

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING
Colorado State University-Pueblo
August 6, 2015**

CALL TO ORDER

Vice Chair Munn called the meeting to order 7:39 a.m.

ROLL

Governors present: William Mosher, Chair (via telephone); Demetri “Rico” Munn, Vice Chair; Scott Johnson, Secretary; Nancy Tuor, Treasurer; Dennis Flores; Dorothy Horrell; Mark Gustafson; Jane Robbe Rhodes; Joseph Zimlich, Paul Doherty, Faculty Representative, CSU; Michael Mincic, Faculty Representative, CSU-Pueblo; Jason Sydoriak, Student Representative, CSU; Megan Schulze, Student Representative, CSU-Global Campus; Sarah Zarr, Student Representative, CSU-Pueblo

Administrators present: Tony Frank, Chancellor, CSU System, and President, CSU; Amy Parsons, Executive Vice Chancellor, CSU System; 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; Rich Schweigert, Chief Financial Officer, CSU System

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Executive Vice Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors and General Counsel

Other Staff and Guests present: Tanya Baird, Executive Assistant to the Provost, CSU-Pueblo; Rick Callan, Sr. Real Estate Analyst, CSURF; Craig Cason, Associate Vice President for Facilities, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Chris Fendrich, Director of Auxiliary Services, CSU-Pueblo; Jane Fraser, Dept. Chair, Engineering, CSU-Pueblo; Michelle Gjerde, Director, Career Center, CSU-Pueblo; Kathleen Henry, President, CSURF; Jason Johnson, Deputy General Counsel, CSU; Lynn Johnson, Vice President of Operations, CSU; Rick Kreminski, Provost, CSU-Pueblo; David Lehmpul, Acting Dean, CSM, CSU-Pueblo; Derek Lopez, Center for Academic Enrichment, CSU-Pueblo; Sean McGivney, Director of Financial Aid, CSU-Pueblo; Jonathan Poritz, Associate Professor of Mathematics, CSU-Pueblo; Ryan Poulsen, Associate, Wells Fargo; Tracy Samora, Director of Alumni Relations, CSU-Pueblo; Rob White, Reporter, *Coloradoan*

In the absence of Chair Mosher, Vice Chair Munn convened the August Board meeting and indicated the first agenda item was a CSU-Pueblo student housing presentation to be followed by a tour of the facilities.

CSU-PUEBLO STUDENT HOUSING

Dr. Di Mare explained that projected enrollment growth did not occur after additional housing was built in 2008. With an annual shortfall in net revenues between 2013 and 2015 and increasing debt service payments during the next five years, CSU-Pueblo is projecting a negative housing fund balance in FY16. In addition to lower enrollment and retention rates, competition with neighboring private sector housing has also contributed to reduced occupancy in the residence halls.

Dr. Di Mare outlined proposed changes in housing policies that include temporarily closing Belmont Residence Hall which is the oldest facility and in need of repairs; requiring all freshman outside of Pueblo County to live in residence halls; and changing the requirements for returning students. The meeting was recessed at 7:51 a.m. for a walking tour of the student housing.

AUDIT AND FINANCE COMMITTEE

Committee Chair Tuor convened the Audit and Finance Committee at 8:37 a.m. General Counsel Nosler read the meeting into executive session for purposes related to purchase or sale of property and to receive legal advice as set forth in the meeting notice. **Motion/Action:** Governor Horrell moved to convene in executive session; Governor Zimlich seconded; and the motion carried unanimously. The Audit and Finance Committee meeting moved out of executive session at 8:57 a.m. and recessed for a short break.

BOARD MEETING

Vice Chair Munn reconvened the meeting at 9:03 a.m. and explained he would be presiding over the meeting in the absence of Chair Mosher who would be participating by telephone for portions of the meeting. Governor Deemer would also not be present at the August meeting. Both Chair Mosher and Vice Chair Munn would not be present the following day and, with no objections from the Board, Governor Horrell was asked to preside over the meeting the next day. Vice Chair Munn reviewed the agenda and the evening's social event.

PUBLIC COMMENT

Vice Chair Munn reported the next agenda item was public comment and one person had signed-in to address the Board. Jane Fraser read a statement to the Board on faculty recruitment and retention at CSU-Pueblo.

Vice Chair Munn reviewed the following day's agenda and then asked Committee Chair Tuor to reconvene the Audit and Finance Committee meeting.

