility is compromised by exaggerating track record – makes people think that this is simply just another development
- Perceives a cultural disconnect with fitting into the existing community
- MIRA promotes living centers, but doesn't have information available about trash, recycling, water

#### Rocio Marcin, AICMMARH AC and UABCS lecturer

- Area of research and concern is the impact of development on marine mammals and ecosystems
- Local opinions and expertise was not taken into account in the creation of the Tres Santos plans and MIA
- Need more detail on the environmental impact, especially on sea turtles
- Organizations in La Paz are still trying to stop the development and it could be tied up in litigation for a long time
  - An example of this is Paraiso del Mar – it was approved in 2004 but development was later halted by the government
- With changing the name from Playa Santos to Tres Santos, another MIA will be required
- Warning to CSU to "not get into the middle of the hurricane"

#### Aggregated Concerns about MIRA/ Tres Santos

- As a company, they need to listen to local experts
- There is little support for Tres Santos
- MIA is incomplete
- If MIRA wants to take a step forward, they need to address the questions on the list (from the July meeting)

Gp 2 of 3

- "MIRA needs to ask for help. It's like going to the doctor, if you don't ask, you don't know."

#### Comments about CSU

- Supportive of education, research, and sharing of information
- UABCS wants to partner with CSU
- Warning that MIRA is using CSU as a strategy to show the Mexican people that they have good intentions

#### Documents Available to CSU (requested by Kim)

- Copy of the Playa Santos MIA (environmental impact study)
- July's public meeting minutes
- PRONATURA research on Todos Santos aquifers
- Niparaja research on the aquifer's recharge rates
- AC Committee letter to the government opposing Playa Santos
- SERMANAT documents

#### Kim's summary /reflection /interpretation / opinion of some of the dynamics and perspectives presented above

- There is a lack of trust in the Mexican governmental process for issuing building permits. Perception that MIRA bribed permits and/or circumvented the normal process by pulling permits in Mexico City rather than in BCS. A mention that Javier is best friends with the person who issued permits.
- There is little oversight of construction after approvals are in place. Thus, developers are not held to their environmental plans
- Corruption within the Mexican government increases distrust of development by the Mexican people and ACs in particular
- ACs (non-profits) take a more active role in evaluating developments due to the above perceived corruption of process
- MIRA local outreach has been slow and lacking. Need more research and documentation of sustainability planning and environmental impacts. A science based PR and education campaign around how Tres Santos will exceed expectations. Need to assess the value of walking into the fire to strategically engage a few environmental researchers and/or NGOs.
- CSU can lend research and evaluation, and can partner on some of the research for Tres Santos. I believe from a credibility perspective, the best environmental information will come from partnering research efforts among CSU, UABCS, and local NGOs. CSU cannot be the only research voice, since we are already a partner within Tres Santos.

**From:** Susana Mahieux [mailto: [REDACTED]]  
**Sent:** Thursday, May 01, 2014 11:24 AM  
**To:** Kita, Kim; Wall, Diana; [REDACTED]

**Subject:** Regarding Colorado State University participation in Tres Santos Project

It is hard to understand how, through your participation, you can support this project, especially given that your course outline includes water conservation, sustainable development and general ecological balance. Tres Santos will negate every principle you propose to teach.

Who will provide the funds needed to expand the local infrastructure, housing, water, electricity, sanitation, medical facilities, fire and police or provide for the hundreds of workers and their families who will be imported to construct this project? These workers from the poor states of Mexico, often remain behind when the construction phase is completed and end up in shanty towns. Is doubling the population in a water starved, fragile desert environment an example of sustainability?

Consider the following: an outside development company proposes to build a satellite community attached to Fort Collins, CO, that would result in the doubling of your population, depleting a limited water supply and severely taxing the local infrastructure. Would you support this as a sustainable, ecologically balanced addition to your existing community?

If CSU wishes to be part of this community it needs to do more than accept a gift from Black Creek without understanding the possible consequences that a development the size of Tres Santos could cause in Todos Santos. In our view it appears as nothing more than "window dressing" for yet another developer. Baja is littered with large scale projects that failed for a variety of reasons. I suggest you look into Loreto Bay, in Loreto BCS or El Mogote, in La Paz, the state capital, before you join forces with this dubious venture

I await your reply to the questions and observations presented for your consideration and edification.

Kindest regards

Susana Mahieux

H

## Salon duc Tape-CSU and Development in Baja California

Submitted by cheryl on Fri, 05/30/2014 - 10:53pm

**Date and Time:** Friday, June 13, 2014 - 7:00pm

**Location:** Mugs--Olive and College

Salon duc Tape-June 13<sup>th</sup>

CSU and Development in Baja California

"**Baja All-Exclusive**, is a 50 minute documentary that reveals the *Other Face of Residential Tourism Developments* in Baja California Sur. Produced by 7Filos Producciones in 2010, it tells a story from within - how the local people experience the real estate boom and the influx of hundreds of thousands of **tourists** (<http://en.wikipedia.org/wiki/Tourism>) to their communities each year. It is told through personal narratives that are representative of the stories of many, but which are hardly known to be occurring along the most dynamic strip of coastline in Baja California: from Cabo San Lucas to La Paz. This film gives a voice to its residents, to those affected, and to the developers. It also explores the impact this relatively new trend is having on local **ecosystems** (<http://en.wikipedia.org/wiki/Ecosystem>) and resources, and provides a voice to those working to protect its rich coastal and **marine** ([http://en.wikipedia.org/wiki/Marine %28ocean%29](http://en.wikipedia.org/wiki/Marine_%28ocean%29)) ecosystems, and those advocating for a sustainable and peaceful future for the region." Leticia Maldonado will facilitate a lively discussion afterwards.

This salon will focus on a discussion on CSU's partnership with Mira/Black Creek Corporation, a real estate and commercial developer, in opening a research center in Todos Santos, Baja California, Mexico as part of a real estate development targeted to U.S. and Canadian citizens. Considering the environmental, social, and economic impacts that these developments have had in Baja California, as illustrated in the documentary, this discussion will be centered around the implications of an institution of higher education, such as CSU, embarking in a partnership with a real estate developer in

Mexico.

Leticia is from Santa Cruz, California and a recent graduate of CSU's Student Affairs and Higher Education Master's Program. She is committed to issues of educational equity, institutional racism, and advocacy. Leticia is particularly interested in learning about and supporting social movements involving indigenous communities such as the Ejercito Zapatista de Liberacion Nacional (EZLN) from Chiapas, Mexico and student-led activism in Latin America. Her future goals include obtaining a PhD in the history of student activism, focusing on students from Universidad Nacional Autonoma de Mexico (UNAM) from 1960-1980.

Salon duc Tape, a public forum sponsored by Strength Through Peace, meets on the 2nd and 4th Fridays of each month from 7:00 -- 9:00 p.m. in the basement of Mugs Coffee Lounge on 261 South College, the NW corner of College and Olive. The formal program begins with introductions at 7:20 p.m. For those in need of an elevator, there is one through the Armstrong Hotel, to the north of Mugs. For more information, email [Strength Through Peace](mailto:Strength Through Peace) or call us at 419-8944.

Powered by [Drupal](#)



RAMTALK CLASSIFIEDS RAMDEALS COMMENTS



NEWS SPORTS OPINION A&E BLOGS MEDIA

PASSION TOPICS PUBLICATION

★ MOST READ: Digital dating: a week with Kik, Tinder and OkCupid

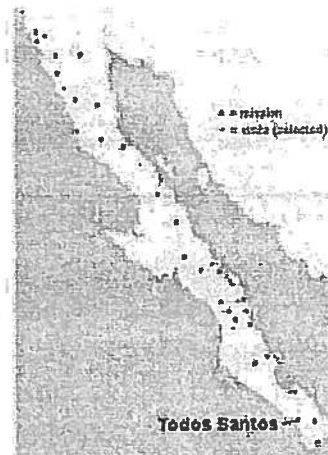
💬 MOST COMMENTED:

NEWS

# CSU's Todos Santos center criticized by Mexican residents

by Skyler Leonard  
7 pm, June 18, 2014  
Last updated 1 month ago

A Colorado State University center under construction in a small Mexican coastal community is being scrutinized by community members because of the University's connection with a developer planning a housing project that could triple the population of the small town.



Todos Santos, located on the Pacific side of the Baja peninsula, is a small town of 5,000 people. About 47 miles from Cabo San Lucas, the town is primarily a fishing village that also supports a sizable community of American expatriates.

MIRA, a housing developer based out of the Denver company Black Creek, is planning a large housing development called Tres Santos that could potentially triple the population of the city.

Alongside the housing project, the company donated land to CSU. According to CSU Provost Rick Miranda, the donation agreement with MIRA gave CSU access to a few acres of land and buildings constructed by MIRA. In return, CSU will use the land for research, teaching and community outreach.

According to Miranda, MIRA has no control over what CSU plans and will operate separately from developers if they continue the housing project or not.

*Jp10f4*



"We are going to be very independent whether they build anything or not," Miranda said.

In an email addressed to CSU administration and *the Collegian*, Susana Mahieux, a co-founder of an environmental board and local, wrote on behalf of residents and raised many concerns about the environmental and economic impacts of the housing development along with CSU's involvement with the project.

"It is hard to understand how, through your participation, you can support this project, especially given that your course outline includes water conservation, sustainable development and general ecological balance. Tres Santos will negate every principle you propose to teach," Mahieux wrote.

Leticia Maldonado, a CSU graduate and president of the CSU Latin American Students and Scholars Organization, was sent by CSU to Todos Santos to gather community input earlier this year.

Maldonado said she was surprised by the negative feedback she received from the community and the involvement of MIRA. Maldonado left a meeting with the developers feeling disheartened by their plans.

"I was very disappointed by the type of language that was used," Maldonado said. "It was clear that there was no cultural competence. I was the only woman of color in a room full of white people talking about the needs of this town and it was really concerning because it didn't really seem like the people understood what the concerns of the town actually were."

Along with meeting the housing developers, Maldonado also met with local researchers and professors from the Autonomous University of Baja California Sur, who were very critical of CSU and the school's involvement with the potentially damaging housing project.

"There was clear opposition to the project. They said as an institution of higher education, 'You should know better.' These companies come and they exploit and extract resources from the town, especially water," Maldonado said. "They said, 'You are educators, too, why aren't you taking this seriously?'"

Even without the housing project, Todos Santos already faces severe water problems, according to John McNerney, a resident of Todos Santos and member of

Jp 2014

the local group that sent the email to CSU administration.

"The idea that they are going to teach us about sustainability is kind of a joke," McNerney said.

According to McNerney, Todos Santos receives an average rainfall of about 3 to 4 inches per year and most of the town's drinking water comes from nearby mountain springs.

---

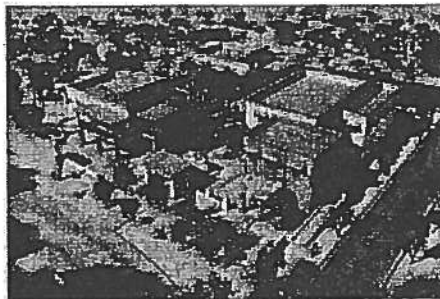
MIRA filed an environmental impact report that said they would use a certain amount of water per day. According to Maldonado, the amount is more than what Todos Santos uses in a week.

Beyond water scarcity, Maldonado said the beachfront property could potentially affect marine ecosystems and block local fishermen's access to the beaches.

"I don't understand how our administration does not see this partnership as a clear contradiction of our institutional mission and values ... we are a green university," Maldonado said. "We want to be down there and research water and marine ecosystems and we have two researchers that are marine biologists and marine ecologists that are looking at us in our faces telling us, 'This project is going to devastate our marine ecosystem.'"

When Maldonado returned to CSU she wrote a report detailing her experience in Todos Santos. On May 9, 2014, Maldonado reported her concerns to the CSU Board of Governors.

According to Miranda, the University is aware of the concerns shared by Maldonado and the Todos Santos community.



"We hear the entire spectrum of commentary and opinion about the development there. Some people are very concerned about it for a variety of reasons ... on the other end of the spectrum there are people who are wildly enthusiastic," Miranda said.

According to Miranda, whenever CSU officials spoke about their missions and

JP 3 of 4

goals in the area, they received very warm feedback. However, Miranda does note the housing project is controversial.

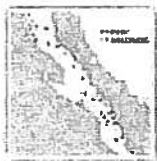
"There is no escape from the fact that the housing development is controversial," Miranda said. "That's not anything that we are trying to suppress or walk away from. We think the exact expertise CSU brings is going to be useful to the community and the housing development and more broadly to the region."

The Collegian reached out to representatives from MIRA for comment, but they have not responded.

The CSU facility in Todos Santos is currently under development and is anticipated to finish in the next year.

Collegian Senior Reporter Skyler Leonard can be reached at news@collegian.com.

Related articles



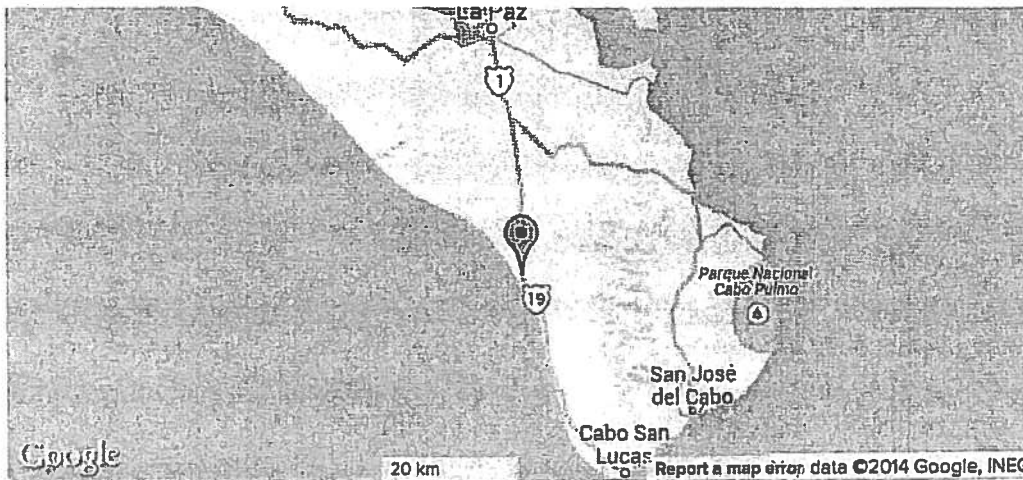
CSU opens International research center in Mexico



04-10-11 CSU launches International center in Mexico for



CSU in Todos Santos, Baja Mexico



JP 4047

**LAWRENCE STEVEN TAUB**  
**COUNSELLOR AT LAW, P.C.**

11 July 2014

Anthony A. Frank, President  
Colorado State University  
102 Administration  
0100 Campus Delivery  
Fort Collins, Colorado 80523-0100

Re: Todos Santos, BCS Mexico

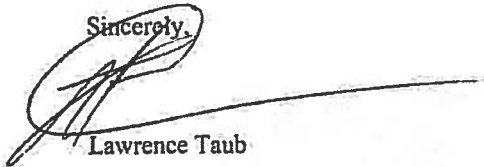
Dear President Frank,

Accompanying this cover note is an important letter from a group of Todos Santos landowners extremely concerned about the looming impact on the continuing availability of a limited water resource to the residents of our pueblo. Additional issues that will be brought to the fore in the near future include the already over taxed water delivery capacity of the current municipal system, strain on overstretched town services, and the threat to the local cultural heritage from the impending MIRA development Tres Santos with the participation of Colorado State University. This massive development (causing growth of up to four times the current population of Todos Santos) will forever change the character of our much loved community. It is a mystery to growing numbers here why CSU would choose to be involved with this project, especially given your Colorado specific land grant mission, ecological goals and deep roots in a fragile world. It is an unconscionable fact that this assault on our pueblo was spawned and is being planned and directed from the Rocky Mountains, fifteen hundred miles away from our peaceful shores, for no other reason than to make a buck.

Self Interest is the engine of commerce; ethical behavior and sustainable living, not facilitating investor profit, should be your primary focus in selecting a location for a new campus.

Please respond through my office as the CSU liaison.

Sincerely,



Lawrence Taub

Attachment, as noted

COPY

K p 1 of 4

06 July 2014  
Todos Santos, BCS, Mexico

Anthony A. Frank, President  
Colorado State University  
Fort Collins, Colorado

Dear President Frank,

We are writing on behalf of local citizens who have become increasingly alarmed at our rapidly diminishing water supply. Severe drought coupled with the growth of the community has taxed our water resource far beyond its capacity to supply current local needs. Many homes receive water only once or twice per week. Climatic change is upon us and even the most optimistic forecasts for the future of our local water supply would not be adequate to supply the needs of the Tres Santos development or your satellite university designed for approximately 40 live-in students plus educators, visitors, administration, and staff.

We recently met with two representatives of CSU (Kim Kita and Oscar Felix) explaining our concerns over water in some detail. We emphasized that we were not opposed to a stand-alone learning center, especially if it were better designed to meet the needs of local students and greater community. We raised the question of why CSU was not partnering with the university in La Paz as it has done with the Universidad Autónoma de Yucatán. This would avoid the serious conflict of CSU's association with a real estate development whose only goal is profit. Apparently the only reason they have included CSU is so MIRA can offer their sales team the opportunity to market "life-long learning" to potential second homebuyers from Canada and the USA. It would be naive to believe MIRA's goal is for the future good of our community. If not for MIRA's self-serving interests - a legitimate question is: would CSU even have considered setting up its first international campus in Todos Santos?

Your literature and that supplied by Tres Santos states that the local residents of this pueblo are enthusiastic about this coming development; we beg to differ. As community awareness increases as to the scope of this project, most specifically the threat to our local water supply, any such enthusiasm is waning, especially as more and more residents are turning on their taps to silence.

Baja has a number of failed developments, all begun with promises of community betterment, assurances that water and power would be provided so as not to tax the local resource and of course, all environmental standards would be met. Perhaps your personnel responsible for due diligence should investigate Black Creek Group with a bit more diligence, in particular Paraiso del Mar, in La Paz. This spectacular failure, which dominates the skyline of La Paz as it slowly crumbles, was apparently a past venture that included participation by Black Creek.

COPY

1

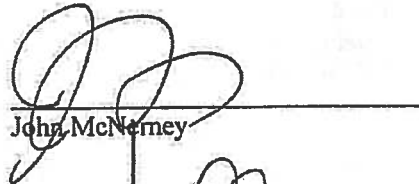
K p2014

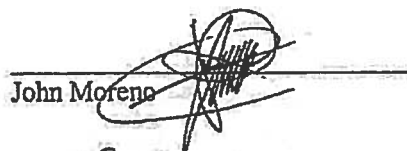
As citizens who are about to be severely and negatively impacted by the CSU / MIRA axis we deserve honest answers from those who are in charge. Two months ago Susana Mahieux wrote to you and has yet to receive a response from you, only a communication from the project director. Kim and Oscar are fine representatives of CSU, but honestly, they are staff carrying out directives, they are not the decision makers. Thus, we ask when will you be able to visit Todos Santos and honestly address our citizens and explain CSU's involvement, address how an institution that considers itself 'green' that will teach sustainability can justify this project and the MIRA association; and answer two pervasive questions from our local residents, being - why doesn't CSU just partner with USBCS in La Paz and not drain the resources of our town and secondly, when they open will our children be able to attend CSU here in Todos Santos and receive their degrees from an American university?

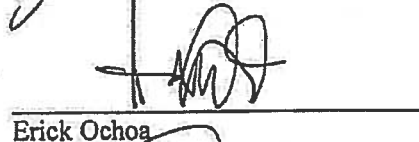
In conclusion we would like to state our position: it is appropriate for CSU and every other new institutional and commercial member of a desert community experiencing a severe drought, to identify and secure a source of water, both for construction and future operations, that supply being sole and separate from the town's limited resource, with that information being publically disclosed and the usage governmentally approved before starting or continuing any construction that involves the use of water.

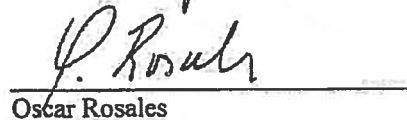
Working cooperatively we have a chance of making your presence here in Baja a success. We have only the best interests of our community as our motivation in writing you.