AUDIT AND FINANCE COMMITTEE (*reconvened*)

Committee Chair Tuor asked for feedback on the recommended CSU-Pueblo student housing options with specific action to occur at the October or December meeting. Dr. Di Mare reported the temporary closing of Belmont has occurred for the fall 2015 session. Governor Zarr concurred that the closure of Belmont was a good option; encouraged retaining the 50-mile radius; and commented on the pros and cons of the two-year requirement. Dr. Frank commented that comparable peer institutions have similar policies to the recommendations presented by CSU-Pueblo.

State Budget and TABOR Briefing: Mr. Schweigert explained quarterly the state conducts economic forecasting for the current and future years. Highlights of the OSPB June forecast indicate the state budget is on-track with small fluctuations. TABOR revenue is projected to exceed the Referendum C limit which will require a refund to taxpayers and transfers of funds to transportation and capital construction unless changes occur in statute. Higher education funding in the general fund could potentially be impacted. A related political issue is the hospital provider fee, not exempted from TABOR calculations, that was put in place to help with the state's budget deficit by leveraging federal funding.

HB 1319 – Higher Education Funding and Tuition Control Update: Mr. Schweigert recounted how HB 1319 resulted in a new funding model with a breakout between costs stipends and funding for role and mission tied to performance. The Dept. of Higher Education created a Cost Driver and Analysis team to

provide an analysis on higher education costs. A 6% tuition cap was implemented as a one to two-year solution for structural problems with the funding model. Retention of tuition control for resident, undergraduate rates by governing boards has become a political issue and the CCHE at its August retreat will be considering a new tuition setting policy.

Since the CCHE retreat is concurrent with the Board meeting, Dr. Frank reported a letter (included with the Chancellor's written report) was sent under the signature of the Board Chair and Vice Chair that, without stating a formal position, was focused on the historical position that decision-making was best done at the local level by the governing boards. The letter further stated that sufficient mechanisms for oversight and accountability are in place with performance contracts and financial accountability plans.

Peer Groups for CSU and CSU-Pueblo: When asked about flexibility of peer groups, Chancellor Frank explained that official peer group comparisons are utilized to respond to broad academic and financial issues. For particular issues, i.e., parking at CSU, different peer groups such as matching communities may be utilized.

Tuition Discussion and Review: Dr. Frank provided an overview of the budget cycle that begins internally in August with incremental updates at every meeting and culminates with approval of the budget at the May meeting. The institutions complete a substantial amount of budget planning during the fall when the Governor's proposed budget is developed and then again in January. To assist the Board, the role of tuition in budgets is being highlighted to put into context the general planning that is done and will again be addressed at the February meeting.

Dr. Frank commented on how comparative peer data for CSU and CSU-Pueblo reflect the low state support per student in Colorado. Colorado is a middle to low-middle tuition state and is one of the most efficient states in terms of cost for degree production. The number of applications and headcount at CSU and CSU-Pueblo indicate neither institution appears to be impacted by price elasticity or the point at which the cost of tuition is influencing the customer base.

When asked about the increase in applications and decreased enrollment at CSU-Pueblo, Dr. Di Mare commented on the difficulty of year-to-year comparisons with policy changes that have occurred, such as implementing a deposit requirement; the contract with Royall & Company has greatly increased the number of applications; and workshops are being held to assist students complete and correct federal financial aid applications. Data is being collected from a survey of prospective students who chose another institution.

Discussion followed on unmet need; increasing enrollment of lower and middle income students; the competition and pipeline for resident students; and the sustainability of the current financial model for public institutions over the next 10 years. The Board also discussed the need for the CSU System to be innovative with different delivery systems to help control costs and to improve quality, and messaging to communicate the value of investment in a degree from a CSU System institution. Dr. Frank commented on how the campuses are working together to find ways to partner across campuses, to be more efficient by controlling costs, and to increase or develop new revenue streams.

FY 2017 Incremental E&G Budgets: Dr. Frank explained the incremental education and general fund (E&G) budget does not include directed funding, i.e., research, philanthropy, housing and dining revenues, etc., but the E&G budget is the "heart and soul" of the university budget because it supports the teaching mission. The budget for CSU-Global Campus is presented in a similar format to the other two campuses; however, CSU-Global Campus does not receive state support and does not charge mandatory student fees.

Dr. Frank explained how an inflation-only budget with no state contribution would result in a \$9.5 million deficit. While there are ways to manage the budget, such as cutting expenses and internal reallocations, this is not a sustainable business model. Governor Zimlich commented on two revenue drivers: increasing non-resident enrollment and tuition. He noted new line items and innovation, such as utilizing a blended delivery system, could be part of the solution to balance the budget.

Depending on decisions at the CCHE retreat, Dr. Frank asked for direction on tuition with the tradeoff on expense reduction. When asked about elasticity of CSU's tuition increases and student demographics, he responded the market share of Colorado residents has remained constant; financial aid has been bolstered by new tuition revenue; and there has been an increase in non-resident students.

To better understand the tuition issue, suggestions were to begin with an assumption of no more than a 5% tuition increase for next year; to determine what other decisions would need to be made to bring costs in line for a business that is people-oriented without decreasing quality; and to examine other revenue sources or delivery models. Dr. Frank explained the online budget balancer tool that will be available on the CSU website to analyze the impact of expense and revenue adjustments to the budget. A budget update will be provided in October with comparisons of CSU tuition increases of 3%, 4% and 5%.

Dr. Di Mare reviewed the initial draft of the FY17 CSU-Pueblo E&G budget. Given the differences in the campuses, the suggestion was made to provide comparisons of 4%, 5% and 6% tuition increases. Dr. Frank recounted the shift of the percentage of state funding within the CSU System to assist CSU-Pueblo which was impacted by the state's floor funding model and noted expenses at CSU-Pueblo are comparable to similar institutions.

Adoption of Program Plan for the CSU-Pueblo IT Project: Mr. Spiecker recounted that the Board previously approved moving forward with a request for \$3.9 million in new state funding for Phase II of the CSU-Pueblo IT project. Approval of the program plan was requested to meet DHE requirements. **Motion/Action:** Governor Robbe Rhodes made the motion to approve; Governor Flores seconded; and the motion carried unanimously.

Approval of Investment Committee Members: General Counsel Nosler explained the next step was a follow-up resolution, consistent with statute, to appoint Governor Tuor in her capacity as the Board Treasurer and one additional Board member identified as Governor Horrell to the CSU System Treasury Advisory Committee. The resolution also authorizes pursuant to statute that these two Board members work with the Chancellor, the CSUS CFO and General Counsel to select nominees for the three representatives of the financial community to serve on the investment advisory committee. The nominees will be presented to the Board at the October meeting. **Motion/Action:** Governor Gustafson moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

Approval of Institutional Plan for Student Fees: Mr. Schweigert explained that annually, by CCHE policy and by reference in statute, institutions with student fees must have an overarching document that defines the fees and processes and addresses the role of the governing board. The CSU and CSU-Pueblo student fee plans were provided in the meeting materials and there were no major changes from the previous year. Committee Chair Tuor noted the approval would be on the consent agenda.

CSU System Foundation Update: General Counsel Nosler reported the CSU System Foundation has been established; an operating agreement between the CSU System and the foundation has been executed; the new company, Beyond Campus Innovations Inc., has been established; and the final process to be completed is negotiation of the intellectual property transfer agreements from the CSU System to the foundation, and then in turn from the foundation to the new company which will be wholly-owned by the foundation.

Bond Sale: Mr. Schweigert reported the CSU System is selling bonds on this date for the most recent bond package approved by the Board and the sale appears to be proceeding well. Both Moody's and Standard & Poor's maintained the System's ratings.

Review and Update on Audit Plan: Ms. Horn reported there are nine audits in progress and, with only six auditors, staff are working simultaneously on projects. Three audits are near completion with reports to be issued before the next meeting and one report is waiting for her final review. Executive summaries of reports issued since the last meeting were provided. There were no red flags to report and Internal Auditing utilized their new data analytics.

Past Due Recommendations: Ms. Horn explained the institutions continue to do well in implementing the corrective actions. Since the report was generated, CSU-Pueblo has implemented recommendations #2 and #5 for tuition revenue. The past due recommendation for the Warner College of Natural Resources was delayed to allow time for the new dean to be part of the process and the project is near completion. The OSP Cost Transfers recommendation is back on track after a change in management.

With no further business to come before the committee, Committee Chair Tuor asked for a motion to adjourn. **Motion/Action:** Governor Johnson moved; Governor Robbe Rhodes seconded; and the motion carried unanimously.

REAL/ESTATE FACILITIES COMMITTEE

Committee Chair Johnson called the committee meeting to order at 11:16 a.m. **Motion/Action:** Governor Tuor moved to convene in executive session. Governor Zimlich seconded and the motion carried unanimously. General Counsel Nosler read the meeting into executive session for purposes related to purchase or sale of property and consideration of nominations for the awarding of honorary degrees or the naming of buildings as set forth in the meeting notice.