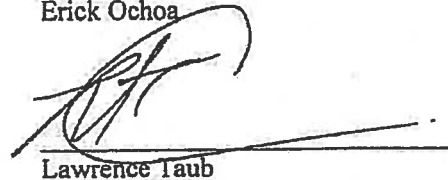
  
Susana Mahieux

  
John McNeerney

  
John Moreno

  
Erick Ochoa

  
Oscar Rosales

  
Lawrence Taub

Via Federal Express

Circulation List Attached

COPY

CIRCULATION LIST

Attached to 06 July 2014 Letter sent to:

Anthony A. Frank, President,  
Colorado State University, Fort Collins, Colorado

Regarding: Todos Santos, BCS, Mexico

Colorado Governor John W. Hickenlooper  
Dr. Michael Martin, Chancellor, Colorado State University System  
Dorothy Horrell, Chair, Colorado State University System Board of Governors  
Dr. Rick Miranda, Provost and Executive Vice President, Colorado State University  
Dr. Mary Stromberger, Chair, CSU Faculty Council  
Jason L. Johnson, Esq., Deputy General Counsel, Colorado State University System  
Amy Parsons, Vice President for University Operations, Colorado State University  
Kim Kita, Director of Special Projects & Partnerships, Colorado State University  
Oscar Felix, Associate Vice President & Executive Director, VP for Diversity, CSU  
Dr. Paul Doherty, Associate Professor, Colorado State University  
Dr. Kate Huyvaert, Associate Professor, Colorado State University  
Skyler W. Leonard, News Editor, The Rocky Mountain Collegian, CSU  
Eric Larsen, Senior Editor – Government, Fort Collins Coloradoan  
Anthony Cotton, Reporter – Higher Education, The Denver Post

COPY

Kp4of4

## CSU@TODOS SANTOS: OPEN FORUM (/)

[HOME \(/\)](#) [LETTER TO CSU STUDENTS \(/LETTER-TO-CSU-STUDENTS.HTML\)](#)

[RESOURCES \(/RESOURCES.HTML\)](#) [CONTACT \(/CONTACT.HTML\)](#) [BLOG \(/BLOG.HTML\)](#)

This website is dedicated to sharing information regarding the truth behind the impact of Colorado State University opening a research campus in Todos Santos, Baja California Sur. Though the project could be beneficial to students, as administration has stated, there are many negative social, economic, and racial issues that CSU administration is overlooking in pursuing this campus. The land and buildings for the campus were donated by a large-scale development company called MIRA, which is creating a massive housing development in the small town of Todos Santos for wealthy United States and Canadian citizens. The development threatens an endangered species, the local fishing economy, and the well-being of many community members. It also promotes international racism and classism, as wealthy U.S. citizens will be purchasing homes CSU will be a part of this development.

We have created this website in hopes of creating open and honest dialogue about the true impact of CSU opening the Todos Santos campus. We have asked CSU administration to create a similar forum, but they have not made an effort to do so.

As students, faculty, and staff of an institution of higher education, we have a responsibility to advocate for international human rights and not place our own interests above the well-being of those in other countries.

Please explore this website, which includes information from CSU alumna, Leticia Maldonado, who visited Todos Santos with CSU, and a letter from ASCSU Director of Health, Mackenzie Whitesell. We encourage you to contribute your thoughts or any additional information you have on the BLOG tab of the website.

Thank you for your commitment to creating a more just world!

2/WWW.WEEBLY.COM/?UTM\_SOURCE=INTERNAL&UTM\_MEDIUM=FOOTER&UTM\_CAMPAIGN=3)

L p10f3



## CSU@TODOS SANTOS: OPEN FORUM (/)

[HOME \(/\)](#) [LETTER TO CSU STUDENTS \(/LETTER-TO-CSU-STUDENTS.HTML\)](#)

[RESOURCES \(/RESOURCES.HTML\)](#) [CONTACT \(/CONTACT.HTML\)](#) [BLOG \(/BLOG.HTML\)](#)

Dear CSU Students,

I wanted to share with the students of CSU some disturbing information I have recently learned about the new CSU Todos Santos campus. For those who don't know, CSU is building a research campus in Todos Santos, a small town in Baja California Sur, Mexico. An announcement was recently made about the campus, which discussed the various programs that will be available for students. The Todos Santos campus website states that "the center will benefit CSU students and research as well as Todos Santos residents."

While this statement could be true if CSU was developing this campus independently, the reality of the situation is much different. I was first informed about the truth about the campus by a graduate student who was sent to Todos Santos and discovered a severe lack of community support for the campus. CSU received a donation of land and buildings for the campus by MIRA, a development company that creates large scale developments in Mexico. The company is building a multimillion-dollar development (significantly larger than the size of the town) that will include homes costing \$400, 000-950,000 that are intended to be purchased by wealthy people from the United States and Canada. Many of these homes will be beach-front, thus blocking access to the beaches and hindering local fisherman from making a living. The homes also threaten an endangered species, the leatherback turtle. MIRA and others claim development will bring jobs to the town. While this may be true, the jobs that it will bring are either temporary construction jobs or service jobs, such as housekeeping, that can perpetuate international racial and class barriers.

The graduate student who originally informed me of this issue spoke to many local people who were strongly against the project. There are also two separate Facebook groups that have started against development in the region, and a petition has been started in opposition to the development. It is clear that many people in the local community are strongly against the project.

After learning this information, I met with Dr. Rick Miranda, Provost, and Kim Kita, who is in charge of the project to raise my concerns and clarify their understanding of the situation. Dr. Miranda told me that CSU wanted to remain "objective" about the situation and not side with either the community or the development company. Frankly, CSU has already chosen to side with the development company by accepting such a large donation and linking to MIRA's website (where homes can be purchased) on the Today@Colostate announcement. CSU is part of the development and many local people are clearly stating that they do not want CSU to come to Todos Santos because of that.

At my meeting, Kim Kita also told me that only a few people in the community were against the project. I told her that if that was true, I wanted documentation of all of the efforts CSU has made to gather community support and of the support she claims that local people have displayed for the project. I asked her to email me any video footage or notes from focus group sessions with local community members, any surveys that had been administered, and any other documentation of community support. She told me she would get back to me in a few days with the information. About two weeks after our meeting, she sent me a list of the types of people they had spoken to:

- \*100+ Individuals and community members
- 35 Businesses located in Todos Santos, Pescadero, and La Paz
- 33 NGO Contacts (Mexico nonprofit groups)
- 12 Local, Regional, and National Government Contacts
- 10+ University Professors (UABCS, and other Mexican University professors. CSU professors excluded)
- 3 501c3 (US nonprofit groups working in Mexico)

200+ Approximate # of contacts in Mexico in the last 2 years, particularly the last 6-9 months. This excludes US and CSU connections."

This was the only information she provided (no surveys, reports, focus groups, etc.). I asked her again to provide more information and still have not heard back since she emailed me on May 29th.

I believe that it is vital that CSU students are aware of the true implications of the new Todos Santos campus. I also want to make clear that if CSU was starting a campus independently, this would be an entirely different conversation. However, the reality is that we are tied intimately to MIRA and thus to its harmful impacts on the local people. In my opinion, we are promoting a modern-day form of global colonization and domination by wealthy countries. This violates every value that CSU has taught me and I am disappointed by the lack of concern that administration seems to have about this issue. I feel that administration does not understand the depth of the concerns and, so far, they have demonstrated to me that they are not willing to make a true effort to understand the impact on the community.

Letter to CSU Students - CSU @ Todos Santos: Open Forum <http://csu@ksabouttodosantos.weebly.com/letter-to-csu-student...>

Our administration at CSU I needs to start holding MIRA accountable for its impact given our role in their development. They need to provide documentation of community support for the project and show that they genuinely care about the community.

Because this has yet to happen, I urge my fellow Rams to write to administration asking for them to demonstrate their commitment to the community. If they fail to do so, I believe we must stop development at the Todos Santos campus until further evaluation of the situation can take place.

As an institution of higher education, we have a responsibility to act as conscious global citizens. We cannot continue with a project of this scale until we fully understand the social, racial, cultural, and environmental impacts of the development.

Thank you and be well,

Mackenzie Whitesell

Concerned CSU Student & ASCSU Director of Health

2/WWW.WEEBLY.COM/?UTM\_SOURCE=INTERNAL&UTM\_MEDIUM=FOOTER&UTM\_CAMPAIGN=3)

L p3 of 3

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS MEETING  
Colorado State University-Pueblo  
August 8, 2014**

**CALL TO ORDER**

Chair Dorothy Horrell called the meeting to order at 9:00 a.m.

**ROLL**

**Governors present:** Dorothy Horrell, Chair; William Mosher, Vice Chair; Scott Johnson, Secretary; Dennis Flores; Mark Gustafson; Demitri "Rico" Munn (via telephone); Jane Robbe Rhodes (via telephone); Nancy Tuor; Alexandra Bernasek, Faculty Representative, CSU; 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 Nošler, 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:** Tanya Baird, Provost's Office, CSU-Pueblo; Janet Barnett, Professor of Mathematics, CSU-Pueblo; Helen Caprioglio, Associate Professor, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Chris Fendrica, Interim Director, Auxiliary Services, CSU-Pueblo; Joe Folda, Athletics Director, CSU-Pueblo; William Folkestad, Dean, CHASS, CSU-Pueblo; Jane Fraser, Professor, CSU-Pueblo, AAUP; Erin Frew, Assistant Provost, CSU-Pueblo; Mark Gill, Chief of Staff-President's Office, CSU; Robert Gonzales, Controller, CSU-Pueblo; Kathleen Henry, President/CEO, CSURF; Blanche Hughes, Vice President, Student Affairs, CSU; Jason Johnson, Deputy General Counsel, CSU; Sylvester A. Kalevela, Dean, CEEPS, CSU-Pueblo; Rick Kreminski Dean, College of Science and Mathematics and Acting Director, Institutional Research and Analysis, CSU-Pueblo; Ajay Menon, Dean, School of Business, CSU Lisa Ramos, Staff Accountant, Accounting, CSU-Pueblo; Kathay Rennels, Assistant Vice President for Community and Economic Development, Office of Engagement, CSU; Mario Ruiz, Student, CSU-Pueblo; Tracy Samoa, Alumni Director, CSU-Pueblo; Michael Weiner, Graduate Assistant, CSU-Pueblo.

Chair Horrell reconvened the August meeting and commented on the committee work accomplished the previous day. She remarked that the Lobster Bake held the previous evening was a real testimony to the role that CSU-Pueblo plays in the community and conversely the support of the community to the university. Chair Horrell noted that, due to prior commitments, Governors Zimlich, Munn and Robbe Rhodes would not be present, but Governors Munn and Robbe Rhodes would be participating by conference call at various points during the day.

Chair Horrell reported the Board began the day with a breakfast with President Di Mare's cabinet and the Deans for CSU-Pueblo. There was an opportunity to discuss the challenges and opportunities facing the

the physical master plan. The North Denver Cornerstone Collaboration (NDCC), of which the National Western is one of the six projects, is also actively at work examining different financing options. The NDCC group is being led by the City of Denver. The suggestion was made to have a presentation to the Board at the October meeting.

At the request of Chair Horrell, Ms. Parsons described the summer theatre program that is offered through CSU's University Center for the Arts. Recently the program offered a week-long theatre camp on the Todos Santos campus to a group of 20 children which was a combination of local Mexican and Colorado children. The CSU faculty and students were all bilingual and helped to bridge the language barrier. The program concluded with a community performance that was well-attended and well-received, and is an example of the high quality programming CSU can provide to the Todos Santos campus. Ms. Parsons also recently attended a local mango festival in Todos Santos and the feedback received from the community at the CSU table at the event was positive.

The Board recessed for a short lunch break at 11:46 a.m. and reconvened at 12:08 p.m.

### **CHANCELLOR'S REPORT**

Chancellor Martin reviewed the application process for the Venture Capital Fund (VCF) that was completed last year and provided a status update on the projects that were funded. He commented on the possibility of shifting the focus of one project involving the Center for Colorado Futures to assist the Pueblo Hispanic Chamber of Commerce to assist with understanding how community policy can better utilize businesses and leadership in a growing demographic in the Pueblo area. The VCF demonstrated an investment in the creative energies of the System's faculty and staff, and that CSU-Global Campus can be a meaningful partner in providing assistance to advance new ideas and build new bridges.

Chancellor Martin reported the System staff and campus leaders are actively involved on several task forces to implement the new higher education funding model as stipulated in HB14-1319. Collaborative efforts continue on the South Metro initiative to meet the local communities' needs with Systems Engineering as the most advanced program at this point.

Chancellor Martin remarked on his personal commitment during the past 30 years to improve Native American education. He reported on recent efforts by the System and campuses to develop a pipeline to assist Diné, the national college of the Navajo, and the Southwestern Indian Polytechnic Institute to deliver a curriculum for two-year programs in agriculture and natural resources management that could be fully transferrable for four-year degrees.

Other updates included efforts to continue to identify ways to broaden and diversify the product line of CSU-Global Campus. Two campuses, CSU-Pueblo and CSU-Global Campus, are in the early to mid-stages of the reaccreditation process. As the process continues, the Board will be updated on how the process works and the role of the Board. A new ranking system proposed by Secretary of Education Arnie Duncan and President Obama is being tested by Purdue University and Gallup. Denver is hosting this year's Hispanic Association of Colleges and Universities (HACU) October 4-6 and the System will be hosting a reception on the evening of October 5<sup>th</sup>.

Chancellor Martin commented on the great work done between CSU and CSU-Pueblo to implement the Quali Financial System (KFS) at CSU-Pueblo. He asked Lynn Johnson, Associate Vice President of Finance, CSU, for her remarks.

M p 20 f 2

**SUMMARY OF  
COLORADO STATE UNIVERSITY  
GOVERNANCE MEETINGS AND EXTRACTS  
RELATING TO THE TODOS SANTOS CAMPUS**

**BASED ON MATERIALS PROVIDED UNDER THE  
COLORADO OPEN RECORDS ACT  
THROUGH 15 JULY 2015**

**(Note Board of Governors August 6 – 7 Meeting Minutes will not be  
available until after their approval at the October 1 – 2, 2015 Board of  
Governors Meeting)**

**PART 2 of 2**

Document	Date	Reference	Comments
BOG - CSU	June 20-21, 2013	A, 2 pages	The only apparent discussion by BOG regarding CSU Ft Collins going forward with Todos Santos Campus. Under CORA the only provided documentation from Dr. Frank to BOG was CSU 2020 handout as his presentation was 'verbal', with a related document from the general counsel deemed protected under attorney-client privileged thus not provided
CSU 2020	Undated	B, 1 page	Todos Santos Handout to BOG, note brand expansion mentioned twice, no mention of 'hospitality school', no mention of any benefit to residents of Todos Santos; 'donation' of land and building at \$2M cap. Rather than the later publicized \$4.3M; Basic Business Model projects revenues over expenses with 11 year pay-back of start-up costs, funds coming from Continuing Education Division profits; discussed this 'investment is a good value proposition...with opportunity for payback and profitability'
BOG / RE	May 8, 2014	C, 2 pages	Todos Santos status report by Amy Parsons, according to CORA request, was verbal, therefore no documentation provided by CSU as to content of her presentation
BOG / Pres	May 9, 2014	D, 3 pages	Note on Page 6 of 9 the discussion of Powerhouse Energy Campus – CSU paid \$150,000 for the Todos Santos Administration Building, they could have insisted on these types of forward thinking sustainable features  Page 7 of 19. President Frank's statement contains falsehoods and half-truths considering this presentation occurred after the Trust agreement with MIRA was signed March, 2014 and amended April, 2014 to have CSU pay \$150,000 for the 'administration building'. Stating that "using land and facilities largely donated by MIRA" ignores there is a business relationship apparently not mentioned to the BOG and that the so called 'donation' comes with strings attached as CSU has

			<p>obligations including use of CSU trademarks to market Tres Santos and that CSU has agreed to put up \$150,000 to pay for a building. Frank mentions 3 buildings, why not mention the 4<sup>th</sup> being paid by CSU? Why does Frank state 'small housing facility for up to 24 students and faculty' when in fact there is accommodation for 46 students and at least 5 studio apartments for visiting faculty and the building plans were part of the March 2014 Trust Agreement? Is there really a library?</p> <p>There is no mention of any benefits for Todos Santos residents or local collaborations only CSU objectives. There is no mention of the 'hospitality program'.</p>
BOG - CSU	May 9, 2014	E, 4 pages	<p>Note on Page 2 of 9 Leticia Maldonado requests a community assessment, no evidence has been made available that this suggestion was ever acted upon.</p> <p>On Page 4 of 9 the Todos Status report (by Amy Parsons), according to CORA request, was verbal, therefore no documentation provided by CSU as to the content of her presentation.</p> <p>On Page 6 of 9, no information on the "Efforts made" for due diligence</p>
Dr Frank email	<p>July 31, 2014</p> <p>March 18, 2014</p> <p>May 1, 2014</p> <p>May 30, 2014</p> <p>June 18, 2014</p> <p>July 11, 2014</p> <p>Mid-May</p>	<p>F, 1 page</p> <p>G, 3 pages</p> <p>H, 1 page</p> <p>I, 2 pages</p> <p>J, 4 pages</p> <p>K, 4 pages</p> <p>L, 3 pages</p>	<p>This email shares Provost Miranda's letter in reply to the 06 July 2014 letter from 6 concerned Todos Santos community members. On its face it does not indicate that Dr Frank circulated said July letter. Additionally Dr Frank does not mention, nor is there any evidence that the following were shared with the BOG:</p> <p>CSUNGO Meeting Summary (CSU claims does not have CEMDA feedback) Susanna Mahieux Emailed Letter Student Salon Skyler Leonard, Collegian Article 06 July 2014 Community Member Letter Undated Open Forum Letter – Mackenzie Whitesell, CSU Student</p>

BOG – CSU	August 8, 2014	M, 2 pages	On Page 6 of 9, Ms. Parsons gives a report regarding her visit to Todos Santos, with all good ‘vibes’ from the community and no mention of the items listed above that Dr Frank also apparently failed to share with the BOG
BOC / FC	October 2-3, 2014	N, 4 pages	Advising BOG regarding pending discussions regarding public-private partnerships, i.e. Todos Santos
BOG / Pres	May 8, 2015	O, 2 pages	Mention of Ribbon Cutting
BOG - CSU	May 8, 2015	P, 2 pages	Mention of Ribbon Cutting
=====	=====	=====	=====
EXEC / FC	August 19, 2014	Q, 2 pages	Suggested board discussion regarding public-private partnerships, i.e. Todos Santos
EXEC / FC	September 16, 2014	R, 2 pages	Hurricane mention, about a dozen academic programs cited
FC	April 7, 2015	S, 3 pages	Resignations from Executive Committee over lack of administration consideration of faculty advise, Todos Santos mentioned as an example
	April 10, 2015	T, 2 pages	The Coloradoan Article
FC	May 5, 2015	U, 8 pages	Resignations reported Faculty concerned about CSU debt Shared Governance proposed

**Legend:**

- BOG = Board of Governors of the Colorado State University System
- BOG-CSU = Board of Governors of the Colorado State University System Minutes
- BOG / RE = Real Estate Committee of the Board of Governors of the CSU System Minutes
- BOG/Pres = President’s Report to the Board of Governors of the Colorado State University System
- BOG / FC = Faculty Representative Report to the Board of Governors of the CSU System
- FC = CSU Faculty Committee Minutes
- EXEC / FC = Executive Committee of the CSU Faculty Committee Minutes



Report to the Board of Governors, October 2-3, 2014 Fort Collins, CO

Faculty Representative to the Board from CSU

Summary of the Faculty Council Meeting, Sept 2, 2014:

1. Action items:
  - a. Change to the *Manual*: D.7.20 Administrative Professionals Emeritus Status  
The Administrative Professional Council proposed recognizing extraordinary contributions to the university by Administrative Professionals. They modeled the language in the proposed change to the manual on the language for emeritus status for faculty. The nature of contributions by APs is quite different from that of faculty and the specifics are therefore different. In the rationale for the proposal it was noted that this honor exists at a number of prestigious universities including some that are considered our peers. The motion to approve this change the *Manual* passed.
  - b. Change to the *Graduate and Professional Bulletin*: D.5 Application: International students.  
This change clarifies that IELTS and TOEFL scores are not need for international graduate students when the official language of their country is English or they have earned a degree from an American university. The motion to approve passed.
  - c. Change to the *Graduate and Professional Bulletin*: E.6 Graduate Certificates  
Following the language used in the General Catalog for undergraduate certificates this change shortens substantially the description of graduate certificates that appears in the *Bulletin* at the same time the full text describing these appears on the Graduate School's website. The motion to approve passed.
  - d. Name Change in the Major in Agricultural Economics.  
The name of the major in Agricultural Economics with a concentration is Natural Resource Economics was proposed to be replaced with the following: a major in Environmental and Natural Resource Economics (B.S.). The motion to approve passed.
2. Discussion Item: CSU's Parking and Transportation Master Plan  
CSU will be bringing forward to the BOG in spring 2015 a new Parking and Transportation Master Plan. In advance of that, Faculty Council invited Fred Haberec, Assistant Director of Facilities Management and David Bradford, Director of Parking Services to present on the current state of the plan so that faculty could have an opportunity to provide feedback on the plan before it is finalized. The power point can be found on the Faculty Council website. The following is a summary of questions asked and the answers provided after the presentation.
  - Q. Has the issue of lost productivity from increased commuting time been considered?  
A. It has not.
  - Q. How do parking needs with the proposed stadium fit into the plan?  
A. A consultant is examining parking demands associated with the proposed stadium.
  - Q. Is a spatial model of proximity of offices to parking being considered in the effort to contain costs?  
A. One factor being considered is how far people are willing to walk.

N p 10 F 4

Q. For researchers who rely on research subjects coming to campus to participate in studies, will there be some way to obtain temporary parking passes close to research facilities?

A. Some accommodations could possibly be made.

Q. In the list of benefits of the plan there is no mention of equity/fairness issues. How will differences in constraints be handled (low income, family responsibilities (child care, elder care), mobility issues, etc.)?

A. Those concerns are understandable. We hope to minimize those.

Q. How can parking be spread through time and space? Can better traffic control be utilized?

A. Some traffic controls already in place. Other ideas are being considered.

Q. Is CSU working with the City of Fort Collins, particularly in high congestion areas to improve signage and safety for bike riders and pedestrian commuters?