The meeting reconvened in open session at 11:25 a.m. Committee Chair Johnson asked for a motion to approve the CSU naming action item. **Motion/Action:** The motion was made, seconded and carried unanimously. With no further business to come before the committee, Committee Chair Johnson asked for a motion to adjourn. **Motion/Action:** Governor Gustafson moved, Governor Robbe Rhodes seconded and the motion carried unanimously.

EXECUTIVE SESSION

Vice Chair Munn asked for a motion to convene in executive session. **Motion/Action:** Governor Horrell made the motion, Governor Johnson seconded, and the motion carried unanimously. General Counsel Nosler read the meeting into executive session to receive the litigation report and legal advice as set forth in the meeting notice. Following the executive session, General Counsel Nosler noted for the record that the Board was moving out of executive session and was reconvening in open session.

EVALUATION COMMITTEE

Vice Chair Munn asked for a motion to convene the Evaluation Committee in executive session following lunch. **Motion/Action:** Governor Tuor made the motion, Governor Horrell seconded, and the motion carried unanimously. General Counsel Nosler read the Evaluation Committee meeting into executive session for the purposes of evaluating public officials and staff and to receive legal advice as set forth in the meeting notice. The meeting recessed at 12:15 p.m. and then convened in executive session at 1:01 p.m.

The Evaluation Committee meeting moved out of executive session and into open session. General Counsel Nosler reported that during the executive session legal advice was received in attorney-client privileged communications. General Counsel requested approval of an oral motion by the Board of Governors of the Colorado State University System to approve a limited waiver of the attorney-client privilege for the sole purpose of a potential defense to certain claims against President Lesley Di Mare in pending litigation. Such waiver shall be at the sole discretion of the General Counsel as determined to be necessary within this litigation. **Motion/Action:** Governor Johnson moved, Governor Tuor seconded, and the motion carried unanimously.

With no further business to come before the committee, Committee Chair Munn asked for a motion to adjourn. **Motion/Action:** Governor Johnson moved, Governor Robbe Rhodes seconded and the motion carried unanimously.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING
Colorado State University-Pueblo
August 7, 2015
Amended by Board Action on June 16, 2016**

CALL TO ORDER

Governor Horrell called the meeting to order 9:07 a.m.

ROLL

Governors present: William Mosher, Chair (via telephone); Scott Johnson, Secretary; Nancy Tuor, Treasurer; Dennis Flores; Dorothy Horrell; Mark Gustafson; Jane Robbe Rhodes; Joseph Zimlich, Paul Doherty, Faculty Representative, CSU; Michael Mincic, Faculty Representative, CSU-Pueblo; Jason Sydoriak, Student Representative, CSU; Megan Schulze, Student Representative, CSU-Global Campus; Sarah Zarr, Student Representative, CSU-Pueblo

Administrators present: Tony Frank, Chancellor, CSU System, and President, CSU; Amy Parsons, Executive Vice Chancellor, CSU System; 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; Rich Schweigert, Chief Financial Officer, CSU System

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Executive Vice Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors and General Counsel

Other Staff and Guests present: Tanya Baird, Executive Assistant to the Provost, CSU-Pueblo; Jon Bellum, Provost, CSU-Global Campus; Helen Caprioglio, Assistant Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Jane Fraser, Dept. Chair, Engineering, CSU-Pueblo; Blanche Hughes, Vice President of Student Affairs, CSU; Jason Johnson, Deputy General Counsel, CSU; Sylvester Kalevela, Acting Dean, CEEPS, CSU-Pueblo; Jonathan Poritz, Associate Professor of Mathematics, CSU-Pueblo; Kathryn Starkey, Director of Forensics, English/Forensics Team; Rob White, Reporter, *Coloradoan*; Cora Zaletal, Executive Director, External Affairs, CSU-Pueblo

Governor Horrell reconvened the Board meeting in the absence of the Chair and Vice Chair who were unable to attend. Chair Mosher would be participating by telephone when possible and Governor Deemer was unable to attend. Governor Horrell reviewed the work completed the previous day and indicated an Evaluation Committee report would be provided. She reported the Board had breakfast and a productive discussion this morning with CSU-Pueblo non-tenure track faculty. Governor Horrell then reviewed the meeting agenda.