A. We are working with them on those things.

Q. Who came up with the \$5m price tag to renovate the parking lots on the Foothills campus?

A. It came from the estimate of a contractor.

Other issues:

1. Executive Committee of Faculty Council is considering the following topics for discussion at future faculty meetings:
  - a. A discussion of public-private partnerships in principle and in practice (ie. Todos Santos as an example).
  - b. A report from the FC Standing Committee on Non-tenure track faculty with their proposals for making the environment better for non- TT faculty at CSU.
  - c. An update on CSU's strategic plan.
  - d. A report from the President's Commission for Women and Gender Equity Standing Committee on the Status of Women Faculty with their proposals for making the environment better for women faculty at CSU.
  - e. Update from the Libraries on open access policy.
  - f. A presentation by OGC on a proposed "anti-bullying" policy for the university.
  - g. A presentation on revisions to Section J of the *Manual* dealing with intellectual property issues.
2. Some good things:
  - a. Another year of record enrolment at CSU! Seventh year of increasing enrolment.
  - b. One of our success stories – Nirmala Gyawali, a blind Nepali woman who graduated with a B.A. in Sociology in Spring 2007 was back in Fort Collins for a visit recently. She is the Executive Director of a non-profit to help people with disabilities in Nepal. She focuses especially on children. Blind from birth she took all the required courses for her BA including mathematics and statistics (which are difficult for people with sight) and graduated with a 3.79 GPA. She is truly an inspiration and is so grateful for her education at CSU. The Office of Resources for Disabled Students was critical to her success. She is changing the world for people with disabilities in Nepal. Her organization is affiliated with The Rose International Fund for Children which you can find out more about from their website: trific.org.

Np 20f4

**Report of the Faculty Representative to the Board of Governors**  
 Alexandra Bernasek, CSU

December 4-5, 2014 Denver

October 7, 2014 Faculty Council Meeting

1. President Frank gave a report to Faculty Council. In his report he talked about enrollment being flat for undergraduates, improvements in retention and graduation rates, another record year for research funding, philanthropic giving is also up. He talked about the budget for FY 2016 and why he decided to take a more conservative approach in estimating the state's expected contribution (\$5m). He talked about HB 13-19 and his concerns about a one-size-fits-all approach to funding for higher education. He also mentioned the campus leadership committee that is charged with evaluating the four options he set for the stadium. He was asked questions about HB 13-19, the budget, and student retention.
2. Action items:
  - a. Proposed revision to the *Manual* – Section C.2.1.e – College of Liberal Arts. The proposal was for a name change from the Department of Journalism and Technical Communication to the Department of Journalism and Media Communication. The motion passed.
  - b. Proposed revision to the *Manual* – Section C.2.3.1.e – College of Liberal Arts. The proposal was for a name change from the Department of Music, Theater and Dance to the School of Music, Theater and Dance. The motion passed.

November 4, 2014 Faculty Council Meeting

1. Chair of Faculty Council reported on the CCHE "outreach" session on HB 13-19. Apparently it was not useful and contrary to how it was advertised there was no collection of any substantive ideas from participants. She also talked about a meeting the Chief of CSU PD on the topic of surplus military equipment and he assured her that CSU has not participated in that program and was not likely to. He did not think a "militarized" campus police force was appropriate.
2. There was a written report from the Benefits Committee. The Committee's main achievement was in having their recommendation that the university increase its contribution to employees DCPs from 9% to 12% over three years.
3. Action Items:
  - a. Proposed revision to the *Graduate and Professional Bulletin* – E.1.3 – Scholastic Standards. The proposal includes new language that deals

Np 3 of 4

- with situations where students are not progressing satisfactorily for reasons other than low GPA. The motion passed.
- b. There were two new centers approved. One was The Africa Center - which will focus on issues of environmental and social sustainability in Africa. The second was Prevention Research Center - which will focus on promoting health across the lifespan. There were questions about the title of the center. The Center Director was present and explained that Prevention Research is a well established discipline and is known to people who work in the field.
4. Discussion Item: Proposed changes to Health Care Benefits. Diana Prieto and Teri Suhr gave a presentation on proposed changes to employees health care plans (1) making a greater distinction between the Green and Gold Plans (making changes to the Gold Plan in particular) and (2) making the Green Plan into a "high deductible plan" to comply with the Affordable Care Act provisions that allow for utilizing health spending plans that can be rolled over even into retirement (providing another option for saving in case of a serious medical emergency). There was considerable discussion of the second proposal and it was determined that employees need lots of information about the pros and cons of that change in order to know whether they want it or not. The power point presentation is on the Faculty Council website.

Items for upcoming Faculty Council meetings:

1. Reports: (1) A Report from the Grievance Officer on the number, type, and outcomes of grievances over the last few years. (2) A Report from the Standing Committee on Women Faculty on the work they are currently doing around improving gender equity and fairness for faculty.
2. Discussion items: (1) Public-private partnerships - what is the rationale for these, how are decisions made, what input is sought into these? This is motivated by Option 4 on the list of stadium options and on the experience of the Todos Santos project. (2) Adjunct faculty issues - what are some of the recommendations from the committee on non-tenure track faculty?

Invitation to the Chancellor and Members of the Board:

Graduating seniors in my ECON 492 capstone class have compiled a "White Paper on Student Loan Debt" and will be giving two presentations on campus summarizing their findings. The presentations will be 9:30-10:45 am in LSC 322 on Tuesday 9 December and Thursday 11 December. The talks are open to the public but the students particularly wanted me to invite you. If you are interested in reading the report I can send that to you also. Thanks!

Respectfully submitted by Dr. Alexandra Bernasek, CSU Faculty Rep to the BOG.

N p 4 of 4

## COLORADO STATE UNIVERSITY PRESIDENT'S REPORT

Board of Governors of the Colorado State University System  
May 8, 2015

### I. **TEACHING AND LEARNING: ASSURE EXCELLENCE IN ACADEMIC PROGRAMS**

#### A. **CSU earns first-ever STARS platinum rating for sustainability**

Colorado State has become the first and only campus to achieve platinum status – the highest possible – under the STARS rating system, an independent program that measures comprehensive sustainability efforts at more than 700 universities across the globe. CSU is the first university in the world ever to have its sustainability efforts go platinum. STARS stands for Sustainability Tracking, Assessment & Rating System, and it is a program conducted by the Association for the Advancement of Sustainability in Higher Education. It is considered the most comprehensive and prestigious sustainability performance measurement program in higher education. CSU set high scores when it submitted its first report to STARS in 2011 and then again in 2014. Both scores earned CSU a STARS Gold rating. CSU's Adult Learner and Veterans Services office and its Energy Institute and Powerhouse Energy Campus were identified as innovative programs in the report.

#### B. **National Hispanic Institute: Colorado State University is University of the Year**

Colorado State University was recognized in January as the University of the Year by the National Hispanic Institute. The honor recognized CSU's 25-year-long partnership promoting and encouraging higher education within the Latino community. The university, the only state-supported institution identified to work with NHI, was recognized for hosting the Lorenzo de Zavala Youth Legislative Session each summer in addition to promoting participation through the Alliance Program and other partnership activities. The Alliance Program unites students, families, high school personnel, and the Colorado State University with a common goal of envisioning education beyond high school, ultimately sending a greater number of Colorado students to college.

#### C. ***U.S. News & World Report*: Graduate programs among the nation's best**

Colorado State's veterinary school ranks No. 3 in the country, according to *U.S. News & World Report's* 2016 Best Graduate School edition, released March 10. The magazine rates veterinary schools every four years, and the CSU program has held a spot among the top three vet schools in the country for at least two decades. CSU's occupational therapy program was sixth in the country in the most recent ranking for that discipline. The part-time MBA program in CSU's College of Business is the top program of its kind in the state, ranking No. 48 nationally.

Op 1 of 2

Board of Governors of the  
Colorado State University System  
Meeting date: May 8, 2015

## II. TEACHING AND LEARNING: INTEGRATE ACADEMIC AND CO-CURRICULAR EXPERIENCES

### A. Hundreds gather for Todos Santos ribbon-cutting ceremony

On Sunday, April 19, approximately 200 people joined President Frank for a ribbon-cutting ceremony to celebrate the university's new research and education center in Todos Santos, Mexico. The crowd successfully blended Todos Santos residents (both multi-generations born and raised in the area, as well as ex-patriots who have moved to the region), regional government officials, and representatives from Tres Santos and CSU. The ribbon cutting was followed by an open house, self-guided tours and food and mingling. Center staff gathered useful feedback about courses, workshops and programs that the community would like to have offered. During his visit, President Frank also visited Universidad Autónoma de Baja California Sur to sign a Memorandum of Understanding between the two institutions.

### B. Students showcase 'Confluence' designs in Colorado State University Fashion Show

CSU apparel design students from the Department of Design and Merchandising showcased their talents at the CSU Fashion Show on April 3. This year's theme was "Confluence" and featured diverse collections designed by seniors in the program, including children's, maternity, rock climbing, yoga, transformational, day and evening wear in one fabulous fashion production. Each design student defined his or her own unique inspiration, target market, product category and price range, then sketched designs, draped or drafted original patterns, chose fabrics and fully constructed each garment in his or her four- to six-piece collection. The fashion show is planned, produced, and promoted by students in the Fashion Show Production and Event Planning class.

## III. RESEARCH AND DISCOVERY: FOSTER EXCELLENCE IN RESEARCH, SCHOLARSHIP, AND CREATIVE ARTISTRY/FOCUS IN AREAS OF INSTITUTIONAL STRENGTH AND SOCIETAL NEED

### A. CSU receives \$12M grant for Urban Water Sustainability Research Network

CSU Civil and Environmental Engineering Professor Mazdak Arabi will lead the development of a National Science Foundation Urban Water Sustainability Research Network at CSU. The vision of the \$12 million network is to create science, guidance and agents of innovation for integrated water systems and water-sensitive urban design. Other CSU faculty involved in the project are Brian Bledsoe, Neil Grigg, Jorge Ramirez, and Sybil Sharvelle. CSU is partnering in the network with Arizona State University, Florida International University, Howard University, Oregon State University, Princeton University, University of Arizona, University of California-Berkeley, University of California-Riverside, University of Maryland Baltimore county, University of Miami, University of Oregon and University of Pennsylvania.

O p 2 of 2

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS MEETING  
Colorado State University, Fort Collins, Colorado  
May 8, 2015**

**CALL TO ORDER**

Chair Dorothy Horrell called the meeting to order at 9:06 a.m.

**ROLL**

**Governors present:** Dorothy Horrell, Chair; William Mosher, Vice Chair; Joseph Zimlich, Treasurer; Scott Johnson, Secretary; Dennis Flores; Demetri "Rico" Munn; Jane Robbe Rhodes; Nancy Tuor; Alexandra Bernasek, Faculty Representative, CSU; Robert Deemer, Faculty Representative, CSU-Global Campus; Samantha Guinn, Student Representative, CSU; Brad Schiffelbein, Student Representative, CSU-Global Campus; Timothy Zercher, Student Representative, CSU-Pueblo.

**Administrators present:** Tony Frank, Interim Chancellor, CSU System, and President, CSU; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Rick Miranda, Chief Academic Officer, CSU System, and CSU Provost and Executive Vice President; 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; Stephanie Clemmons, Professor, CSU; Paul Doherty, Professor, CSU; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Kenneth Gossett, Professor, CSU-Global Campus; Blanche Hughes, Vice President of Student Affairs, CSU; Nancy Hurt, Managing Director, CSURF; Jason Johnson, Deputy General Counsel, CSU; Rick Kreminski, Provost, CSU-Pueblo; Ajay Menon, Dean, School of Business, CSU; Amy Parsons, Vice President of Operations, CSU; Rob White, Reporter, *Coloradoan*

Chair Horrell reconvened the meeting, recounted the work of the previous day, and reviewed the agenda. She reported the Board had the opportunity during breakfast to meet with CSU non-tenure track faculty to learn about the opportunities and challenges for this group, and the work being done in conjunction with the Faculty Council and the campus leadership to address the challenges.

**BOARD CHAIR'S AGENDA**

*Excellence in Undergraduate Teaching Awards:* Chair Horrell remarked on the purpose of establishing the award in 1993 by the Board of Governors. The awards to be presented at this meeting were for the recipients from CSU and CSU-Global Campus. The award for the recipient at CSU-Pueblo would be presented in August when the Board met on that campus. Dr. Miranda introduced Dr. Stephanie Clemmons, the CSU award recipient, and Chair Horrell presented the award. Dr. Clemmons thanked the Board for the award. Dr. Bellum introduced Dr. Kenneth Gossett, the CSU-Global Campus recipient, and Chair Horrell presented the award. Dr. Gossett expressed his appreciation for the recognition.

economic outcomes. The ranking along with the national football championship demonstrates a balance between academics and athletics. The upgrade on the IT infrastructure will begin with the \$1.8 million in funding received from the state and next year a request will be made for additional funding to complete the upgrade. A forensics and debate team is being developed. The Ballet Folklorico troupe has earned numerous awards, both within Colorado and out-of-state. The recent visit by the liaison for the HLC re-affirmation went well. President Di Mare concluded by thanking Chair Horrell personally and on behalf of CSU-Pueblo for her leadership.

*CSU President's Report:* President Frank shared the latest financial accountability report that is posted on the campus' web site and lists all fund sources at the macro level. Highlights from his written report included Associate Professor Dan Beachy-Quick was named a fellow by the John Simon Guggenheim Memorial Foundation; CSU's social media team received a 2015 Webby award; a ribbon-cutting ceremony was held for the Todos Santos research and educational center; and faculty was actively involved in gathering books to donate to the library at Hawassa University in Ethiopia.

President Frank provided an update on the voluntary IGA executed with the City of Fort Collins which demonstrates the university's commitment to be a good neighbor on the stadium and other projects and, as a state entity, to ensure the university is not paying for existing failures in the infrastructure within the city. The IGA documents existing long-standing practices and procedures. The agreement defines commitments and infrastructure changes that have been agreed upon related to the long-term growth of the campus.

The document also establishes a stadium advisory group that is modeled after a plan at the University of Minnesota and the members will be jointly appointed by the City Manager and President Frank. CSU will designate \$37,500 annually in the base budget for funding and will fundraise for an endowment to mitigate any community issues relating to the stadium construction project. The IGA has a review process and there will be an annual assessment. When asked about residential property owned by the university, President Frank responded that historically there are various annexation agreements which will be evaluated during the coming year.

Ms. Parsons distributed an information sheet on sustainability and reported CSU has achieved recognition as the first and only university in the country to achieve a platinum rating in the Sustainability Tracking and Rating System (STARS). There is a President's Sustainability Committee with representation from across the campus and the City of Fort Collins. She introduced Toni Miyamoto, co-chair of the President's Sustainability Committee.

Ms. Miyamoto presented an overview of STARS and shared a three-minute video on components of a STARS report. Highlights for CSU include 22% of courses integrate sustainability; more than 90% of academic departments are engaged in sustainability research; more than 500 sustainability-related continuing education courses are offered across Colorado and on-line; there are 18 LEED certified buildings on campus; and 80% of students register a bike with 60% primarily biking to campus. Next steps include continuing to support the President's Sustainability Committee, SoGES and other initiatives, and to increase visibility through social media. At the fall national AASHE conference, CSU will present on the "Path to Platinum." In response to questions, Ms. Miyamoto explained the living lab category to support research and to apply hands-on learning with students.

President Frank concluded his report by thanking Chair Horrell for her leadership.

*Chancellor's Report:* Chancellor Frank remarked that recent tradition is to present a scholarship to each of the campuses in recognition of an outgoing Chair. A report on the scholarships in honor of Chair Horrell will be presented at the August meeting.



**MINUTES**  
Executive Committee  
Tuesday, August 19, 2014  
3:00 p.m. – Room 106 Administration

**Present:** Mary Stromberger, Chair; Paul Doherty, Vice Chair; Alexandra Bernasek, BOG Faculty Representative; Tim Gallagher, Past-Chair; Rita Knoll, Executive Assistant; Scott Glick, Health and Human Sciences; Mary Van Buren, Liberal Arts; Yu Wei, Natural Resources; David Gilkey, Veterinary Medicine and Biomedical Sciences, Nancy Hunter, University Libraries; Rick Miranda, Executive Vice President.

**Absent:** Steve Reising, Engineering (Excused); Iuliana Oprea, Natural Sciences (Excused); Margarita Lenk, Business (Excused)

**Guests:** Toni-Lee Viney, Chair of Administrative Professional Council; Katie Brayden, Vice-Chair of Administrative Professional Council; Carole Makela, Chair of University Curriculum Committee

The meeting was called to order at 3:00 p.m. by Mary Stromberger, Chair. Introduction of committee members occurred. Stromberger announced that the representative from Agricultural Sciences has yet to be identified. Stromberger gave a brief orientation to EC members, which included reviewing Section C.2.1.9.5.a Standing Committees: Membership and Function “Executive Committee”. The following draft of the September Faculty Council Meeting Agenda was presented.

**September 2, 2014 FACULTY COUNCIL AGENDA ITEMS:**

**I. Proposed Faculty Council Agenda – September 2, 2014 – A201 Clark Building – 4:00 p.m.**

**A. ANNOUNCEMENTS**

1. Next Faculty Council Meeting – October 7, 2014 – A201 Clark Building – 4 p.m.
2. President’s Fall Address and University Picnic – On the Oval – September 10, 2014 – 11:30 a.m. – 1:00 p.m.
3. Faculty Council – Location of Issues – Tracking
4. Schedule of Faculty Council Meeting Dates 2014-15
5. Faculty Council Membership List 2014-15
6. Faculty Council Standing Committees Membership List 2014-15
7. University Committees Membership List 2014-15
8. Parliamentary Motions – Quick Reference
9. Parliamentary Motions – What They Mean
10. Executive Committee Meeting Minutes located on FC website – April 29, 2014; May 13, 2014  
(<http://facultycouncil.colostate.edu/files/ecminutes>)
11. CoSRGE - Proposed revisions to the *Graduate and Professional Bulletin*; Section D.1 – Application; Section D.3 – Track III Admissions; Section E.1.2 – Program of Study; and Section G.7 – Conditions that Affect the Assessment of Charges. Acting for Faculty Council – Adopted by Executive Committee May 20, 2014

Q p 1 of 2

## G. DISCUSSION

1. Results of Campus Climate Survey
2. Revision of Section J – Intellectual Property and Copyright
3. Library issues, including open access policy
4. Unizin update
5. Parking and transportation
6. Other ideas?

Stromberger presented the above potential topics for Faculty Council discussions, and asked Executive Committee for additional ideas. Van Buren suggested that a broad discussion of private-public partnerships (ex., Todos Santos) be added to the list. Hunter suggested a discussion on campus-wide data management, in response to new Federal mandates. Miranda explained that CSU's Strategic Plan is being revised and suggested a discussion on the strategic plan. Gallagher and Stromberger noted that the 100 year anniversary of shared governance is upcoming and that this could be a good reflection topic/discussion item.

Ideas for reports were gathered as well. Doherty suggested a report from Alan Rudolph, the Vice President for Research. Gilkey suggested a report from Vice Provost for Faculty Affairs, Dan Bush, to update Faculty Council on university initiatives for target non-tenure track faculty. Stromberger added that Fabiola Ehlers-Zavala, Academic Director for INTO, has requested time on a Faculty Council agenda to provide a report updating faculty on INTO progress.

Bernasek moved that a discussion on Parking and Transportation be added to the September 2, 2014 Faculty Council meeting agenda.

Bernasek's motion was adopted.

## August 19, 2014 EXECUTIVE COMMITTEE AGENDA ITEMS:

### II. Minutes to be Approved

#### A. Executive Committee Meeting Minutes

1. May 13, 2014

By unanimous consent, Executive Committee approved the May 13, 2014 minutes. The minutes will be posted within the Faculty Council website and announced at the September 2, 2014 Faculty Council meeting agenda.

#### B. Faculty Council Meeting Minutes

1. May 6, 2014

Q p 2 of 2

**MINUTES**  
Executive Committee  
Tuesday, September 16, 2014  
3:15 p.m. – Room 106 Administration

**Present:** Mary Stromberger, Chair; Paul Doherty, Vice Chair; Timothy Gallagher, Immediate Past Chair; Rita Knoll, Executive Assistant; Bradley Goetz, Agricultural Sciences; Patricia Ryan, substituting for Margarita Lenk, Business; Scott Shuler, substituting for Scott Glick, Health and Human Sciences; Mary Van Buren, Liberal Arts; Yu Wei, Natural Resources; David Gilkey, Veterinary Medicine and Biomedical Sciences, Iuliana Oprea, Natural Sciences; Steve Reising, Engineering; Nancy Hunter, University Libraries; Rick Miranda, Executive Vice President; Tony Frank, President

**Absent:** Scott Glick (excused), Alexandra Bernasek (excused)

**Guests:** Carole Makela, Chair, University Curriculum Committee

The meeting was called to order at 3:15 p.m. by Mary Stromberger.