EVALUATION COMMITTEE

Governor Horrell, as Vice Chair of the Evaluation Committee, reported the committee met in executive session the previous afternoon for the annual performance reviews of the Chancellor, campus Presidents, General Counsel and Director of Internal Auditing. The following recommendations were presented based upon the work completed:

- For President Frank, the committee recommends awarding an incentive compensation of \$60,000 as provided for in his contract.
- For President Takeda-Tinker, the committee recommends awarding \$100,000 incentive compensation per her contract.
- For President Di Mare, the committee recommends awarding \$13,000 incentive compensation per her contract.
- For the CSU System Director of Internal Auditing, the committee recommends a salary increase of 2% effective for FY15-16 and her budget be supplemented with a one-time addition of \$10,000 for technology and professional development of her staff as she may determine at her discretion.
- For the CSU System General Counsel, the committee recommends a salary increase of 3% effective for FY15-16.

Motion/Action: Governor Robbe Rhodes moved to approve the recommendations. Governor Tuor seconded and the motion carried unanimously. Governor Horrell commented on the importance of the annual performance reviews and commended the leadership for their work on behalf of the CSU System and the state of Colorado.

CHAIR'S AGENDA

Excellence in Undergraduate Teaching Award: Governor Horrell provided background on the establishment of the award that is presented annually to a faculty member from each of the three campuses. The Colorado State University and CSU-Global Campus recipients were recognized at the May meeting. At this meeting, the Board would recognize Dr. David Dillon for his work at Colorado State University-Pueblo. Dr. Kreminski highlighted Dr. Dillon's contributions to students, research and service. Governor Horrell presented the award and Dr. Dillon thanked the Board for the honor.

National Western Center Resolution: Governor Horrell reported the next item was consideration of a resolution in support of a referendum wherein voters will be asked to indefinitely extend a 1.75% tax on hotel rooms and short-term rental cars in the City and County of Denver. The revenue would finance two tourism-related projects: the redevelopment of the National Western Center (NWC) of which Colorado State University is a prominent partner and the Colorado Convention Center. Governor Gustafson, in his capacity as Secretary of the Board of Directors for the National Western Stock Show (NWSS), recused himself from the discussion and vote.

Dr. Frank provided an overview of the NWC redevelopment and explained the project is at a point where many pieces have been aligned with a path forward. Colorado State University has a 109-year relationship with the NWSS and will be involved with various NWC opportunities that fit with the teaching, research and outreach/engagement mission of the institution to serve the citizens of Colorado. HB 1334 provides for \$250 million in state-funded certificates of participation to build CSU-related facilities at the NWC and on the campus that are tied into those NWC facilities. The funds will only be available if the voters of the City and County of Denver pass the ballot initiative. The NWC redevelopment has the support of neighborhood groups. The Board in the past has endorsed certain other issues of interest to CSU.

Governor Flores expressed support for the resolution because of the fit with the mission. He stated there have been discussions about moving the State Fair from Pueblo and clarified this resolution does not include or endorse such action. Dr. Frank reported he has expressed to the NWC Executive Oversight Committee that CSU would not support such a move. Governor Zimlich added that over the years the Board has been asked to take positions either for or against legislation and ballot initiatives, and the Board has carefully considered this initiative that is directly tied to the CSU mission.

General Counsel Nosler read the matter for action to support the November 3, 2015 City and County ballot initiative. **Motion/Action:** Governor Johnson moved to approve; Governor Tuor seconded; and the motion carried unanimously.

Strategic Mapping: Governor Horrell recounted that the Board at its June retreat began the strategic mapping process by first identifying factors or brutal facts outside of the CSU System's control. The Board then identified unique advantages and capabilities of the institutions individually and collectively that can help the CSU System and campuses move forward in light of those brutal facts. Ms. Parsons was tasked with working with the campuses to begin identifying initiatives and goals in response to those discussions.

Ms. Parsons commented on the work undertaken to refine the strategic mapping into concrete actions. The CSU System strategic map is divided into three capabilities with four key performance indicators and related metrics with implementation targets. Work will continue with the campuses and updates will be provided at future meetings.

Ms. Parsons reviewed the brutal facts identified at the retreat that were further refined into four categories with direct influence on the CSU System and institutions. The intent is to focus on one of the categories at each of the upcoming meetings to educate the Board and to hear from each of the campuses individually on their strategic plans. The work plan is as follows:

- October 2015: funding and cost shifting, CSU Strategic plan;
- December 2015: value proposition and public dialogue, CSU-Pueblo strategic plan;
- February 2016: market responsiveness, CSU-Global Campus strategic plan;
- May 2016: talent market;
- June 2016 Board retreat: review and update the strategic plan for long-term planning.

Dr. Frank explained the goal to develop a CSU System strategic plan which is a map to drive strategy and actions, is outcome-oriented and organic, and not a detailed, stand-alone document. Board members commented positively on the work plan and the intent to have specific strategic discussions at every board meeting.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Robbe Rhodes convened the Academic and Student Affairs Committee and asked Dr. Miranda for his report.

Revised Policy 314 and Approval of Degree Candidates: Dr. Miranda explained the timing of Board meetings with the granting of posthumous degrees did not always align for graduation ceremonies. The proposed amendment would extend the annual authority of the institutions to grant degrees to include posthumous degrees subject to an annual report of that activity to the Board. Approval of the policy amendment and the approval of degree candidates for Academic Year 2015-16 are on the consent agenda.

Colorado State University Faculty Manual Changes: Dr. Miranda reported there are four faculty manual changes to be approved on the consent agenda:

- Section D.2.1: The amendment is to change the annual faculty and administrative professional appointments to the University Benefits Committee from three-year to four-year terms.
- Section F: The modifications are to clarify parental leave policies by separating the language of parental leave from catastrophic leave due to technical reasons related to federal guidelines and the definitions of fringe benefits reimbursements.

- Section I: The changes clarify that renewal of an assignment of faculty advisors to student groups by a department chair is possible but upon mutual consent.
- Appendix 1: The changes to be implemented will align the language of the manual with Title IX federal regulatory requirements.

CSU Program Review Schedule: Dr. Miranda listed the departments and special academic unit to be reviewed during the coming year. Typically 10 to 15 reviews are completed each year with programs generally on a six to seven-year schedule with some variation to align the internal program review with the external accreditation bodies. Approval of the program review schedule is on the consent agenda.

Approval of CSU Graduate Certificates: Dr. Miranda explained the CCHE authorized graduate certificates and the internal approval process through the Faculty Council parallels the approval of a new degree program. The graduate certificates will be awarded after completion of between 9 and 15 credits to develop a skill set or marketability in a particular area. The graduate certificates can be stand-alone; may serve as a starter experience to attract students to Master's degree programs; be an add-on to a graduate program to gain additional skill; or be bundled with a degree program. Approval of the graduate certificates is on the consent agenda.

CSU-Global Campus Student Code of Conduct: Dr. Bellum explained the updates to the student conduct code are focused on process. The revisions have been reviewed by the Faculty Affairs Committee, the Student Affairs Committee, the Curriculum Committee and the Governance Council. Legal review is being conducted by the CSU System. The intent is to implement the revised student conduct code in the fall. An update will be presented at the October meeting.

Updates on CSU-Global Campus Degree Programs: Dr. Bellum explained the annual comprehensive review for every degree program includes an external review by program advisory boards and an internal review to determine if the programs are aligned with the workplace as originally designed and meet the quality expectations. Based upon the recent reviews, the following degree program changes will be implemented:

- Enrollment in the B.S. in Public Management program will cease because growth has been static and there does not appear to be a demand for a generic public management degree. Students already enrolled will be able to complete their degrees.
- Enrollment in the Master's of Information Technology Management will be temporarily frozen while a more in-depth study is completed to determine how to better align the program with the needs of the marketplace. The intent is to reinstitute the program next spring with modifications.
- The B.S. in Interdisciplinary Professional Studies has never strongly aligned with any particular industry and therefore enrollment will be ceased.

CSU-Global Campus will continue to build new degree programs that have strong ties to a specific profession or industry need. Market research is developed from the Bureau of Labor statistics; O*NET that explains specific educational needs; and through the internal marketing team which compiles data such as what degrees are being sought and the numbers of graduates from different programs.

CSU-Pueblo Program Review Schedule: Dr. Kreminski explained the program reviews are on five, six or seven year cycles with consideration of accreditation cycles. An updated calendar is presented for approval annually. There is an elaborate program review process that includes external evaluators and different campus committees. Approval of the 2015-2020 calendar is on the consent agenda.

CSU-Pueblo Approval of Degree Candidates: Committee Chair Robbe Rhodes noted the approval would be included with the other campuses on the consent agenda. Dr. Kreminski reviewed the data provided for the AY2014-15 spring, fall and summer graduates.

CSU-Pueblo Posthumous Degree: Dr. Kreminski reported confidential documentation was provided separately and recommended approval of the posthumous degree on the consent agenda.

CSU-Pueblo Faculty Handbook Change: Dr. Kreminski explained the revision to section 1.2.6.4 is to delete the Dean of Graduate Studies and Research as an ex officio member of the Graduate Studies Board. Approval of the amendment is on the consent agenda.