**October 7, 2014 FACULTY COUNCIL AGENDA ITEMS:**

**I. Proposed Faculty Council Agenda – October 7, 2014 – A201 Clark Building – 4:00 p.m.**

**A. ANNOUNCEMENTS**

1. Next Faculty Council Meeting – November 4, 2014 – A201 Clark Building – 4 p.m.
2. Executive Committee Meeting Minutes located on FC website – (<http://facultycouncil.colostate.edu/files/ecminutes>)

**B. MINUTES TO BE APPROVED**

1. Faculty Council Meeting Minutes – September 2, 2014

**C. UNFINISHED BUSINESS**

1. University Discipline Panel Elections – Committee on Faculty Governance
2. University Grievance Panel Elections – Committee on Faculty Governance
3. FC Standing Committees – Committee on Faculty Governance

**D. REPORTS TO BE RECEIVED**

1. President – Tony Frank
2. Provost/Executive Vice President – Rick Miranda
3. Faculty Council Chair – Mary Stromberger
4. Board of Governors Faculty Representative – Alexandra Bernasek

R p1-f2

Frank's report was received.

2. Provost/Executive Vice President – Rick Miranda

The Provost's Advisory Committee on Student Success (PASS) has had its first meeting and expects good things to be coming from this committee

Representatives from Anhui Agricultural University in China will be visiting in a couple of weeks to explore partnerships.

The Fall Leadership Forum was held at Estes Park and some of the breakout sessions might be good discussion items.

Remodeling of Eddy Building continues, with unexpected challenges associated with moving faculty out the building.

Biology Building is going forward with planning.

House Bill 14-1319 has directed CCHE to develop a new funding formula for higher education and the work of developing that is progressing; we are keeping an eye on it rather closely.

Todos Santos had a hurricane blow through, but a grand opening is still planned for next April. About a dozen academic programs are being planned for the facility.

Phase Zero dean retreat is tomorrow. This retreat is focused on new curriculum/programs ideas. These ideas may lead to Phase 1 (is new degree needed?) and Phase 2 (how do we pay for it? What resources are needed?) proposals.

Miranda's report was received.

3. Faculty Council Chair – Mary Stromberger

Stromberger met with the Committee on Teaching and Learning on Monday, September 15, as part of her goal to meet with each standing committee at least once this year.

Stromberger met with Samuel Laffey and Samantha Guinn, ASCSU, to discuss a bill Laffey drafted, which would request undergraduate and graduate student representation as ex officio non-voting members of Faculty Council. Stromberger asked if students felt that their voice was not being respected or heard by Faculty Council, and Laffey and Guinn responded that was not a

R prof2

**MINUTES**  
**Faculty Council Meeting**  
**Tuesday, April 7, 2015– 4:00 p.m. – A203 Clark Building**

**CALL TO ORDER**

The Faculty Council meeting was called to order at 4:00 p.m. by Mary Stromberger, Chair.

**ANNOUNCEMENTS**

- A. Next Faculty Council Meeting – May 5, 2015 – A203 Clark Building – 4 p.m.

Stromberger announced that the next Faculty Council meeting would be held on May 5, 2015 at 4:00 p.m. in Room A203 Clark Building.

- B. Executive Committee Meeting Minutes located on FC website – February 24, 2015 - Amended; March 10, 2015 – Amended, and March 24, 2015

Stromberger noted that the February 24, 2015; March 10 and 24, 2015 Executive Committee meeting minutes can be found at the following website.

(<http://facultycouncil.colostate.edu/files/ecminutes>)

**MINUTES TO BE APPROVED**

- A. Faculty Council Meeting Minutes – March 3, 2015

By unanimous consent, the March 3, 2015 Faculty Council meeting minutes were approved.

**REPORTS TO BE RECEIVED**

1. President – Tony Frank

President Frank reported that the budget cycle is finishing up and the budget report will be given to the Board of Governors soon. Overall the news about the budget is good. ~\$10.8 million will be coming to the university from the state (about double expected from early projections). We will drop the tuition rate increase from ~6% to ~5.5% for residence students. ~40 new tenure track lines are included for next year. Non-Tenure Track Faculty, safety initiatives, and Title 9 initiatives also have some pieces of the budget. Frank noted that much work stills need to be done. Tuition increases impact the middle-income students relatively more than the low or high income students. NTTF and TTF need more investment. This is the 16th budget Frank has been involved in and 7th as President.

Frank commented on the state of shared governance. Frank supports discussion, debate, and exchange of ideas and believes these topics are important to the running of the university. These topics are embedded in how we act and are structured. We cannot expect to agree on everything. Frank considers shared governance part of his core values. Outreach to colleges, open forums, meeting with Faculty Council officers are all things Frank is proud of. Whether all of these

5 p 1 of 3

situations that have led some faculty to feel left out of decisions. This happens when certain types of decisions are made, and Faculty Council needs to work on identifying ways to engage faculty in these types of decisions. One type of decision where faculty can be excluded is decisions that need to be made quickly. How do we bring in faculty quickly and then communicate results back out? Confidentiality agreements/decisions are another class of decisions that can be difficult. How do we bring in faculty, but yet maintain the confidentiality? Another class of decision is in terms of getting faculty involved in long-term budget planning. We do have a committee on strategic and financial planning, but we may need to change that committee or add another committee to add this responsibility. Another class of decision is in terms of long-term vision for the university. How does faculty have a voice in such conversations? How does input from departments, etc, influence such decisions? Stromberger is committed to improving faculty input but needs help.

Stromberger's report was received.

4. Board of Governors Faculty Representative – Alexandra Bernasek

Bernasek noted that the next BOG meeting is in May. Rather than give a report on BOG activities, Bernasek read the following report:

Report of the Faculty Representative to the BOG from CSU to Faculty Council

Respectfully submitted by Alexandra Bernasek

Statement to Faculty Council – April 7, 2015

I do not have my usual report today. The BOG has not met since February. The next BOG meeting is at CSU on May 7-8, 2015. I do have something to report in my capacity as faculty representative to the BOG, however.

Over the last year a number of faculty members have approached Executive Committee members with concerns about administrative decisions being made without substantive faculty involvement. Their perception was that the administration has repeatedly not fulfilled its stated commitment to shared governance by not ensuring faculty involvement at the earliest stages in decision making processes, overturning faculty recommendations, and ignoring procedures set out in the Faculty Manual. Examples that were brought up include the contract with INTO, the decision to build an on-campus stadium, and the decisions to establish a teaching facility at Todos Santos and to join Unizin. They also include areas where the faculty has an especially important role to play in making recommendations to the administration: promotion and tenure decisions and grievances.

Over the last seven weeks the members of Executive Committee have attempted to write a statement expressing faculty concerns with the current state of shared governance at CSU to provide a basis for

Sp 20f3

discussion in Faculty Council. Due in large measure to structural problems with the way in which the Executive Committee is constituted, especially the inclusion of the Provost as a member, we have not been able craft a statement to bring to Faculty Council. Although we have come very close to agreement at various times we were not able to bring a statement forward to include on the agenda of today's Faculty Council meeting.

Last week Iuliana Oprea, the representative from the College of Natural Sciences, resigned from Executive Committee because she did not believe she could continue as an effective representative of faculty in her college. Today, four others of us do the same. I, Steve Reising, Mary Van Buren and Tim Gallagher all offer our resignations from Executive Committee today. We do not believe we can be effective representatives of the faculty, given the current organization of that Committee.

We believe that it is legitimate to discuss concerns that decision-making by the administration shows little evidence of respect for shared governance. We further believe that the process for dealing with that in Executive Committee is problematic. We would like to make it clear that this is not a personal criticism of Faculty Council leadership.

It is clear that our views on important issues are not in accord with those of some of our colleagues on Executive Committee. We hope that by stepping down from Executive Committee the impasse on that Committee can be broken. We also hope that Faculty Council continues to do the important work of representing the faculty and continues to push for an active faculty role on campus.

Doug Brobst (member of the Fort Collins community) asked if he would have time to ask questions. Time is available at the end of the meeting.

Ross McConnell (Computer Science) asked what would happen now, given the resignations. Bernasek replied that replacements would need to be found. McConnell asked what the administration's response is. Frank said he needed to have some time to digest what he just heard.

Mark Zabel (CVMBS) asked if Executive Committee still has a quorum? Stromberger replied yes. Stromberger thanked Bernasek and others for their service and engagement. Bob Keller added that this represents a major loss of talent.

A member of Faculty Council asked if there was conversation in Executive Committee about this. Stromberger replied that this was the first she had heard about the resignations of Bernasek, Gallagher, Reising, and Van Buren.

Reising added that he would still serve on standing committees.

Bernasek's report was received.

Sp 3 of 3

# 5 quit Colorado State University faculty board

 Nick Coltrain, The Coloradoan 12:26 p.m. MDT April 10, 2015



(Photo: Coloradoan library)

A perceived lack of respect for faculty opinions by CSU administrators helped drive five of 12 voting members of an executive faculty committee to resign recently.

The Colorado State University Faculty Council helps set academic policy with administrators and advises on university philosophies. Its executive committee sets the agenda for the council as a whole, and an impasse over how to express faculty concerns with the administration — including about a planned on-campus stadium — led to the resignations, according to a statement by a member who resigned.

"(Some faculty members') perception was that the administration has repeatedly not fulfilled its stated commitment to shared governance by not ensuring faculty involvement at the earliest state in decision-making processes, overturning faculty recommendations and ignoring procedures," economics professor Alexandra Bernasek wrote in a resignation letter submitted on behalf of her and three other executive committee members Tuesday.



COLORADOAN

CSU bond rating unaffected by stadium

<http://www.coloradoan.com/story/news/local/2015/03/19/csu-bond-rating-unaffected-stadium/25055695/>

A past-chair of the faculty council, who serves in a nonvoting capacity, resigned with Bernasek from the committee. A fifth faculty member had resigned a week earlier. The executive committee has 12 voting members and two non-voting members.

Specific decisions by CSU administration highlighted in the statement include the on-campus stadium; opening a teaching center in Todos Santos, Mexico; a contract with INTO to bring in non-U.S. students; and joining Unizin, a technology consortium with three other U.S. research universities.

The executive committee had worked for almost two months to write a statement expressing those concerns so the faculty council at large could discuss it, according to the resignation statement. It didn't make it out of the committee and, at least in part, the administration's representative on the committee was blamed.

"We believe that it is legitimate to discuss concerns that decision-making by the administration shows little evidence of respect for shared governance," Bernasek wrote. "We further believe that the process for dealing with that in executive committee is problematic."



COLORADOAN

Pingree Park renamed CSU Mountain Campus

<http://www.coloradoan.com/story/news/2015/04/06/colorado-state-university-renames-pingree-park-campus-mountain-campus/25382221/>

Bernasek declined to comment beyond the statement.

CSU Provost Rick Miranda serves as a nonvoting member of the committee. His role on it, which is to provide the administration's viewpoint, is dictated by the faculty manual.

Miranda said he never felt his presence had a stifling effect on discussions at the executive committee and felt the discussions about shared governance were open and frank.

Both sides agreed that shared governance needed to be improved upon, he said. And while there has been disagreement, Miranda said it's not the same as disrespect for the other side's perspective.



COLORADOAN

Meet your new Fort Collins City Council

*TP1 of 2*



(<http://www.coloradoan.com/story/news/2015/04/08/new-fort-collins-city-council/25436089/>)

Chair of the CSU Faculty Council Mary Stromberger, an associate professor of soil microbiology, said she knew some executive members had issues with how the administration shared its decisions with the faculty council, but thought they were being worked through. The resignations took her, and Miranda, by surprise, they said.

"Shared governance is messy and everyone on executive committee has their own viewpoint," she said. "It was just disappointing that this group decided to leave."

Just as Miranda serves on the faculty council, Stromberger serves in the president's cabinet to provide faculty input. It's part of the two-way street of shared governance and communication, she said.

Stromberger said that, while the executive council still has enough members for quorum, replacements for committee members will be appointed.

**Resigning members**

These members of the Colorado State University Faculty Council resigned from an executive committee in recent weeks

Alexandra Bernasek, economics professor

Iuliana Oprea, associate math professor

Steve Reising, electrical and computer engineering professor

Mary Van Buren, associate anthropology professor

Tim Gallagher, finance and real estate professor

Read or Share this story: <http://noconow.co/1FFKWMg>

**TOP VIDEOS**



**Bear bites man through tent, baby was sleeping inside**  
**(/videos/news/2854079933001/4325006811001)**

01:42



**Shark bites man, visitors come to rescue**  
**(/videos/news/2854079933001/4324809674001)**

00:40

**(/videos/news/2854079933001/4324809674001)**

**The nation responds to same-sex marriage legalization**  
**(/videos/news/2854079933001/4324809674001)**

*TP20F2*

**MINUTES**  
**Faculty Council Meeting**  
**Tuesday, May 5, 2015– 4:00 p.m. – A203 Clark Building**

**CALL TO ORDER**

The Faculty Council meeting was called to order at 4:04 p.m. by Mary Stromberger, Chair.

**ANNOUNCEMENTS**

A. Video shoot

Stromberger announced that Greg O'Malia, External Relations, was present to shoot video footage. The footage will be included in an educational video on shared governance, which will be used at new employee orientations, etc. The three employee councils are involved in making the video.

B. Next Faculty Council Meeting – September 1, 2015 – A201 Clark Building – 4 p.m.

Stromberger announced that the next Faculty Council meeting would be held on September 1, 2015 at 4:00 p.m. in Room A201 Clark Building.

C. Executive Committee Meeting Minutes located on FC website – March 31, 2015; April 14 and 21, 2015

Stromberger noted that the March 31, 2015; April 14 and 21, 2015 Executive Committee meeting minutes can be found at the following website.  
(<http://facultycouncil.colostate.edu/files/ecminutes>)

C. Graduate Student Council – Anne Byrne

Stromberger introduced Anne Byrne, President of the Graduate Student Council, to explain and present the new Graduate Advising and Mentorship Award. Anne thanked faculty for being graduate student advisors. The Council received over 70 letters of nominations and nominees were from over 30 units on campus. Honorable mentions and awards were presented. Award recipients were Scott Nissen (Bioagricultural Sciences and Pest Management), Cameron Aldridge (Ecosystem Science and Sustainability), and Susan van den Heever (Atmospheric Science). Honorable mentions were Yongcheng Zhou (Department of Mathematics), Manfred Diehl (Human Development and Family Studies), Zinta Byrne (Psychology), and Lucas Argueso (Cell and Molecular Biology).

**MINUTES TO BE APPROVED**

A. Faculty Council Meeting Minutes – April 7, 2015 - Amended

Stromberger explained that the minutes on page 2 were previously amended, by changing Roger Culver's college name from "Arts and Sciences" to "Natural Sciences". By unanimous consent, the April 7, 2015 Faculty Council meeting minutes were approved.

U p1058

- ii. FC Chair's Report – Dr. Mary Stromberger noted the following; meeting with the Committee on Teaching and Learning, meeting with the Committee on Non-TT faculty, revisiting the Parking Plan, and discussions in Executive Committee on the state of shared governance at CSU
- iii. Faculty Representative to the BOG's Report – Dr. Alexandra Bernasek submitted a written report summarizing what was discussed at the BOG retreat and meeting in February 2015.

b. Action Items:

- i. Election of Faculty Council Officers – Dr. Mary Stromberger was re-elected as Chair of FC, Dr. Stephanie Clemmons was elected as Vice Chair of FC and Dr. Paul Doherty was elected as Faculty Representative to the BOG.
  - ii. Proposed changes to the *Manual*: Section K: Resolution of Disputes -- Sections K.1, K.3, K.4, K.5, K.9, K.12. Faculty Council passed revisions to this section in May 2014. OGC did not support the revisions. President Frank asked that FC and OGC work together to reach consensus on section K. A subcommittee met and sent recommendations to CORSAF. CORSAF then worked with OGC to bring this proposal to FC. The motion to adopt these changes passed.
- c. Discussion Item – Proposed Anti-bullying policy. Jason Johnson from OGC and Bob Schur from the Office of Policy and Compliance gave a preview of a proposed policy on “Bullying in the Workplace”. The draft is available at:  
<http://facultycouncil.colostate.edu/files/agendas/1415/Mar03-15.pdf> There was discussion of this. One question that was raised asked why a new policy was needed when there was language in the Manual that already deals with this. The answer was that the language in the Manual is not clear enough. Another question was whether this was a policy specifically aimed at faculty rather than administrators. The answer was not necessarily. Both Jason and Bob concluded by saying that the discussion was useful and they would go back and consider revisions to the proposed policy. A summary of the questions and answers can be found in the Minutes of the March 2015 Faculty Council Meeting.

2. April 7, 2015 Faculty Council Meeting

a. Reports:

- i. President's Report – Dr. Tony Frank spoke to FC and commented on the budget and his perceptions of the state of shared governance at CSU. He stated that he respects the faculty's right to discuss and debate that issue. He was asked one question – Roger Culver stated that to him shared governance means that the administration does not always win in conflicts but that seems to have been the case lately and asked what President Frank thought. He responded by saying that he did not think the administration always wins.

U p2of8

- ii. Provost's Report – Dr. Rick Miranda presented an overview of the budget and took questions about it. There were several questions. A summary of the questions and answers can be found in the Minutes of the April 2015 Faculty Council Meeting.
- iii. FC Chair's Report – Dr. Mary Stromberger reported on; progress on the Anti-Bullying Policy, the establishment of a taskforce to evaluate the proposal for a Faculty Ombuds position, preliminary results from the Parking Open Fora facilitated by Dr. Martin Carcasson and the Center for Public Deliberation, EC discussion about the state of shared governance
- iv. Faculty Representative to the BOG Report: Dr. Alexandra Bernasek read a statement on behalf of five members of Executive Committee (including herself) who resigned from that committee. The faculty members all stated they would continue with their commitment to other FC responsibilities but did not believe they could be effective representatives of the faculty on that committee.

b. Action Items:

- i. Dr. Richard Eykholt (a former Chair of Faculty Council) was  confirmed as the University Grievance Officer.
- ii. Proposed change to the *Manual*: Section E.2.1.4 Special  Appointments. The Committee on Non-Tenure Track Faculty moved inclusion of non-TT faculty members in annual evaluations of faculty and the annual merit salary exercise. The motion passed.
- iii. Proposed change to the *Manual*: Section E.6 General Policies related to Appointment and Employment of Faculty. The Committee on Non-Tenure Track Faculty moved inclusion of multi-year contracts in the possibilities for faculty appointments as per State statute and university policy. The motion passed.
- iv. Proposed change to the *Manual*: E.2.1.5 Temporary Appointments. The Committee on Non-Tenure Track Faculty moved a change that after two consecutive semesters of employment a Temporary Faculty appointment would become a Special Faculty appointment. The Temporary appointment category should be reserved for cases where on-going employment at the university is not expected. The motion passed.

c. Discussion Item: Student Course Surveys  Dr. Stephanie Clemmons and Dr. Dan Turk from the Committee on Teaching and Learning outlined a yearlong project to do two things: (1) revise the student course survey so that it serves the purpose it is intended to serve and (2) generate a university-wide discussion on ways to evaluate teaching effectiveness. Course surveys (often only answers to one or two questions) are routinely used in some departments as the basis for evaluating the effectiveness of teaching by the faculty. Research has clearly shown that course surveys are biased and are not a good way of evaluating teaching. Dr. Clemmons and Dr. Turk would like to see the campus community engaged in discussion of how to better evaluate teaching effectiveness. There was good discussion of their proposal. A summary is available in the Minutes of the April 2015 Faculty Council Meeting.

U p 3 of 8

3. Status of Women Faculty Committee Update:

- a. Proposal for a parental leave policy for faculty was forwarded to the President. The proposal is being reviewed and evaluated by a small subcommittee working in conjunction with relevant administrators. The goal is to have a proposal back to the President by the end of the spring semester. *Note:* it should be noted that a major improvement in the university's parental leave policy is scheduled to take place July 1, 2015. It involves covering the 3 week paid parental leave for employees from the fringe pool (effectively returning this amount to departments and units to compensate for the absence of a new parent and centralizing this cost) and in the case of birth mothers covering 9-12 weeks of paid leave. President Frank was instrumental in making this possible and he has continued to support further improvements to the policy.
- b. A proposal for a faculty Ombuds was forwarded to the President in December 2014. The proposal is being reviewed and evaluated by a subcommittee in conjunction with relevant administrators. The goal is to have a proposal to the President by the end of the semester.
- c. A set of recommendations for pay equity and fairness in faculty salaries is being prepared to forward to the President by the end of the semester.
- d. A series of focus groups is being planned for the end of the Spring semester and possibly into the beginning of the Fall semester to get a sense of culture and climate issues for women faculty including women administrators. A group has been working on the research questions, interview questions and methods for analyzing the qualitative responses. A report on the findings is planned for publication on campus sometime in the Fall semester. The findings of this research will form the basis for new initiatives by the SCWF committee in the academic year 2015-16.

4. Concerns of the Faculty: A major concern for a number of faculty members is the current and expected level of indebtedness of the university. As current and future borrowing is estimated to soon exceed \$1.2 billion the concern is that if enrollment does not continue to grow rapidly enough the cost of repaying the debt will be borne by students in higher tuition and fees and by the faculty in budget cuts. The negative outlook of the rating agencies for the whole higher education sector is considered significant. Even so many people have pointed out that several financial institutions (including Lehman Brothers) maintained high ratings from Moody's and Standard and Poor's even as they became insolvent, in which case the situation is likely to more serious than they recognize.