Faculty Activity Reports: Dr. Miranda explained faculty activity reports are presented annually in August and the report for each campus follows a similar but not identical format.

Colorado State University: Dr. Miranda described the extensive hiring and search process; the annual performance review process and statistics with almost all faculty meeting or exceeding expectations; the faculty reappointment process; and data for tenure and promotion that occurs in the fifth year. There were no denials of tenure or promotion in the cases that reached the Provost's Office.

Faculty workload data was compared to peer institutions and AAUP on instructional ratios, undergraduate and graduate degrees, and federal research activity. Faculty compensation has been stagnant nationally for the past five years and continues to be an issue at CSU. There are 1,063 regular faculty which is the highest level in the last six years with the largest number of women faculty for this period. Minority faculty has increased by approximately 10% in the last year.

In response to questions on performance evaluation statistics, Dr. Miranda explained the stringent hiring practices have resulted in a highly accomplished faculty and salary increases are merit-based. In addition to salary, a more formal consequence of a below expectation review for two sequential years would result in a post-tenure review process prior to the usual five-year timeframe and include a 360 review. Decisions on promotion and tenure were delegated to the presidents with an annual report to the Board. A list and statistics on faculty promoted or tenured during the prior year were provided.

CSU-Global Campus: Dr. Bellum reported faculty qualifications are based on the HLC's guidelines coupled with accreditation criteria and high internal requirements. He reviewed the terminal degree and annual re-credentialing requirements for undergraduate and graduate faculty. There is a thorough screening and interview process, intensive training and certification program, and eight-week mentored teaching experience for new faculty. Continuous training is offered through a variety of processes and venues with faculty expected to complete at least one course annually.

Dr. Bellum explained the recent changes that have occurred in the faculty compensation model and described the other non-instructional opportunities for which faculty are compensated. In addition to comprehensive annual performance reviews, there is an ongoing focus to ensure faculty meet expectations. Data from the annual faculty satisfaction survey indicate that faculty are highly satisfied with the support provided by CSU-Global Campus.

Dr. Bellum reviewed the data on faculty counts from IPEDS and workload for AY2013-AY2015 which assists with identifying the number of faculty and number of sections per courses that are needed. Faculty demographics are tracked in conjunction with student demographics to help with student engagement. Female to male ratios are generally split equally and 24% of faculty are underrepresented minorities compared to 25% of students.

Colorado State University-Pueblo: Dr. Kreminski reported national searches are conducted for all faculty positions. He reviewed the AY2014-15 annual performance review data and noted work continues by the chairs, deans and faculty to clarify the standards. Information was provided on the reappointment process and tenure and promotion statistics with one denial. Comprehensive reviews for tenured faculty are conducted every five years and ranking data by college was provided.

Dr. Kreminski reviewed the 2010-2014 faculty workload report of instructional ratios, undergraduate and graduate degrees, and research expenditures compared to peer medians. Compensation comparisons to peers were provided and the number of tenured faculty for AY13-14 to AY14-15 decreased partially due to the faculty buyouts that occurred. Demographics indicate the percentage of women is stable and the minority population has increased slightly from 18% to 22%.

Academic Integrity: Dr. Miranda commented the reports on the role of academic integrity issues at each of the campuses are being presented in response to a specific suggestion by the Board.

Colorado State University: Dr. Miranda explained the importance of academic integrity to the foundation of the university. There were 307 cheating incidents reported last year but overall, according to students surveyed, the level of cheating has gone down and students and faculty report there is a strong culture of integrity. Students cheat due to various reasons including stress in various dimensions and lack of understanding, particularly with an increasing international population. Internet and computer resources can be utilized to detect plagiarism as well as exploit materials.

Dr. Miranda reviewed the three different initiatives of policing by vigorous proctoring; prevention by educating students; and promotion of the positive values of academic integrity. Most cases are handled individually by instructors with grading consequences. More serious matters can lead to student conduct and judicial processes with potential consequences of probation or expulsion. The Office of Academic Integrity was established several years ago as a subdivision of the Institute for Learning and Teaching and provides assistance to both faculty and students in a variety of ways.

Governor Sydoriak concurred that there is a culture of academic integrity being promoted at CSU. The ASCSU is considering distribution of free blue books that includes language on academic integrity as a reminder to students.

When asked about controlling identification of students for distance learning, Dr. Miranda responded that, at CSU, there are a variety of mechanisms including requirements for examinations in a proctored environment.