5. Recommendations for documentaries relevant to higher education:

- A new documentary on sexual assault on college and university campuses – "The Hunting Ground"
- A 2013 documentary on college sports and the NCAA, particularly men's football and basketball – "Schooled – The Price of College Sports"
- A 2013 documentary on inequality that includes a discussion of higher education –

UP 4 of 8

1. Because the primary purpose of enrollment reporting is for federal student aid purposes, the University is not applying its definition of full-time status consistently for federal student aid program purposes.
2. Student Financial Services strongly advocates for continuing to administer summer federal student aid using fall/spring enrollment status definitions. Any change from this would require application of a different Federal Pell Grant calculation formula which could result in less available funding for summer students.
3. New student loan regulations (SULA) limit interest-free loans to no more than 150% of a student's published program length; student usage of these limits is prorated based on enrollment status. The inconsistency in enrollment definitions makes it possible for a student to have an inflated amount of usage within these limits and could result in less-advantageous loans for students.

**REFERENCE:**

Enrollment Status: <http://ifap.ed.gov/fsahandbook/attachments/1415FSAHbkVol3Ch3.pdf>, page 60

Pell Formula 3: <http://ifap.ed.gov/fsahandbook/attachments/1415FSAHbkVol3Ch3.pdf>, page 60

SULA: <http://ifap.ed.gov/fsahandbook/attachments/1415FSAHbkVol3Ch5.pdf>, page 122

Makela explained that this motion is needed to align with Federal Regulation. Makela noted a correction that needed to be made: graduate students less than half time should be defined as 4 credits or less.

Margarita Lenk (Business) suggested that faculty discuss this in their departments because it might change the motivation and cost to students to take summer classes.

The amended motion was unanimously approved.

10. Shared Governance statement

Doherty, on behalf of Executive Committee, moved that Faculty Council approve the following position statement:

SHARED GOVERNANCE AT COLORADO STATE UNIVERSITY

As Faculty Council approaches its 100<sup>th</sup> year anniversary, we call on the Administration and Faculty to work together in a manner that reaffirms our commitment to reigniting and strengthening shared governance. To do so will require recognition of faculty for University service, engagement of faculty in decisions that need to be made quickly or confidentially, inclusion of faculty in long-term strategic and financial planning, and frequent and effective

U p 5 of 8

communication so that information is broadly disseminated across campus. Communication, transparency, respect for different viewpoints, and participatory decision-making will be the values upheld and championed by both sides. Today, Faculty Council commits to a new state of shared governance, and asks President Frank and his administration to do the same.

Discussion:

Bob Keller (Economics) shared some history about faculty involvement in shared governance. Keller suggested that the statement should not imply that we do not have shared governance. Stromberger explained that the statement was not meant to imply this, but to state that Faculty should be included more often in decision making going forward – as a call to the Administration.

Van Buren (Anthropology) noted a number of examples that were in Bernasek's report at the last Faculty Council meeting (e.g., grievances overturned, Todos Santos, Stadium) are absent and that the statement implies that faculty just need to do a little bit better; but the problem is not with faculty.

McConnell (Computer Science) asked if this statement was what led to resignations. Van Buren (Anthropology) noted some history and thought a previous statement was stronger. Stromberger explained the statement in today's agenda is meant to guide future actions, not to list past grievances. Lenk (Accounting) explained that the statement by Bernasek was not a consensus statement. Lenk explained that many conversations have occurred and the statement being considered today is about optimistically looking forward and does not change the past, or comment on the past.

Timpson (Education) noted that looking at the past is needed, as well as examining the present, and looking toward the future. Stromberger asked if Timpson had a suggestion. Timpson suggested that the statement be reworked with a recognition of the past.

Gilkey (Environmental and Radiological Health Sciences) noted that the statement is about positively looking towards the future and supports the statement as is.

Deb Young (Bioagriculture Sciences and Pest Management) asked what is hoped to be accomplished with the statement. Stromberger replied that the statement is about a call to action, hopefully getting faculty involved in the strategic and budgetary planning process, about examining the structure of Faculty Council and standing committees, leading to items to work on in the coming year.

Eric Aoki (Communication Studies) thought the statement is about putting in place processes. History is important to processes, but this statement is a call to the administration about putting in place processes to move forward.

Mark Zabel (Microbiology, Immunology and Pathology) asked if those against the statement thought concrete instances/examples need to be included in the statement– not just mechanisms and processes. Keller replied that he thinks everyone is in favor of shared governance. Keller thinks the stadium was a poor discussion and poor process. Keller thought a stronger statement about the faculty not being bulldozed by the administration is needed. Keller asked what we expect to come from administration. Stromberger replied that she expects additional and improved processes to develop.

Roger Culver (College Natural Sciences) questioned what will happen. The administration might not care. Culver does not think the statement will lead to anything more than business as usual. Stromberger replied that she views this as a start of a time clock, and if nothing changes, we would need to have another conversation.

Van Buren explained that actions will need to be measured. Shared governance is not just another committee, but the administration needs to take our opinions into account.

Gilkey explained that President Frank will come to our meetings if we request him to.

Glick (Construction Management) called attention to past Faculty Council meeting notes with reports on INTO, and a visit to INTO in London by Bernasek and suggested that Faculty Council did have input on that decision.

Glick cited past Executive Committee meeting minutes when Carl Patton spoke to EC about the on-campus stadium and wanting to discuss the stadium in Faculty Council. Glick noted that Louis Sharpe presented on the stadium to Faculty Council; President Frank has visited with Faculty Council many times. Glick thought history suggests there was evidence that Faculty Council did have the opportunity for input on decisions. Glick suggested that although some people may not like the final decision, that does not mean input did not occur in the past.

Keller replied that President Frank went back on his promise that if the funding could not be raised privately, then the project would be shelved.

Tim Gallagher (immediate past Chair) explained that during his first term as Chair of Faculty Council the topic of INTO came up and the issue was moving along and a contract was being discussed before faculty could provide input. Gallagher suggested

Up 7. f 8



that the administration should talk to Faculty Council about INTO (which was done). Gallagher's point is that the administration did not think of talking with faculty prior to Gallagher's input. Gallagher (a non-voting member) asked voting members to vote no on the statement because the statement is just sweeping issues under the rug.

Stromberger noted that this discussion is similar to the discussions that have occurred in Executive Committee. Stromberger explained that each faculty person may have concerns (e.g., stadium INTO, Todos Santos, etc), but not every faculty member has the same issues. The commonality is the process for having meaningful faculty input on decisions. The statement refers to improving the processes.

Gilkey called the question and called for a vote. Stromberger asked for a vote to end discussion (2/3rds vote needed). The motion to end discussion passed by a 2/3 vote.

Stromberger called for a vote on the motion to approve the statement on shared governance. The motion passed 24-16.

Stromberger thanked everyone for their service, and especially thanked our parliamentarian, Lola Fehr, for her service.

#### DISCUSSION

1. None

Stromberger adjourned the meeting at 6:00 p.m.

Mary Stromberger, Chair  
Paul Doherty, Vice Chair  
Rita Knoll, Executive Assistant

Up 8 of 8



**SCHEDULE A**  
(Form 990 or 990EZ)

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

- ▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.
- ▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**2013**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Name of the organization  
COLORADO STATE UNIVERSITY RESEARCH FOUNDATION

Employer identification number

84-0600653

**Part I Reason for Public Charity Status.** (All organizations must complete this part.) See instructions. The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1  A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- 2  A school described in section 170(b)(1)(A)(ii).
- 3  A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
- 4  A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 8  A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 9  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
- 10  An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
- 11  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box that describes the type of supporting organization and complete lines 1e through 1h.
  - a  Type I b  Type II c  Type III - Functionally integrated d  Type III - Non-functionally integrated

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) if the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization. Check this box

9 Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

- (i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?
- (ii) A family member of a person described in (i) above?
- (iii) A 35% controlled entity of a person described in (i) or (ii) above?

10 Provide the following information about the supported organization(s)

	Yes	No
11g(i)		No
11g(ii)		No
11g(iii)		No

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1 - 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
(A) COLORADO STATE UNIVERSITY	846000545	6	Yes	No	Yes	No	Yes	No	689,065

Colorado State University (CSU) together with Colorado State University Research Foundation\* (CSURF) entered into a Term Sheet with Tres Santos dated 24 July 2013.

On 07 October 2013, CSURF created its Mexican subsidiary called Colorado State University Research Foundation de México, A.C. (CSURF-MX)

On 07 March of 2014 a Trust was created that is comprised of CSURF-MX and two Tres Santos entities with the Bank of New York Mellon (Monterey, México) serving as the trustee. That document sets out obligations of all parties mentioned, in particular CSURF-MX promises and is committed to the attached clauses to the benefit of Tres Santos, all of which were referenced in the 24 July 2013 document.

The Trust has a requirement for the benefit of Tres Santos that if CSURF-MX did not apply for and obtain Mexican tax-exempt status that there were severe negative consequences in the Trust towards CSURF-MX.

The Constitution/Bylaws of CSURF-MX makes no mention of any of these commercially beneficial obligations to a developer. See the accompanying purpose and operational excerpts from this formation document.

CSURF-MX organized as a nonprofit for the benefit of local communities (note neither Todos Santos nor Baja California Sur is mentioned). Contrast that with the excerpts from the Trust where CSURF-MX has all of these obligations that serve a commercial purpose for which CSURF-MX received land and buildings. CSURF-MX is principally in a commercial relationship with primary obligations to Tres Santos that is counter to the distinct community benefit stated for local populations, not newcomers in a development nor CSU students from the United States or elsewhere.

Not available at this time is the material submitted by CSURF-MX to Hacienda, the Mexican equivalent of the United States IRS, therefore there might have been explanation to Hacienda. However, the corporate purposes are limited to altruistic community benefit which goes opposite to the commitments made to the commercial enterprise Tres Santos.

---

\* CSURF was formed in 1941 around the issue of holding agricultural patents on behalf of the State of Colorado Agricultural Board. It has since grown into the real estate development arm of Colorado State University as more fully described in the Operating Agreement dated 19 June 2013 between CSU and CSURF.

COLORADO STATE UNIVERSITY RESEARCH FOUNDATION DE MÉXICO, A.C.  
B Y L A W S

ARTICLE 1.- The Civil Association that is hereby created shall be named COLORADO STATE UNIVERSITY RESEARCH FOUNDATION DE MÉXICO ...

ARTICLE 4.- The Civil Association shall be a nonprofit Association, without commercial purposes, being the beneficiaries of the Association solely all the people, sectors and regions of scarce resources and groups vulnerable by age, gender or disability, ... and the total income of the Association shall be applied to achieve the following social purpose:

A) The encouragement and organized participation of the population in actions that improve their own sustenance conditions to the community's benefit.

B) Offer job training through workshops with the purpose of improving the practices in agriculture including, but not limited to, the correct and efficient usage of the land, water, food safety and plague control.

C) Offer extracurricular education programs referring to the continuous education for adults, aimed towards farmers and the community in general, that seek the improvement in the quality of the businesses and services granted for the community and its work force, which shall include, but are not limited to, services aimed towards improving the health and hygiene of the community, their eating habits and the administration of their small businesses and sustainability.

F) Execute actions aimed towards the fulfillment of their social purpose as long as it is executed in a nonprofit manner, nor commercial speculation ...

H) Carry out social and community activities with the purpose of promoting and encouraging the sustainable economic growth of the regional agriculture, the relation between the community and education.

For any of the aforementioned non-profit activities the Association shall be able to: ...

9.- Leave a permanent legacy in the lives of each and every one of the people that benefit from our work and in everyone who participates and contributes in hope and help to the community.

15.- The Association in its various activities, shall not have commercial purposes ...

18.- The Association shall use the totality of its income for the purposes for which it was created, not being able to grant benefits from the divisible surplus to any person or any legal entity or its members, unless, that the legal entity in question is authorized to receive income tax deductible donations, or they are given as payment for services effectively received. This disposition shall be irrevocable.

25.- In general, the execution of all types of acts, legal actions, operations, contracts or agreements necessary and/or convenient for the achievement of the Association's purpose, bearing in mind that none of the acts executed shall have commercial purposes ...

ARTICLE 15. - ... This Association does not pursue commercial purposes.

(These excerpts were extracted from "La Constitucion de la Personal Moral Denominada: COLORADO STATE UNIVERSITY RESEARCH FOUNDATION DE MÉXICO, A.C., 07 Octubre 2013, Registered in Monterrey, Mexico by Lic. Sergid Elias Gutierrez Dominguez, Notario 104)

FROM A NON-OFFICIAL TRANSLATION  
FOR INFORMATION PURPOSES ONLY

EXCERPTS FROM THE TRUST AGREEMENT BETWEEN  
COLORADO STATE UNIVERSITY RESEARCH FOUNDATION DE MÉXICO, A.C.  
(CSURF-MX) AND TRES SANTOS ENTITIES DATED 07 MARCH 2014  
INDICATING CSURF-MX OBLIGATIONS

8.3 (b) Tres Santos shall have the right to certain uses of the “Colorado State University” name and marks in the marketing of CSU as a component of the Tres Santos Project.\*

8.3 (c)(i) CSURF-MX and Tres Santos shall determine a mutually acceptable name for the research component of the CSU Campus, designed to enhance the branding of the town of Todos Santos and the Tres Santos Project, and all research papers, white papers, and other published documents based on research conducted at the CSU Campus will feature this name.

8.3(c)(iv) CSURF-MX shall offer educational programs and classes for undergraduate and graduate students in addition to continuing adult education classes at the Campus. Adult education classes shall include courses in connection with the Osher Lifelong Learning Institute. Continuing adult education classes shall be actively marketed to CSU alumni and shall be open to the residents and guests of the Tres Santos Project and the local Todos Santos community. CSSU shall use reasonable efforts to offer such continuing education classes to the Todos Santos Project’s residents and guests at discounted rates.

8.3 (c)(vii) CSURF-MX shall use reasonable efforts to offer educational courses at the Campus to the local Todos Santos community that shall focus on improving the quality of the local Todos Santos businesses and workforce, such as courses focused on hospitality services, food and beverage services, small business administration and entrepreneurship, which courses shall be targeted to those businesses that Tres Santos includes within the Tres Santos Project.

8.4 (a)(i) The Research Farm shall be designed to improve the Tres Santos Project’s open-space landscape. CSURF-MX shall cause the Research Farm to be maintained as an attractive landscape feature except to the extent that such obligation is inconsistent with its research objectives. CSURF-MX shall use its reasonable efforts in keeping areas not actively utilized for research projects well planted and maintained, and to have such landscape in bloom during peak tourist season (November through June) to the extent practicable and not inconsistent with its research objectives.

---

\* The Trademark License Agreement provides that CSU grants to Tres Santos a fully paid-up, royalty-free license in the United States and Mexico in connection with the development, operation, marketing and promotion of a resort in Todos Santos, BCS, Mexico, owned or operated by Tres Santos (the “Resort”).

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III  Yes  No

Briefly describe the organization's mission

**CSURF AIDS THE UNIVERSITIES OF THE CSU SYSTEM IN THEIR RESEARCH AND EDUCATIONAL EFFORTS**

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

If "Yes," describe these new services on Schedule O

Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No

If "Yes," describe these changes on Schedule O

Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

1 (Code ) (Expenses \$ 1,011,357 including grants of \$ ) (Revenue \$ 1,980,367 )

**CSURF PROVIDES MANAGEMENT OF VARIOUS PROPERTIES HELD BY OR FOR THE BENEFIT OF CSU**

2 (Code ) (Expenses \$ including grants of \$ ) (Revenue \$ )

3 (Code ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4 Other program services (Describe in Schedule O )  
(Expenses \$ including grants of \$ ) (Revenue \$ )

5 Total program service expenses 1,011,357

**COLORADO STATE UNIVERSITY RESEARCH FOUNDATION  
2014-2015 OPERATING AGREEMENT**

THIS OPERATING AGREEMENT is made and entered into as of this 15<sup>th</sup> day of January, 2014, by and between The Colorado State University Research Foundation, Inc. ("CSURF"), a non-profit corporation organized under the laws of the State of Colorado and qualified under Section 501(c)(3) of the Internal Revenue Code, and the Board of Governors of the Colorado State University System ("Board of Governors"), acting by and through Colorado State University ("CSU").

**RECITALS**

A. CSURF was established in 1941 for the sole purpose of providing services to CSU and affiliated institutions of higher education (the "System"). CSURF has limited the availability of its services solely for the benefit of CSU and its affiliates.

B. The services provided by CSURF include: (i) receiving, managing and distributing gifts and donations other than cash and cash equivalents, including the proceeds thereof; (ii) developing, managing, and commercializing discoveries, technology, inventions, academic materials, publications and other creative and scholarly works ("Works") arising from research and scholarly activities conducted by CSU ("Technology Transfer"); ; (iii) acquiring, developing, operating, managing and disposing of real estate and providing "Real Estate Services" (as hereinafter defined); (iv) planning and executing financing transactions, including the issuance of bonds and other debt instruments ("Financing Services"); and (v) other corporate, management and consulting activities and services requested by CSU from time to time.

C. The affairs of CSURF are subject to the control of its Board of Trustees and it operates in a manner assuring its independence from any other entity, including the Board of Governors and CSU. However, CSURF's mission is to further the interests of CSU. Officials of entities served by it may have advisory roles with CSURF so long as they have no voting power and CSURF may, pursuant to this Agreement, agree to engage in certain transactions only with approval of the Board of Governors.

D. CSU and CSURF believe that the services of CSURF can be provided on an effective and cost-efficient basis under a comprehensive agreement in which CSU retains CSURF as its non-exclusive manager and advisor to provide its services to CSU in return for fees as set forth herein. Further, CSU considers the breadth of specialized services offered by CSURF to be unique and is not aware of any other entity that has similar historical knowledge and experience in the operations of CSU and the Board of Governors and the capability of providing the services contemplated by this Agreement.

E. The relationship between CSURF and CSU shall be governed by this Agreement.





Serving. Advancing. Enriching.

July 27, 2015

Lawrence Steven Taub  
[REDACTED]  
[REDACTED]  
[REDACTED]

RE: Colorado Open Records Act (CORA) Request

Dear Mr. Taub:

I am in receipt of your letter addressed to Kathleen Henry dated July 13, 2015 in which you request documents from CSURF under the Colorado Open Records Act. It is CSURF's position that it is not an "institutionally related foundation" or an "institutionally related real estate foundation" as defined by C.R.S. 24-72-202 because our principal purpose is not the receipt or use of private donations for the benefit of Colorado State University. I have attached a copy of our corporate bylaws and articles of incorporation outlining CSURF's corporate purposes.

Sincerely,

Donna W. Baily,  
Senior Legal Counsel

Enclosures

---

Attachment B-5, 1 page

## MIA | Agua

- No se utilizará en ningún momento el Agua de la Red Municipal
- Se utilizará agua producida por medio de la Planta Desalinizadora.
- Base de cálculo precisa\* : 300 lt/persona/día
- Base de cálculo anterior: 2000 lt/habitación/día
- Concesión de Aguas Superficiales:
  - No provienen del Acuífero
  - Son para uso agrícola
  - Autorizado por CONAGUA

\*De acuerdo al Manual de Agua Potable. Aprobado y saneamiento emitido por la Comisión Nacional del Agua (CONAGUA) (Diciembre, 2007)

**From:** Parsons,Amy  
**To:** Kita,Kim  
**Subject:** RE: Todos Municipal Water Supply  
**Date:** Friday, February 06, 2015 11:06:04 AM  
**Attachments:** image003.png

---

Had a good call with Jimmy yesterday and I mentioned our financial situation and concerns about water. Ernie e-mailed me right afterwards and wants to talk with me this afternoon about water. I can summarize our general concerns based on this e-mail string, but let me know if there is something very specific you want me to ask.

In other Jimmy news, he's very keen to fundraise for us, and to mobilize his networks to fundraise for us. We need to think in terms of a big ask for an endowment for something along the lines of the CSU Global Center for Sustainable Communities, or something, that captures everything we want to do there. Think in terms of how big of an endowment we would need to run all of the programs we want in Todos under that umbrella. Jimmy will personally give the seed money. Just another thing for us to figure out when we're in Todos! By the way, Jimmy and Chip will be in town the same days I am.

Ok, back to the board meeting . . .

-Amy

---

**From:** Kita, Kim  
**Sent:** Thursday, January 22, 2015 9:12 AM  
**To:** Parsons, Amy  
**Subject:** FW: Todos Municipal Water Supply

Amy,

I'm talking to Donna about this email string now – if you have a moment, please feel free to come over and join our call. Otherwise, maybe you and I can touch base today on what to do next on this big question.

Kim

**From:** Keith Meyer [REDACTED]  
**Sent:** Wednesday, January 21, 2015 8:49 PM  
**To:** Kita, Kim  
**Cc:** Hurt, Nancy; Aurand, Donna  
**Subject:** RE: Todos Municipal Water Supply

Kim –

Yes, I also heard from Juan Carlos that MIRA purchased additional water from the municipal supply. This would equate to buying a larger tap to supply more water. I do not know what they paid or what quantity this equals.

1. While MIRA may have bought more quantity, the municipal distribution system cannot deliver it. This is why MIRA is installing a new pumping station to draw more water out of the municipal pipe network. There are many hydraulic complications to this and I do not believe MIRA is addressing them. A new pumping station inside the distribution system could be detrimental to the existing pipeline infrastructure. Both Barbara and Andy told me the existing pipes are in very poor condition and leak a ton.
2. Yes. This is water not currently used but theoretically available. As noted above, you can buy “paper” water but that doesn't mean it actually becomes “wet” at the tap. In the US,

we require a "will serve" letter than guarantees the utility provider can provide the quantity and quality needed by the developer.

3. For number three below, this is our storage on the CSU Campus site. Please do not confuse this with MIRA's additional water purchase. They are completely separate issues. I ran a few more calculations (below) and this shows varying uses of water at different occupancy. So, depending on how many people are on campus and how much water they use, you have between 26 and 3 days of supply. This assumes you would be limited on filling the tanks. If we could fill the tanks daily, the numbers below become mute.
  - a. We do not have any other storage options. We only have 10,560 gallons on site.
  - b. The CSU farm water is nonpotable and is not included in the SAPA shares or the on-site storage outlined below.

				Length of storage		
Occupancy	Use (low)	Use (avg)	Use (high)	low	avg	high
people	gpcpd	gpcpd	gpcpd			
20	20	45	65	26.4	11.7	8.1
30	20	45	65	17.6	7.8	5.4
40	20	45	65	13.2	5.9	4.1
50	20	45	65	10.6	4.7	3.2

4. I know nothing about the new shares MIRA purchased (cost, quantity, etc.)
  - a. I don't know.
  - b. I don't know.
  - c. A separate pump station is not necessarily a good thing. The municipal pump station must work in concert with MIRAs. Just because one may work while the other doesn't does not guarantee water to our property.
5. OK. Again, I would have this as a back up plan.
6. I think we need two meters. One for irrigation and one for potable use. This can also be measured by changes in water tank levels.
7. By Donna.

Certainly there are challenges with water in Todos. However, I have not met anyone who is approaching the challenges in a smart, effective manner. As with most developers, they are installing what they need to make their project viable...which may be at the detriment to what exists. The infrastructure condition in Todos is very, very poor which contributes to the problems. Ideally, we would have the details behind water delivery, storage (quality, quantity and cost) outlined in our agreement.

Keith

From: Kita, Kim [REDACTED]  
 Sent: Wednesday, January 21, 2015 7:51 AM  
 To: Keith Meyer

**Cc:** Hurt, Nancy; Aurand, Donna; Kita, Kim  
**Subject:** RE: Todos Municipal Water Supply

Hi Keith,

Valuable information. Thank you for taking the time to summarize it in an email. I spoke with Ernie last week and he mentioned water. He said that MIRA has purchased new water shares from SAPA. That essentially, these new shares are not currently used by the municipal system. Is this consistent with your understanding, albeit yours has a lot more detail? I'm just trying to piece it all together. I have a few additional comments and questions that you may be able to help with:

1. I was not aware of the low pressure from the municipal system
2. The way Ernie described it, the new water shares would not threaten the water supply of any current municipal users. What is your understanding of this?
3. If we have 7 days of storage for 20 people, that is only 3.5 days for a full house of 40 people. Our FFE allows for a max of ~50 people, if you include possible couples in the apartments.
  - a. Do we have other storage options?
  - b. Will the CSU Farm water come from the same overall Town Farm allotment? Is it connected to our 7 days of stored water (I believe it's separate but want to confirm)?
4. I'm concerned about additional cost. It sounds like MIRA will be able to create their own cost structure, and to cover their investment of a new pump station, it is likely to be higher than the regular municipal water would have been.
  - a. Do we have any indicator about the difference in price? With only one option, we will have to pay whatever they say.
  - b. We will be paying this cost for the CSU Farm irrigation as well. This seems a difference from using the ejido water shares as originally described. Do you have a sense of scope/price? I want to factor that into the Farm business plan to see if it still makes sense.
  - c. A pump station separate from town is beneficial. When the town pump goes down, the whole town is without water. The government does not have a backup pump, and supplies/repairs come from La Paz which can take several days.
5. Water trucking – I've heard this can be expensive. Again, just the descriptor "expensive" from the woman I rent from when she had to deliver to her private residence. I'll ask someone local how much trucked water costs so that we can prepare.
6. Definite yes on the meter, for many reasons, and especially now.
7. Donna, legally, do we have the option of an addendum to the Trust contract specifying minimum water supplies to the campus and the CSU farm. When MIRA begins to build out, if water is limited, we don't want to lose our farm crops or have residents without water due to other consumption (Town Farm, farm to table restaurant, residences, etc)

Overall, we are certainly right in the mix of all of the water challenges as described by local citizens.

Thanks again Keith.  
Kim

**From:** Keith Meyer [REDACTED]  
**Sent:** Tuesday, January 20, 2015 4:21 PM  
**To:** Kita, Kim  
**Cc:** Hurt, Nancy; Aurand, Donna  
**Subject:** Todos Municipal Water Supply

Kim –

During my time here over the past few days I have learned that the municipal water supply cannot provide campus with water. Juan Carlos told me they connected their piping to the town's and it provided 8 psi of system pressure. A typical minimum supply pressure is about 40 psi. So, MIRA is taking steps to construct their own pump station to draw water from the municipal supply. This system would then essentially "charge" the Tres Santos/Town Farm distribution system. I asked Juan Carlos a lot of hard questions about how this would affect the existing piping (velocity, capacity, etc). He could not answer them. I do not think he understands distribution system hydraulics. I am worried that when Town Farm draws water through pumping, it exhausts the supply for other parts of town. As we've talked, you are aware this situation currently exists throughout Todos Santos. Hopefully MIRA also constructs a potable water storage tank and draws municipal water at night when demand is low to fill the tank.

So, what does this mean for us? I think we will receive water from MIRA at specific times of the day when it is available. I also think we need a contractual arrangement with a water trucking company to supply water "on call" as a backup plan. Please remember that if the campus is busy – say 20 people, we have about 7 days of storage.

Water will need to be managed routinely by the campus director. She will need to understand how much is available daily and how much they are using. Considering this, I think I will add a meter to the system to help her out.

I hope this all makes sense. Email with any questions. Thanks.

Keith Meyer, PE  
Ditesco

[REDACTED]  
[REDACTED]  
[REDACTED]

[www.ditescoservices.com](http://www.ditescoservices.com)

Attachment C-2, Page 4 of 4

*I page 4*

**FOR IMMEDIATE RELEASE**

**8/19/2015**

**Mex Contact:** Oscar Rosales – 805-658-0717

**Mex Contact:** John Moreno, esq. [lic.johnmoreno@yahoo.com](mailto:lic.johnmoreno@yahoo.com)

**US Contact:** TruthSantos: [Truthsantos@gmail.com](mailto:Truthsantos@gmail.com) / [Todose@me.com](mailto:Todose@me.com)

## **Colorado State University complicit in diversion of municipal water in the name of research, teaching, and outreach.**

**Receiving a “Gift with Strings” questionably valued at over 4 million dollars, Colorado State University turns a blind eye as their benefactor Black Creek/MIRA diverts villagers’ water for their new luxury resort, Tres Santos.**

Todos Santos, BCS, Mexico - 2 years after CSU partners with Denver based development company, Black Creek Capital/MIRA for a luxury spa and research center in this small Mexican village, **water, elementary education and public health** are put to the test as they claim to be “legally” diverting 10,000’s of gallons of water away from villagers and their children. “We were proud that an American school would come to research in our beautiful town. But now my granddaughter does not have water for her first day of school. She cannot bathe or drink, her mother cannot cook or wash her clothes without walking into town with buckets” says a Todos Santos resident whose family goes back 4 generations.

The Colorado State University that built up its award winning sustainability reputation scrambles as media attention is grabbed across the world, faculty members have resigned from an executive committee for being ignored and sustainability awards like the one from Sierra Club are questioned.

Documents obtained under the Colorado Open Records Act (CORA) reveal that in January 2015 CSU learned from their privately hired Professional Engineer the following

information, yet failed to act either by sharing the information with the community CSU would be impacting or by formally protesting to MIRA/Tres Santos:

The MIRA/Tres Santos project engineer told CSU's engineer that MIRA purchased additional water from the municipal supply and that MIRA is taking steps to construct their own pump station to draw water from the municipal supply. CSU's engineer asked the Tres Santos project engineer a lot of hard questions. CSU's engineer concluded that the Tres Santos engineer could not answer them and then stated, "I do not think he [the Tres Santos engineer] understands distribution system hydraulics." The CSU engineer went on to say, "I am worried that when Town Farm [which includes the CSU Campus] draws water through pumping, it exhausts the supply for other parts of town."

CSU's engineer went on to make these observations:

"There are many hydraulic complications to this and I do not believe MIRA is addressing them." "A new pumping station inside the distribution system could be detrimental to the existing pipeline infrastructure." I have been told that "the existing pipes are in very poor condition and leak a ton." "A separate pump station is not necessarily a good thing."

CSU's engineer went on to advise CSU that:

"I have not met anyone who is approaching the challenges in a smart, effective manner. As with most developers, they are installing what they need to make their project viable...which may be at the detriment to what exists."

"Prior to exploring the options for CSU center at Todos Santos we discussed the water impact concerns with MIRA [Black Creek] and are confident they are fully prepared to address the needs of the development" said Provost and Executive Vice President, CSU Rick Miranda, in a letter dated in the summer of 2014. But when recently told about the lack of water for neighboring residents CSU spokesperson Kim Kita replied: "...It's only temporary".

For more information regarding Colorado State University's "gift with strings" from Black Creek amounting to over 4 million dollars and the human and environmental affronts against the small Mexican village, see [www.TruthSantos.org](http://www.TruthSantos.org), [Short clip](#), and [Facebook/](#)

# # #



# In Response to the Truth Santos Release: "Colorado State University Complicit in Diversion of Municipal Water"

**21** Aug, 2015

By Drew Wilson (<http://todossantos.colostate.edu/author/drew-wilson/>)



(<http://webcms.colostate.edu/todossantos/media/sites/46/2015/04/ts-water-research.jpg>) Colorado State University has been working diligently to ensure the water resources assigned to the University project in Tres Santos/Town Farm are sustainable and based on solid engineering. While our team has not evaluated every aspect of the Todos Santos and Tres Santos water delivery system, we have, through our engineer, consistently questioned the means by which water is provided to our educational center and how it might affect the local community.

While information in the Truth Santos press release was taken out of context, including the quotes by the CSU engineer, Provost and executive Vice President Rick Miranda and Kim Kita, it is correct that the university's engineer did ask "hard questions" about water system design and water use. This is contrary to previous Truth Santos accusations that the university has been irresponsible in ensuring that the

## About Todos Santos Center

CSU builds on its Land-Grant Mission (<http://todossantos.colostate.edu/mission/>)

The Location (<http://todossantos.colostate.edu/location/>)

Responses to Frequently Asked Questions (<http://todossantos.colostate.edu/faq/>)

Todos Santos Center Blog (<http://todossantos.colostate.edu/blog/>)

Student Testimonials (<http://todossantos.colostate.edu/student-testimonials/>)

Contact us (<http://todossantos.colostate.edu/contact-us/>)

Information for Faculty and Staff (<http://todossantos.colostate.edu/information-for-faculty-and-staff/>)

## Sobre Todos Santos CSU

La Misión de Concesión de Tierras (<http://todossantos.colostate.edu/mision/>)

La Ubicación (<http://todossantos.colostate.edu/la-ubicacion/>)

Respuestas a Preguntas Frecuentes Sobre CSU Todos Santos

construction of our center has not evolved responsibly. In seeking more information and voicing concerns about water system design, our engineer was evaluating how the CSU center would be supplied with water.

There are many challenges to delivering water to citizens in Todos Santos. The Town Farm development and CSU educational center are no different. The existing infrastructure is aged, undersized and lacks sufficient reliability to serve the population effectively. It has been our understanding that routine infrastructure issues cause various parts of Todos Santos to go without water. Understanding these challenges, our engineer was proactively working to ensure that the Tres Santos infrastructure would not further strain the municipal system. When we learned a new pumping system would be required, we expressed concern about the affects this would have on the existing infrastructure. MIRA responded by installing a holding tank (cistern) from which the pumps would draw. This cistern is supplied by the municipal system but hydraulically disconnected from the municipal piping network alleviating much of our engineer's concern. A new storage tank was built to provide greater reliability - a much-needed asset to the area. Both the pump holding tank and new storage tank are supplied with municipal water rights owned by MIRA. Having worked together with MIRA to further evaluate and implement infrastructure water supply options, CSU effectively addressed the concern. We will continue to look for innovative and useful approaches moving forward.

Understanding the science of supplying, delivering, managing and sustainably consuming our water resource can be complex. To this end, the CSU Center project has indeed "asked hard questions," evaluated supply and quality concerns, and will continue to monitor its water consumption to be a responsible community partner in Todos Santos.

In response to the video by Lisa Jackson listed below the press release, CSU has also reacted to the inaccuracies presented within the video at this link: <http://todossantos.colostate.edu/?p=421> (<https://mail.colostate.edu>

(<http://todossantos.colostate.edu/faq-espanol/>)

El Blog  
(<http://todossantos.colostate.edu/el-blog/>)

Contacto  
(<http://todossantos.colostate.edu/contact-us/>)

## Finding Information

CSU A-Z  
(<http://search.colostate.edu/search-atoz.aspx>)

Search CSU  
(<http://search.colostate.edu/search-csu.aspx>)

Online Directory  
(<http://search.colostate.edu/search-directory.aspx>)

Ask a Question!  
(<http://search.colostate.edu/search-question.aspx>)

/owa/redirect.aspx?C=n0yLwfLoWkCiNDnL-  
liDU-kh99P2r9llsZmuMDo9bHPzhqiau2UT1vGfal3s\_ER9UT63GX2m5R4.&  
URL=http%3a%2f%2fwebcms.colostate.edu%2ftodossantos  
%2f%3fp%3d421)



(http://todossantos.colostate.edu/author/druchach/)

Drew Wilson

More posts by Drew Wilson

(http://todossantos.colostate.edu/author/druchach/)

COLLEGES:

- Agricultural Sciences  
(http://www.agsci.colostate.edu/)
- Business  
(http://www.biz.colostate.edu/)
- Engineering  
(http://www.engr.colostate.edu/)
- Health and Human Sciences  
(http://www.chhs.colostate.edu/)
- Liberal Arts  
(http://www.libarts.colostate.edu/)
- Natural Resources  
(http://warnercnr.colostate.edu/)
- Natural Sciences  
(http://www.natsci.colostate.edu/)
- Veterinary Medicine and Biomedical Sciences  
(http://www.cvmbms.colostate.edu/)

SCHOOLS & PROGRAMS:

- Graduate School  
(http://www.graduateschool.colostate.edu/)
- International Programs  
(http://www.international.colostate.edu/)
- Online Degrees and Courses  
(http://online.colostate.edu)
- School of Music, Theatre and Dance  
(http://sota.colostate.edu/)
- School of Biomedical Engineering  
(http://www.engr.colostate.edu/academic/sbme/)
- School of Education  
(http://soe.chhs.colostate.edu/)
- School of Global Environmental Sustainability  
(http://sustainability.colostate.edu/)
- School of Social Work  
(http://www.ssw.chhs.colostate.edu/)



**From:** Drew Wilson  
**To:** Straatmann, Danielle; Campbell, McKenzie; Kita, Kim; Claravola, Dell Rae  
**Subject:** Re: Conversation with Beatriz  
**Date:** Monday, May 18, 2015 9:40:39 AM

---

Thanks Danielle, and McKenzie!

I agree with Danielle on the fisherman, Our own relationship is key to understanding the situation. TRUTH reports something totally different than Tres, therefore, we have to find our own truth before we can really comment or initiate any action. I think also think we need to avoid the politics, and taking sides or even the perception we have taken a side. Instead lets continue our course of education and research... What can the fisherman teach students? how can our research benefit them? Then once we have been involved in a symbiotic, mutually beneficial relationship, only then should we report on it.

On the water from Tres Santos, I'm leaning toward staying silent about their water. I'm very hesitant to risk creating any sort of precedence that we might speak for Tres in regards to what seems to be the the hottest and most sensitive topic surrounding the development. That would only confirm suspicions that we are connected closer than we really are... However, if asked, I think we can speak to CSU's own water with some of the points you mentioned below.... i.e. "CSU's water has been made available by the purchase of an additional pump and will not pull from the existing municipal water supply..."

Careful to always follow these comments with our efforts to monitor and optimize our own water use as well as study ways to help all residents and visitors use water more efficiently. TSPM, The Moreno family and TRUTH will likely be quick to respond with their rants about "Con dinero baile el perro." (With money the dog dances) since they are so frustrated about having requested addition water for residents for years with no results. But that frankly becomes a conversation between townspeople who don't have enough water and the municipality, but not for CSU or Tres Santos... ( That's why if Tres Santos could make additional water supply available for the another poorer community, and then not brag about it, they could win big support...)






Looking forward to seeing you all this afternoon..

Saludos!

Drew

  
<http://www.linkedin.com/in/drewwilson1>  
cell: 

---

**From:** "Straatmann, Danielle" < >  
**To:** "Campbell, McKenzie" < >; dru.chacho < >; "Kita, Kim" < >; "Claravola, Dell Rae" < >  
**Sent:** Monday, May 18, 2015 8:48 AM  
**Subject:** RE: Conversation with Beatriz

Hello all, again.

McKenzie, I really like the proposed changes you made to the statement on water from Tres Santos. My interpretation from this is that we can respond in saying (in conversation) that Tres Santos has acted in manners to support the water amount and supply system, through purchase of additional water and addition of a pump, in order to have the least

effect on the people of Todos Santos.

My thoughts on how to get to the bottom of the Fisherman opinion.

I think we need to engage the fisherman in a series of honest and individual conversations. We need to ask a non Truth or Tres Santos community member to make the introduction, so that we are not associated with either, so the fisherman can speak their truth to us.

I think we need to engage them soon. I know that Truth suggested we don't approach them now because "they are too hot" but I think we can't listen to other people's opinions of the fisherman's opinions any longer. We need our own relationship with them, so that we can find trust in what they say, feel and what we know. And I believe the sooner the better. We can't go forward in this discussion with only our understanding from either of the two groups speaking for them.

Thanks everyone, I look forward to the amazing and hard work our team continues to work for!

Danielle

**From:** Campbell, McKenzie

**Sent:** Friday, May 15, 2015 4:55 PM

**To:** dru.chacho; Kita, Kim; Straatmann, Danielle; Ciaravola, Dell Rae

**Subject:** Conversation with Beatriz

I just had a further conversation with Beatriz, Sub Director of Tres Santos.

They are working with their PR team to prepare a response targeted to their partners and potential buyers saying that "the TRUTH Santos claims are not true."

**Answers to questions on water**

She sent me the agreement with OOMSAPA (municipal water provider). The additional rights were purchased and added to the municipal system a year ago (last April). Tres Santos had an additional water pump built on Calle Huertos (the main street you turn off of as you go to the CSU Center) to pump water to the Town Farm area. This helps minimize the additional pressure requirements for the increased water supply.

Their intention is to continue with the construction of the De-Sal plant. Their hope was to never have had to be connected to the municipal system, but they have been asked by SEMARNAT (EPA equivalent) to do more extensive studies regarding de-sal which has slowed the processes down. In the future Town Farm/CSU Center could be connected to the de-sal water.

There is no way that Punta Lobos could be connected to the municipal system so will have to be run on de-sal. (What I think this means is that the additional rights added to the municipal system are just for Phase I (72 lots) in Town Farm

*CSU will be using municipal water, as purchased through Tres Santos. The water rights*

*purchased by Tres Santos through the local water authority (OOMSAPA) will add additional water quantity to the current municipal water system, meaning that Tres Santos and CSU will not utilize the current municipal water supply. – Tres Santos approved Statement.*

Potential Changes to run by Ernie and Beatriz, and maybe add to our fact sheet?

*The CSU Center will be using municipal water, as purchased through Tres Santos. The water rights purchased by Tres Santos through the local water authority (OOMSAPA) have added additional water quantity to the current municipal water system, meaning that (remove Tres Santos. keep it CSU Center specific?) the CSU Center will not utilize the current municipal water supply.*

**In answer to my question: "What are you doing to address the fishermen's concerns"**

"There isn't a fishermen concern." "Fisherman are very positive about the project. There are a handful of people who don't know what is going on." "The people in the video are talking in front of the fishermen." "Would say 90 out of 100 fisherman support it." "There is a signed notarized document that says they will never kick out the fisherman."

"The MIA says there are no protected mangroves."

Thanks,

-McKenzie

**McKenzie Campbell**  
Directora del Centro CSU Todos Santos  
CSU Todos Santos Center  
[REDACTED]  
<http://todossantos.colostate.edu>



**BOARD OF GOVERNORS of the  
COLORADO STATE UNIVERSITY SYSTEM**

**OFFICE OF THE GENERAL COUNSEL**

01 Administration Building • 0006 Campus Delivery  
Fort Collins, Colorado 80523-0006  
Phone: (970) 491-6270 • Fax: (970) 491-2118

*Via Electronic Mail: [LST@nets.com](mailto:LST@nets.com)*

September 16, 2015

Lawrence Steven Taub  
[REDACTED]  
[REDACTED]  
[REDACTED]

Re: Colorado Open Records Act Request – Todos Santos

Dear Mr. Taub:

I am in receipt of your September 9, 2015 letter, which includes a request under the Colorado Open Records Act, C.R.S. § 24-72-101 *et seq.* (the "Act"). In your request you are asking that CSU provide you with the following:

1. The [Tres Santos/MIRA] agreement with OOMSAPA (municipal water provider) sent to McKenzie Campbell by Beatriz (Ledesma), Sub Director of Tres Santos, as discussed by McKenzie Campbell in her email sent Friday, May 15, 2015 4:55PM.
2. All "Writings", between McKenzie Campbell and Beatriz Ledesma, inclusive of any 'Writings not otherwise communicated, such as notes to the file' regarding any and all interactions between McKenzie Campbell and Beatriz Ledesma.

This request is subject to and must be analyzed under the Act. The University has conducted a thorough search of its records, and has no documents responsive to your request.

Please do not hesitate to contact me if you have any questions.

Very truly yours,

  
Jason L. Johnson  
Deputy General Counsel

JLJ:mn

cc: Mike Nosler  
Mike Hooker

Attachment C-6, 1 page

2 shares



**Susan Fine** Can you tell us all where the municipality obtained the water that you paid upfront for?

Like · Reply · July 29 at 9:24am

**Tres Santos** Hi Susan, good question. We purchased the water from OOMSAPA, but we weren't told where it would come from.

Like · Reply · July 30 at 4:04pm



**Susan Zazzali Mittelstadt** I would like to know ore about the aquifer you are using. How will you prevent crosscontamination? These types of systems are capable of drawing salty water into fresh water aquifers. Are you willing to share your hydrogeologic studies with me?

Like · Reply · 1 · August 6 at 6:25pm

**Tres Santos** Hi Susan. We appreciate and share your concern, which is why we're working with top coastal engineers to prevent cross-contamination. Our deep wells extract water from a naturally occurring salt wedge underneath the land, and the brine discharge is injected through an even deeper well. Our experts have assured us that this approach will not affect marine life or existing water supply.

Like · Reply · August 7 at 5:12pm

[View more replies](#)





Online Member Center (http://www.prnewswire.com/contact-us/prnewswire-on-twitter/)
Not a member? Sign Up
Connect with Us Login
f (https://www.facebook.com/pages/PR-Newswire/26247320522)
(http://www.prnewswire.com/rss)

Member Sign In v Search News Release: Q
For Journalists > (http://prnmedia.prnewswire.com)
For Bloggers > (/bloggers)
Global Sites v

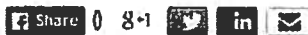
PR Newswire Services (http://www.prnewswire.com/services) Knowledge Center (http://www.prnewswire.com/knowledge-center) News Release (http://www.prnewswire.com/news-releases)

See more news releases in

- Banking & Financial Services (http://www.prnewswire.com/news-releases/financial-services-latest-news/banking-financial-services-list/)
Real Estate (http://www.prnewswire.com/news-releases/financial-services-latest-news/real-estate-list/)
Residential Real Estate (http://www.prnewswire.com/news-releases/general-business-latest-news/residential-real-estate-list/)
Education (http://www.prnewswire.com/news-releases/policy-public-interest-latest-news/education-list/)
New Products & Services (http://www.prnewswire.com/news-releases/general-business-latest-news/new-products-services-list/)
Corporate Social Responsibility (http://www.prnewswire.com/news-releases/policy-public-interest-latest-news/corporate-social-responsibility-list/)

# An Affiliate Of MIRA, Sponsored By Black Creek Group, To Donate New Research And Teaching Center In Mexico To Colorado State University

Innovative Educational Center Is Centerpiece of Tres Santos, MIRA's Balanced Living Community in Todos Santos, Baja California



(/rss)



Colorado State University Todos Santos Center in MIRA's Tres Santos residential community - Baja California Sur, Mexico. (PRNewFoto/MIRA Companies)

Journalists and Bloggers



Visit PR Newswire for Journalists (http://prnmedia.prnewswire.com) for releases, photos, ProNet experts, and customized feeds just for Media.

DENVER, April 10, 2014 /PRNewswire/ -- MIRA Companies (https://www.miracompanies.com/en/) today announced its agreement with Colorado State University (http://todossantos.colostate.edu/) ("CSU") for a MIRA-sponsored affiliate ("MIRA") to develop the Colorado State University Todos Santos Center, an innovative research and education center in MIRA's Tres Santos (http://www.tressantosbaja.com/) residential community in Baja California Sur, Mexico. MIRA Companies is the trade name for a fully integrated real estate investment and development company in Mexico sponsored by Denver-based Black Creek Group.

The CSU Todos Santos Center, which will consist of three donated buildings and five acres of farm land, will be CSU's first international center. It intends to offer hands-on bi-cultural education and research opportunities and events for CSU students and faculty, as well as for Todos Santos residents and visitors. Study and research plans include an emphasis on agriculture, wildlife ecology, veterinary medicine, environmental and social sustainability, and language study, among others.

"Through the Tres Santos community, MIRA will offer a new vision for a healthier, more vibrant, and more intellectually curious lifestyle," said Chairman of MIRA and Founding Partner of Black Creek Capital Jimmy Mulvihill. "We are pleased that MIRA's gift will help Colorado State University, a world-class institution, expand into Mexico and advance cross-border opportunities to improve local farming, veterinary science, and health issues."

MIRA will begin construction on the Center's boarding and dining facility, classrooms, library and the Todos Santos Agricultural and Water Research Center in April, 2014. The Center is scheduled to open winter of 2015. MIRA's gift represents approximately US\$4.3 million in land and facilities.

"We are grateful for MIRA's extraordinary generosity," said CSU President Tony Frank. "Thanks to their vision, we will be able to provide one-of-a-kind learning and research experiences focused on solutions to problems in agriculture, the environment, and human and animal health. This builds on CSU's longstanding commitment to international involvement and will help strengthen our engagement with people and communities in Mexico and Latin America."

Currently under development, Tres Santos is planned to be a unique open-space wellness community that connects with the historic town and people of Todos Santos, Mexico. At Tres Santos, MIRA is taking a fresh approach to community development by introducing mindful living, sustainable practices, environmentally sensitive design and farm-to-table dining.

#### **About Tres Santos**

A haven for tranquility, wellness and beauty, Tres Santos is a new community currently in pre-development in Todos Santos, Baja California Sur, an unspoiled 250-year old coastal fishing village and beach town designated by the Mexico Secretariat of Tourism as a historical "Pueblo Magico." Tres Santos intends to embrace Todos Santos' local art, culture, agriculture and natural beauty through mindful design, meaningful experiences and charitable outreach that support a healthy, intellectually curious and balanced way of life. Tres Santos plans to include a pedestrian-friendly 1,100-acre community with two thoughtfully planned villages with three inclusive settings: Town Farm – with a two-acre organic farm, homes, a boutique hotel, a farm-to-table restaurant, retail stores, and an international research and education center for Colorado State University; Beach – with oceanfront homes, a boutique hotel and a beach club; and Hillside – with a residential development and a yoga retreat center. Organic farming, fishing, surfing, mountain biking, hiking and a new public town-to-beach trail are currently planned to offer residents and guests the opportunity to explore and discover a harmonious relationship with the land, people and self. Tres Santos, located 45 minutes north of Cabo San Lucas, is supported and managed by Mexico-based MIRA, a company sponsored by Black Creek Group. [www.TresSantosBaja.com](http://www.TresSantosBaja.com) (<http://www.tressantosbaja.com/>)

#### **ABOUT MIRA COMPANIES**

MIRA Companies, founded by Black Creek Group in 2007, is the trade name for a fully integrated real estate investment and development company focused on residential and residential-related assets in Mexico. It currently invests in low- and middle-income residential communities for Mexican nationals in prime locations throughout Mexico, with selective emphasis on affordable second home and retirement communities targeting American and Canadian Baby Boomers. The company also develops master-planned residential communities and large-scale mixed-use urban infill communities targeting Mexico's expanding middle-class population. Projects include town centers with residential, office and retail components.

Photo - <http://photos.prnewswire.com/prnh/20140410/LA02381>  
(<http://photos.prnewswire.com/prnh/20140410/LA02381>)

SOURCE MIRA Companies

#### **RELATED LINKS**

<https://www.miracompanies.com/en> (<https://www.miracompanies.com/en>)

### **Custom Packages**

Browse our custom packages or build your own to meet your unique communications needs.

### **PR Newswire Membership**

### **Learn about PR Newswire services**

Start today. (/promotional-  
pages/customized-communications-  
package.html)

Fill out a PR Newswire membership  
form  
(<https://account.pnewswire.com/OnlineMembershipForm>)  
or contact us at (888) 776-0942.

Request more information (/contact-  
us/Email-Us.html) about PR Newswire  
Standard Services or call us at  
(888) 776-0942.

About PR Newswire (<http://pnewswire.mediaroom.com/index.php>) | Contact PR Newswire (<http://www.pnewswire.com/contact-us>) | PR  
Newswire's Terms of Use Apply (<http://www.pnewswire.com/terms-of-use-apply.html>) | Careers (<http://pmcareersroom.drivetheweb.com/>) |  
Privacy (<http://pnewswire.mediaroom.com/index.php?s=62>) | Site Map (<http://www.pnewswire.com/sitemap/>) | RSS Feeds  
(<http://www.pnewswire.com/rss/>) | Blog (<http://blog.pnewswire.com/>)  
Copyright © 2014 PR Newswire Association LLC. All Rights Reserved.  
A UBM pic (<http://www.ubm.com>) company.  
Powered by Clickability (<http://www.clickability.com>).



# THE TEAM

ISSUES | DESIGN | LEARNING | THE FIRM | CONTACT US | FAQ | PRESS



## ALEJANDRO MENDLOVIC ARQUITECTOS Architecture, Planning & Interior Design (Hercules City, Mexico)

Process, Alejandro Mendlovic has led dozens of projects in the creation and development of architecture and design. At Alejandro Mendlovic Arquitectos, the firm's work engages a range of scales and typologies including residential, cultural and industrial and extends to programs with diverse institutional and public clients. From conceptual to completion, the firm's approach is to create a dialogue between form and function and to establish a relationship between the built environment and the community. We have been fortunate to collaborate with many prestigious firms in Mexico and abroad and are proud of our reputation for excellent and professional work in the field. We are currently in a period of challenges that require growth in all areas and in the studio.

## BUNKHOUSE Hospitality Design & Management

Chip Conley is an Academy Award-nominated hospitality design and management entrepreneur, best known for his work with the iconic Four Seasons Hotel. His work has earned the Bunkhouse a reputation as a premier hotel in the hearts and minds of those who visit them. Chip is the founder of the Bunkhouse, a boutique hotel in San Francisco, California. He has been named one of the most influential people in the industry by Entrepreneur magazine and is a frequent speaker at industry conferences. Chip is also the author of the book "The Bunkhouse: A Story of Design, Management, and the Art of Hospitality" (HarperCollins, 2013). Chip is currently working on a new project in San Francisco, California, and is looking for a partner to help him bring it to life.



## CHIP CONLEY Hospitality, Wellbeing & Place-making (San Francisco, California)

Chip Conley is the founder of the Bunkhouse, a boutique hotel in San Francisco, California. He has been named one of the most influential people in the industry by Entrepreneur magazine and is a frequent speaker at industry conferences. Chip is also the author of the book "The Bunkhouse: A Story of Design, Management, and the Art of Hospitality" (HarperCollins, 2013). Chip is currently working on a new project in San Francisco, California, and is looking for a partner to help him bring it to life.



## COLORADO STATE UNIVERSITY World Class Teaching, Research, Service & Extension (Fort Collins, Colorado)

Colorado State University is a public research university located in Fort Collins, Colorado. The university is known for its research, teaching, and extension programs. It is a member of the Association of Public and Land-grant Universities. The university has a long history of excellence in research, teaching, and extension. It is a member of the Association of Public and Land-grant Universities. The university has a long history of excellence in research, teaching, and extension. It is a member of the Association of Public and Land-grant Universities.



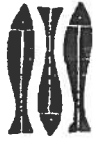
TODOS SANTOS THE MOVEMENT VILLAGES ABOUT US BLOG

### COLORADO STATE UNIVERSITY

**World Class Teaching, Research, Service & Extension (Fort Collins, Colorado)**

Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States, and the world. Colorado State University strives to tackle critical local and global issues through discovery and outreach, and provides students with more than 150 programs of study in eight colleges with many hands-on, field opportunities that provide students with real-world experience. Colorado State University offers a world-class with academic programs among the best in the nation in quality, innovation, and achievement. Our internationally known programs include veterinary medicine, natural resources and wildlife ecology, infectious disease, agriculture, cancer research, atmospheric science, sustainability and clean energy, water, and much more. Enrollment is at about 30,700 students including undergraduate and graduate students. 1,600 faculty members are on staff.





**WE SUPPORT** the local and the vocal,  
recognizing their heroic and humane work in  
the community.

The plan for Tres Santos considers and empowers locals by recognizing local heroes and providing support to help continue their good work. This is only the beginning; we strongly believe a rising tide lifts all ships and are proud to have a place in that equation. Here is a summary of some of our current projects:



---

**KIDS DO IT ALL**

---

This youth music-theatre program organized by the CSU Todos Santos Center is a week-long collective creation intensive day camp guiding students in different age groups through the entire process of theatre—from playwriting to performance.

vimeo

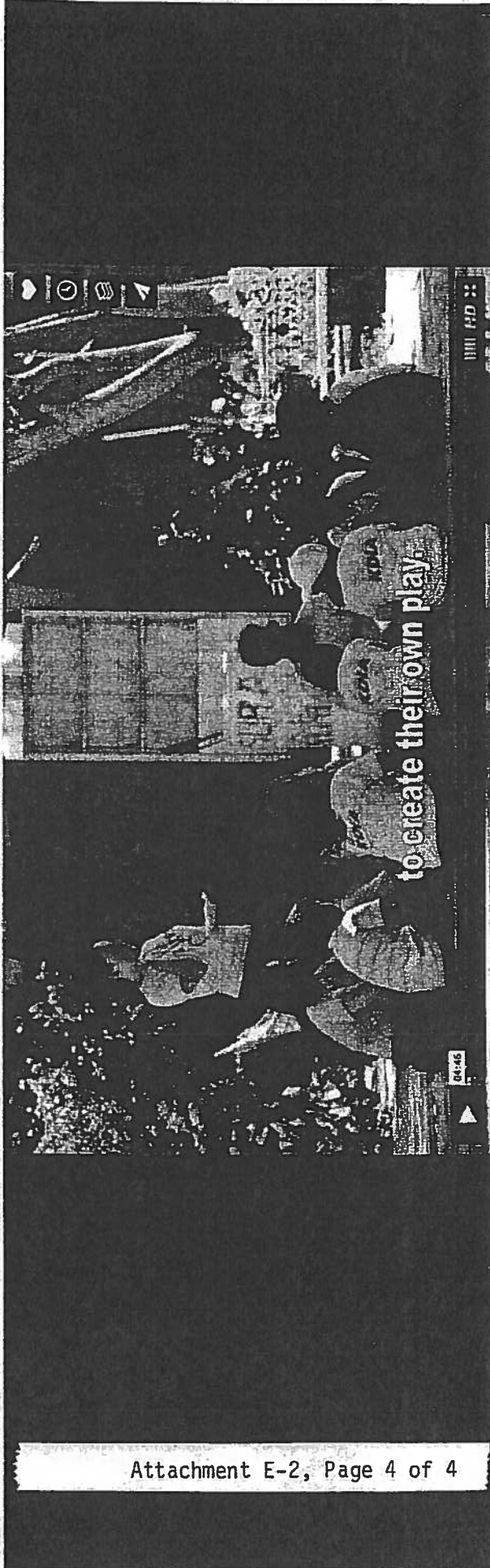


Log In

Crate

Watch

On Demand



Attachment E-2, Page 4 of 4

# Kids Do It All

from Tres Santos pro 3 weeks ago

+ Follow

More from Tres Santos

Autoplay off



Kids Do It All  
from Tres Santos

**From:** [Kelsey Meyer](#)  
**To:** [Kita, Kim](#)  
**Subject:** RE: IDEA Session  
**Date:** Thursday, May 28, 2015 3:39:44 PM

---

Hi Kim,

The 9<sup>th</sup>-11<sup>th</sup> tentatively works with both mine and Jimmy's schedules. I think it does make quite a bit of sense to try to get everyone together in SF rather than Denver to minimize additional travel.

I will check with Jimmy, Sandra, and Chip. I'll send you a separate follow up note from Tuesday that's been sitting in my drafts folder so we don't mix apples and oranges.

Thanks,  
Kelsey

**From:** Kita, Kim [mailto: ]  
**Sent:** Thursday, May 28, 2015 1:01 PM  
**To:** Kelsey Meyer  
**Subject:** RE: IDEA Session

Hi Kelsey,

Someone smarter than Amy and me just let us know that Amy has to be at a Board of Governors meeting the first few days of October.

Sounds like we have that 2<sup>nd</sup> option open in October (9-11) or we can look at Denver dates.

Sorry for the adjustment already,  
Kim

---

**From:** Kita, Kim  
**Sent:** Thursday, May 28, 2015 10:52 AM  
**To:** Kelsey Meyer ( )  
**Subject:** IDEA Session

Hi Kelsey,

I know we have several follow-up items from our meeting the other day (nice to see you!) but this one is top of my list as I juggle a few commitments already in place and a pending Ag student trip to Todos Santos.

I've confirmed with Amy that either option can work. In order of preference:

1. October 1 afternoon through breakfast of October 4
2. October 9<sup>th</sup> (evening arrival) through the evening of October 11

We would need to confirm availability for Jimmy, Sandra, and Chip. Can you help with this? Jimmy



mentioned a 2-day session, and I think the length is up to him and Sandra. We've offered two date ranges that allow for 2 full days as needed

THX and let me know what you learn.

Kim

Kim Kita  
Director of Special Projects and Partnerships  
Colorado State University Operations  
6001 Campus Delivery  
Fort Collins, CO 80523

[REDACTED]  
[REDACTED]

<http://todossantos.colostate.edu>

Phone meeting with Kelsey and Kappner  
November 21, 2014  
Tres Santos Access to CSU Alumni

How MIRA can market to CSU. Tres Santos goal is to fill the Discovery weekends. 10-40 people per weekend. Dec 4-7, Jan (full), Feb 19-22, April 19-23 (CSU alumni discovery weekend?)

Who can MIRA/Tres Santos access?

- **Alumni**
  - Facebook
  - Alumni newsletter
  - Webpage
  - Events – Tres Santos ambassador at an event
  - Use the CSU grand opening dates of April 19 as a specific CSU discovery weekend
- **Donors**
- **Faculty and staff** (maybe)
- **Email announcing our new project referencing Tres Santos with url?**

Grand Opening –

- Soft opening for local community in April 2015. CSU focus. Some MIRA attendees, but CSU agenda
- Grand opening for CO people in November 2015. Shared event

Sample avenues for Tres Santos access to CSU

- CSU- MIRA event at CSU (Amy & Jimmy talked about this) -
- CSU Facebook page
- CSU Todos Santos face book page
- Amy Parsons – family and friends soft opening – share with informal network

From: Christine Soerber  
To: Kita, Kim  
Cc: Ernie Glesner  
Subject: Re: CSU Center Director FINALISTS  
Date: Friday, October 31, 2014 12:58:46 PM

---

Hi Kim,

**I will be available and am pleased to participate. We have a group leaving that Sunday, so unless it's later afternoon it will be very challenging for me. Monday is better, and as of right now fairly open. If you would like to meet at the Tres Santos offices for your Sunday meet and greet we could arrange that.**

**Thank you for the opportunity.**  
C.

On Oct 30, 2014, at 2:58 PM, Kita, Kim [REDACTED] wrote:

Hi Ernie and Christine,

We are in the final stages of interviewing for our Center Director position. We have three very strong candidates, and will be bringing all three of them to Todos Santos for their final interviews. MIRA is a key CSU partner and stakeholder, and we would love for you to participate in the selection process. Here is how I envision the candidates' experiences. All meetings will include only one candidate at a time, thus repeated three times each (candidates are likely to cross paths in town or at a hotel):

- Sunday December 7<sup>th</sup>
  - o Welcome meetings with CSU/CSURF (Kim, Donna Aurand of CSURF, Danielle)
  - o Community advisors meet and greet (I am selecting a handful of community members to spend time with each candidate and provide us strengths, weaknesses – Bryan, a professor from UABCS, and 1-3 other people from TS)
  
- Monday December 8<sup>th</sup>
  - o Individual meetings with MIRA (about 1-hour each as needed)
  - o Final interviews with CSU/CSURF (Kim, Donna, Danielle)

I would like to invite both of you to participate in meeting each candidate and providing us some written input about how you see each person functioning in this role, particularly knowing the opportunities for collaboration and innovation with MIRA, the community dynamics and challenges, and the qualities that are likely to make someone successful living and working in Todos Santos. I will be gathering all of the feedback and bringing it back to campus to CSURF, where the final decision will be made.

04 SEP 15 10:22  
9/4-A  
10/2

**Two questions for you:**

1. Can and will you both participate? One person is also ok, or an alternate if this happens not to work for either of your schedules.
2. I assume Monday is a better day than Sunday? I can also move your pieces to Sunday if you prefer.

At this stage, I ask that you keep the process and the names of the finalists confidential. I have not yet notified other applicants that they have not been selected (and we did have several people from BCS apply). As we confirm the timing and who from MIRA will be able to participate, I will provide the job description, cover letters, and resumes of each finalist.

We will be instructing the finalists to schedule their travel tomorrow, based on the above two day proposed schedule. Please let me know, and we hope to benefit from your engagement in this process!

Muchas gracias!

Kim

Kim Kita

Director of Special Projects and Partnerships  
Colorado State University Operations  
6001 Campus Delivery  
Fort Collins, CO 80523

<http://todossantos.colostate.edu>

***"I alone cannot change the world, but I can cast a stone across the waters to create many ripples." —Mother Teresa***

**From:** Wilson,Drew  
**To:** Campbell,McKenzie  
**Cc:** Ciaravola,Dell Rae; Kita,Kim  
**Subject:** RE: Blog entry  
**Date:** Tuesday, June 16, 2015 4:50:57 PM

---

Hi McKenzie,

I do think we need to respond to some of the comments around TRUTH's article, so as not to ignore it completely. Although there is no need to continue arguing with critics who refuse to see our POV. Engagement wont last more than one respectful short and simple response built from the answer to Mr Fisher.

As for the blog and post: Yes, I do plan to translate that article to Spanish, as I have with the FAQs. I can do that with landscape architecture article too. These translations do take time to do correctly, so allow me time to fit it in. I think waiting until next week to post to Facebook/Twitter is probably a good plan given what you've mentioned about our partners. While I expect comments around the Truth article to remain in the comments from our last post, we'd essentially lower the risk of angry comments on that post if we wait for next week. The subject will still be hot this week and I'd hate for our partners to be exposed to the negative comments that we can look to avoid by delaying another week. Hopefully we can get out of the woods by this week and then change the dialogue next week with a fresh start. The hotel article is already shifting focus away from us...

I also think removing negative comments would violate the open dialogue we're engaged in and that is built to develop trust. I think we'd stand to breach our transparency promise and invite even more negative feedback if we remove those... The secret is to push them down and away from the top of mind with good news. Thus the need of positive blog stories...

Thanks McKenzie,

Drew

---

**From:** Campbell,McKenzie  
**Sent:** Tuesday, June 16, 2015 2:30 PM  
**To:** Wilson,Drew  
**Cc:** Ciaravola,Dell Rae; Kita,Kim  
**Subject:** RE: Blog entry

Thanks Drew.

The blog looks good. What do you think of starting to have our blog entries in both languages as well?

If we are going to post in response to Truth Santos article, then maybe we should wait until next week to publish this. I want to make sure we are protecting our partners and don't want it to be a focus of negativity.

Thanks again,

-McKenzie

8/26 - 0

## Notes on Conflict of Interest regarding CSU Research

### Original Trust Agreement between CSU and Tres Santos dated 07 March 2014

Page 43, Section 8.3(b) requires CSU to grant a license for the use its name and trademarks in the marketing of its Campus as a component of the Tres Santos project. (\*)

Page 43, Section 8.3(c)(i), has CSU and Tres Santos agreeing to determine a mutually acceptable name for the research component of the Campus designed to enhance the branding of the town of Todos Santos and the Tres Santos project, and all research papers, white papers and other published documents based on research conducted at the Campus will feature this name.

### Page 67, Section 22 EVENTS OF DEFAULT

Section 22.1 - CSU events of default. The following shall be considered events of default by CSU and subject to Section 22.3 ...

Section 22.1(b) - Any action that materially prejudices the brand or reputation of Tres Santos that is not cured within a 30-day period.

Section 22.3 – Upon a CSU default the Land .. and entire Trust Estate shall revert to Tres Santos without compensation to CSU ... and CSU shall pay to Tres Santos any past due Operating Costs

### Page 69, Section 23, REVERSION OF LEGAL TITLE

Section 23.1(b) - Tres Santos has the right of reversion of legal title in any case when CSU has an event of default pursuant to Section 22.

### First Amended Trust Agreement between CSU and Tres Santos dated 10 April 2014

The First Amendment to the Trust was created to include an additional building called the Administrative Building in the Trust with all the construction costs paid by CSU (\$150,000 +/-). This amendment reaffirms the Twenty-Second and Twenty-Third sections of the Original Trust to make it clear that these new funds contributed by CSU are subject to the events of default and reversion. CSU acknowledges and accepts that the administration building and all of the previously mentioned real property is subject to the Tres santos right of reversion

The structuring of the Trust negates the calling of the Black Creek/Mira transfer of interest to CSU as a gift. As it is not a completed gift, there is only a partial interest given in the Trust that owns the land and the buildings, and the way the Trust is written, the conduct of CSU is controlled because it can take no action that prejudices the branding or reputation of Tres Santos. If that were to happen, that is an event of default, and after a cure period all of CSU's interest in the "campus" reverts pursuant to the terms of the Trust to Tres Santos.

A gift is the voluntary transfer of property or funds to another without receiving anything of value in return and without conditions attached.

The Colorado State University RCR Training Policy Overview defines a conflict of interest as “a conflict of interest (COI) occurs when an individual or organization is involved in multiple interests, one of which could possibly corrupt the motivation for an act in the other.”

CSU Evasive Regarding Conflict of Interest.

From a paper called Institutional Ethics, “We at CSU are committed to maximizing the ethical dimensions of what we research and scholarship we conduct, as well as the scientific dimensions.” It is stated by Dr. Bernard Rollin, University Bioethicist.

From a website about the ethics at CSU: Research at Colorado State University - Local Discovery... Global Impact. A web page is called, “What is Ethics?” and the first bullet point is:

- Standards of conduct that distinguish between right and wrong.
- Research ethics is a branch of applied ethics.
- Summary research ethics standards appear to be universal, while others appear to be relative to the particular scenario.

“Social Responsibility” is another web page.

- Scientists should make efforts to insure their scholarship is not misused and does not become a tool for abuse.
- Responsibility to report results completely and accurately.
- Environmental responsibility

Under conflict of interest, COI is “a significant financial interest that could directly and significantly affect the design, conduct or reporting of NIH-funded research.”

- Disclosure and management of COI is required at CSU.

Who is covered by the CSU policy? All members of the CSU academic community, including academic faculty, students, administrative-professionals, state classified personnel, and post-doctoral trainees; can report or be named a respondent.

The Operating Agreement between Colorado State University and Colorado State University Research Foundation. For CSURF to be involved, it is agreed that CSU will provide to CSURF:

- (a) \$450,000 for one-time startup costs;

- (b) \$150,000 for the construction costs of the administration building on the Todos Santos campus;
- (c) an amount not to exceed \$300,000 for additional operating expenses; and
- (d) a fee for services 13/14 for startup, contracting and travel not less than \$25,000 with a maximum not to exceed \$100,000, future annual fees to be negotiated. In addition, CSU agrees to reimburse CSURF for all direct costs including insurance, property taxes, trustee fees, accounting and tax services, legal services, property management contracts and other maintenance and service contracts, such costs to be invoiced to CSU as received. [The last to sign was the President of CSU on April 7, 2014.]

(\*) The Trademark License Agreement entered into by CSU licensing its name and trademarks to Tres Santos states that, "Tres Santos receives a royalty-free license to use the marks in the United States and Mexico in connection of development, operation, marketing and promotion of a resort in Todos Santos BCS Mexico owned or operated by Tres Santos (the "Resort")."



CSU Remains Evasive Regarding Acknowledging Existence of Conflict of Interests

PART 1 – RECENT FACEBOOK EXCHANGE

Truth Santos Facebook Page Inquiry (May 23, 2015 by RS)

I have a question for Drew, and I wish you would reply in complete candor and without beating around the bush--this matter is too important for half-truths or evasions after all.

Drew, is your Conservation Development department going to research the concerns regarding mega development as Michael Fisher and others have posted? Will you offer CSU's objective study of the documented tolerance for this greater Todos Santos eco-system to absorb the impacts of 4,472 new homes, plus hotels, and related businesses?

And, regardless of your reply to the above, I want to know also that should the results of any such research, conclusions and report by CSU professors be contrary to the development scale of Tres Santos, is CSU under any restriction about releasing such findings?

CSU's Immediate and Only Reply, referencing its nonresponsive posting from May 12th

Colorado State University Todos Santos Center In the spirit of community collaboration, CSU is listening to the Todos Santos community. We've prepared some answers to the questions being asked on our blog: <http://webcms.colostate.edu/todossantos/?p=254>. Citizens may also email me directly at [Drew.wilson@colostate.edu](mailto:Drew.wilson@colostate.edu) to express further concerns.

# # # # #

PART 2 – THE CORRECT AND TRUTHFUL ANSWER TO THE LAST QUESTION

The Question:

“... should the results of any such research, conclusions and report by CSU professors be contrary to the development scale of Tres Santos, is CSU under any restriction about releasing such findings?”

The Honest Answer:

Yes, CSU is under restrictions.

# # # # #

### PART 3 – WHY THIS IS THE TRUTH

Because there never was a gift from Tres Santos to CSU; rather it boils down to a business arrangement. The land is owned by a trust created in Monterrey, Mexico and the sole assets of that Trust are the CSU land and buildings. CSU has an ownership interest of less than 100% in the Trust with Tres Santos owning the remainder percentages. (The amounts were blacked out, along with any claim of transparency!)

There is a clause in the Trust that spells out Events of Breach providing that if CSU does not cure certain defined events within 30 days, then all of the so-called “gift of land and buildings” reverts to Tres Santos and CSU is removed from the MIRA property. A particular Event of Breach is: “any... [CSU] action that materially prejudices the brand or reputation of Tres Santos.”

Thus, CSU is at risk and would have to seriously consider the consequences of taking the described hypothetical action allowing its professors to publish findings that are contrary to the development scale of Tres Santos. This puts a black cloud over CSU and questions the integrity of professors, researchers, students and the entire CSU System -- which is clearly an affront to Academic Freedom (teachers are entitled to full freedom in research and in the publication of the results). Even if CSU allowed the report to be issued, the inherent Conflict of Interest taints the work product. CSU’s Ethics website states: “A conflict of interest (COI) occurs when an individual or organization is involved in multiple interests, one of which could possibly corrupt the motivation for an act in the other.” In addition to risking the loss of the land and buildings being provided by Tres Santos, CSU also risks losing over \$1,000,000 (to date) of its Colorado taxpayers’ monies put into the startup, costs of an administration building and other assessed costs for the CSU Tres Santos Campus.

As for the fanfare of publicity about the magnanimous gift by Black Creek to CSU valued at \$4.3 million, it just isn’t so. A gift is the voluntary transfer of property or funds to another without receiving anything of value in return and without conditions attached. Besides not being able to protect and exercise its Academic Freedom, other conditions imposed by Tres Santos include CSU being required to allow Tres Santos to use the CSU name and trademarks in its marketing; CSU being required to identify its research papers with the branding determined with Tres Santos; CSU’s Research Farm is to be designed to improve the Tres Santos open-space landscape with that facility to be kept in bloom during peak tourist season; CSU is to conduct business classes targeted to those businesses within the Tres Santos Project; and CSU programming is to be offered at discounted prices to Tres Santos guests and residents.

As a local article said about Tres Santos, “Their entire operation is sort of undercover and deceptive” and that Tres Santos “has had the good sense to pussy foot into Todos Santos in stealth mode.”

This sham of a gift -- and the tarnishing of CSU’s reputation as a first class research institution carrying out its ‘land grant mission’ -- causes serious ethical violations through conflicts of interest and impingement of academic freedoms, all to allow a developer to make a buck at the expense of an existing community, its way of life, and its limited supply of water. It is unconscionable.

Settlor A and First Beneficiary = CSU  
Settlor B and Second Beneficiary = Tres Santos  
Project = CSU  
Campus = CSU  
Todos Santos Project = Tres Santos

P19  
↓

"Project" shall mean construction and development of a satellite campus which shall include the Land and all its Improvements (the "Campus") to be located within the Todos Santos Project, which shall include certain housing and dining facilities, private research facilities and research farms with no official studies recognition or affiliation with any Mexican official educational institution. It is anticipated that (a) the housing and dining facilities will include dormitory housing for approximately twenty (20) students, studio and/or one-bedroom multifamily residential units for housing five (5) faculty and staff

P20

members, and a dining area for students, faculty and staff; (b) the research facilities will include a classroom/lecture hall and a library space; and (c) the research farms will include up to approximately 20,000 square meters of improved farms, including a barn.

P43

8.3

(CSU)

(b) Settlor A and First Place Beneficiary shall procure and obtain the consent of the "Colorado State University" so that Settlor B and Second Place Beneficiary shall have the right to certain uses of the "Colorado State University" name and marks in the marketing of the Campus as a component of the Todos Santos Project pursuant to a trademark license agreement for the use of the name and marks in the United States as attached hereto as Exhibit M and pursuant to a substantially similar trademark license agreement for the use of the name and marks in Mexico. Settlor A and First Place Beneficiary shall cause the Colorado State University to take all necessary steps to register the name and marks in Mexico.

P43

8.3(c)

(I) Settlor A and First Place Beneficiary shall conduct research work within the Research Farms that focuses on issues affecting agriculture in the southern Baja Peninsula, including, without limitation, water scarcity, low-water farming, and organic farming. The Parties shall determine a mutually acceptable name for the research component of the Campus, designed to enhance the branding of the town of Todos Santos and the Todos Santos Project, and all research papers, white papers, and other published documents based on research conducted at the Campus will feature this name.

Settlor A and First Beneficiary = CSU  
Settlor B and Second Beneficiary = Tres Santos  
Project = CSU  
Campus = CSU  
Todos Santos Project = Tres Santos

p44 8.3(c) (iv) Settlor A and First Place Beneficiary shall offer educational programs and classes for undergraduate and graduate students in addition to continuing adult education classes at the Campus. Adult education classes shall include courses in connection with the Osher Lifelong Learning Institute. Continuing adult education classes shall be actively marketed to CSU alumni and shall be open to the residents and guests of the Todos Santos Project and the local Todos Santos community. CSU shall use reasonable efforts to offer such continuing education classes to the Todos Santos Project's residents and guests at discounted rates.

p44 8.3(c) (v) Settlor A and First Place Beneficiary shall use reasonable efforts to organize musical and theatrical performances in Todos Santos and lectures at the Campus throughout the calendar year that shall be available to the general public. Settlor A and First Place Beneficiary shall use reasonable efforts to offer such musical and theatrical performances and lectures to the Todos Santos Project's residents and guests at discounted rates.

---

p44 8.3(c) (vii) Settlor A and First Place Beneficiary shall use reasonable efforts to offer educational courses at the Campus to the local Todos Santos community that shall focus on improving the quality of the local Todos Santos businesses and workforce, such as courses focused on hospitality services, food and beverage services, small business administration and entrepreneurship, which courses shall be targeted to those businesses that Settlor B and Second Place Beneficiary includes within the Todos Santos Project.

---

p45 8.4(a) (i) Settlor A and First Place Beneficiary shall maintain the Campus and the Improvements in a clean and sanitary condition and in good order, condition and repair in accordance with a standard of maintenance reasonably commensurate and consistent with those maintained by the Colorado State University in its campus located at Fort Collins, Colorado, United States of America. The Research Farm shall be designed to improve the Todos Santos Project's open-space landscape. Settlor A and First Place Beneficiary shall cause the Research Farm to be maintained as an attractive landscape feature except to the extent that such obligation is inconsistent with its research objectives. Settlor A and First Place Beneficiary shall use its reasonable efforts in keeping areas not actively utilized for research projects well planted and maintained, and to have such landscape in bloom during peak tourist season (November through June) to the extent practicable and not inconsistent with its research objectives.

A tour of the CSU Todos Santos Campus reveals no advance planning for classrooms. The original 3 buildings designed, built and paid for by Tres Santos consist of two dormitory buildings with combined housing for approximately 46 students and a third building primarily dedicated to food service on the ground floor with an industrially equipped kitchen and open plan cafeteria with movable tables (upstairs, not handicap accessible, are studio apartments for visitors and small offices). There are no real classrooms present other than CSU designating two rooftop partially shaded decks, open to the elements and not handicap accessible, looking like a poorly conceived and executed idea, with these learning areas having to share those roofs with rows of air conditioning units to service dormitory rooms which lack basic fenestration planning to allow for natural ventilation. The red covered roofs will absorb heat which CSU pointed out to Tres Santos, but a change to white coating was denied because of the aesthetic concerns for the neighboring homes to be built and sold. The cafeteria, a multi-purpose room, which would be available 3 times a day to feed up to 46 students plus staff and faculty with downtime due to set up and clean up, and exposed to the hustle, bustle, talking, noise and smells of a kitchen that size is also considered a classroom.

A month after the contract between Tres Santos and CSU was concluded, an amendment was signed with CSU having to put up \$150,000USD to construct what is referred to as the 'administration building' which consists of offices, a conference room and an oddly configured veterinary lab that looks like a last minute add-on. The conference room is touted as an additional classroom, which might hold a dozen or so students.

Other than housing a large number of students (and 6 studios for faculty) and having a large kitchen to feed them all, there is no clue that academic instruction went into the planning of the 3 original buildings, nor the administration building.

All of which begs the question, what did Tres Santos and their architects design these buildings for, apparently without the involvement of CSU, and why did CSU sign-on when this is not a campus that was designed in any way to have as a primary objective providing lectures, workshops and courses because there is not even one facility that was planned for learning activities as its number one function.

## Two Views of Agricultural Sustainability

<b>Criteria</b>	<b>MIRA/CSU/TRES SANTOS DEVELOPMENT ACTUAL APPROACH</b>	<b>TODOS SANTOS COMMUNITY SUGGESTED APPROACH</b>
Primary Purpose	To improve Tres Santos landscape	To assist local farmers, gardeners, landscapers, and others who like to plant
Site Selection	Start atop solid rock outside of town at Tres Santos Entrance. Artificially creating what already exists elsewhere	Utilize existing agricultural huerta(s) in town or nearby. Practical as will be working with the existing conditions shared by a majority of local farmers
Site Preparation	Truck in tons of topsoil. High monetary cost and energy usage.	Use traditional alluvial growing fields, minimal preparation needed
Grading	Blade & grade utilizing large earth moving equipment with high monetary cost and energy usage	Plow with local tractors or hand cultivate
Water Source	Overcommitted Ejido water; or Desalinated Water (with	Existing Ejido water distribution network

	environmental concerns) or Treated Grey Water, either being pumped uphill to site. Possible interim use of municipal water.	
Water monitoring	Electronic monitoring from CSU Fort Collins facility using probes, sensors remotely controlled	Monitor water on site, considering local conditions, water availability and expertise
Irrigation	Extensive piping system needed	Minimal investment in new piping
Electrical use	High. Desalination Plant uses high levels of electricity. Large volumes of water must be pumped uphill	Low. Utilizing existing network with pumps in place
Plant growth	Exposed, windy hilltop site. Plants have high evapotranspiration rate. Witness existing and natural desert xeriscaping	Protected. Lower evapotranspiration rate. Less water use. Richer soil.
Aesthetics	Turns existing hilltop desert into artificially sustained garden surrounded by high density development	Integrated into local palm/mango oasis and traditional agriculture methods and barrios
Cultural considerations	Site far from local residents;	Close-in sites where locals live

	less opportunity to interact/teach new methods	and work provides opportunity to interact with neighbors, schools, community groups
Selling what is produced	Unless a resident of this Tres Santos development, buyers must drive to site to purchase fruits and vegetables in an alien environment for locals	Can be centrally located or with alternating locations; easier walking or biking access, or a shorter drive
Composting	Most organic matter now either burned, taken to landfill or dumped in desert. Local people unlikely to haul plant matter into gated community to recycle	Accept, grind and compost local garden waste for recycling. Offer composting classes; free compost to residents
Neighborhood support	Out of sight, out of mind, (except when driving to Cabo)	Pride of participation & "ownership."
Parking	Large parking lot	Less space needed
Public Perception	"A community garden for wealthy foreign Tres Santos residents"	A vibrant, integral part of the Todos Santos community, centrally located
Stakeholders	Largely Tres Santos residents/users and visiting CSU students	Local people, expert local farmers, CSU, Tres Santos residents
Mentality	"Us vs. Them"	"We're in this together"



**Proposed Goal: The Todos Santos extended community partner with CSU to create a viable educational institution that will be of equal benefit to the area's residents as well as to the CSU constituents.**

**Suggested Steps:**

- 1. CSU step back and reevaluate its decision and underlying assumptions about partnering with Tres Santos and choosing Todos Santos as its first international campus. That evaluation should include the finances of this decision specifically the financial impact on CSU if the Tres Santos project does not come to fruition and/or does not provide a stream of "life time learning tuition paying students" and what ever other monetary benefits that had been anticipated.**
- 2. CSU declare its complete independence from Tres Santos, including being mentioned in any of Tres Santos' sales and marketing efforts. CSU reserving to itself academic and editorial freedom with regards to its educational undertakings and programming, research methodology, activities, results and recommendations, published papers, commentary, opinions, and community involvement.**
- 3. Utilizing the breadth of its educational and research capacities, commence the process of the creation and implementation of a Community Impact Assessment to define a path for sustainable and appropriate future development that is compatible with the present nature of the community and its available resources, based on the Master Plan for Todos Santos. Such an initiative is to be undertaken with the participation of the La Paz based Universidad Autónoma de Baja California Sur (UABCS) and community groups such as ACTS, Palapa Society and Vida y Prosperidad.**
- 4. Develop educational programing appropriate to the local Spanish speaking population of Todos Santos and the greater La Paz municipality in collaboration with UABCS so that the pre and post secondary children and young adults of the area are a prime focus of CSU's mission and activities to enable these students to develop the skills needed to facilitate those interested, willing and capable to further their educational prospects beyond current limitations.**