CSU-Global Campus: Dr. Bellum commented that, as an online institution, maintaining academic integrity is the foundation of the relationship with students. Academic integrity is focused on three areas: student verification, plagiarism and cheating. The two primary methods used for student verification are: 1) verification by triangulating assignments with work activities through students' personal discussion postings; and 2) utilization of an external verification tool powered by one of the large credit agencies that prompts students for answers to a verification quiz.

Dr. Bellum explained that plagiarism is often a result of poor scholarship or writing rather than negative intent. All assignments are uploaded with the learning management system and analyzed through a plagiarism checker. Faculty is trained to identify plagiarism and to provide support to students. The Office of Student Success also provides support and investigates cases that have been submitted through an alert from faculty. Students have three opportunities to adjust their behaviors before dismissal. The expectation is that 80% of any assignment be the student's work.

Governor Schulze commented on a course that was offered prior to starting her graduate degree program at CSU-Global Campus that helped understand properly researching and citing references. The resources in the CSU-Global Campus library are also helpful.

Colorado State University-Pueblo: Dr. Kreminski reported that academic dishonesty is defined as cheating, fabrication, facilitating academic dishonesty, plagiarism and unauthorized collaboration. Faculty attempt to resolve the issue first and inform the department chair before implementing punitive action. Students can appeal the decision through the Academic Appeals Board.

Academic dishonesty is also viewed as behavioral misconduct that violates the code of student ethics. If punitive measures are undertaken, the infraction is reported to the Office of Student Conduct who initiates a disciplinary action that is a separate process. There were 34 academic dishonesty cases in the past three years that necessitated an investigation with a few repeat offenders. Different academic programs, such as the School of Nursing, also have their own honor programs or standards of ethics. Graduate programs have another component of academic integrity which is responsible conduct of research for both students and faculty.

Library faculty visit classes to educate students on plagiarism and copyright issues. One of their student learning outcomes is that students will recognize the economic, legal and social issues related to the use of another person's words or ideas and are able to cite and use their sources in an ethical and legal manner. Last year 400 freshmen benefited from the work of the library faculty of which 85% of those tested were deemed to be proficient in their understanding of plagiarism. CSU-Pueblo also offers online and independent study courses with students not physically on campus and utilizes tools such as Safe Assign, a product built into Blackboard.

With no further business to come before the Academic and Student Affairs Committee, the committee meeting was adjourned.

CONSENT AGENDA

Governor Horrell indicated the next agenda item was approval of the consent agenda. **Motion/Action:** Governor Flores moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

The meeting recessed for lunch at 11:46 a.m. and reconvened at 12:04 p.m.

FACULTY AND STUDENT REPRESENTATIVES REPORTS

CSU-Pueblo Faculty Representative: Governor Mincic reported the Faculty Senate has not met since the last Board meeting and a schedule of upcoming meetings was provided. Prior to a faculty retreat in two weeks, all faculty will have an opportunity to provide input on issues to address during the coming year. The Faculty Senate will then review and prioritize the issues at its retreat. Governor Mincic commented on changes that have occurred during the past three years and the stellar work on campus issues that has been accomplished. He commended Dr. Di Mare for addressing faculty salaries as part of the budget planning process.

CSU-Global Campus Faculty Representative: Governor Horrell noted that Governor Deemer's written report was included in the meeting book.

Colorado State University Faculty Representative: Governor Doherty explained his written report provided Faculty Council updates from the end of the previous academic year. During the summer the

Chair of the Faculty Council has worked with Dr. Miranda and Vice Provost Bush on strategies to improve shared governance and on salary equity exercises. Updates for the Board are anticipated at future meetings.

CSU-Pueblo Student Report: Governor Zarr provided an overview of the ASG composition and the focus of ASG as advocates for students. A goal for the coming year is to create a more consistent ASG to allow the next new student government to move forward without starting over. Governor Zarr reviewed the internal and external initiatives described in her written report and reported she represented CSU-Pueblo at the National Campus Leadership Council Presidential Summit. The ASG was restructured and now the judicial branch is being restructured with new volunteer legislative and cabinet aide positions. Open forums will be held to build better student relationships; and efforts will be undertaken to create new cultures and traditions on campus.

CSU-Global Campus Student Report: Governor Schulze explained her goal to show the Board “the face of the student.” A PowerPoint presentation highlighting the June 20th CSU-Global Campus commencement was shared. Over 5,000 people attended and 1,300 Bachelor’s and 496 Master’s degrees were awarded. CSU-Global Campus students are very diverse with a mix of ethnicity and gender; nontraditional with an average age of 35; and are from all industries and include working mothers as well as military. For the first time the commencement was broadcast live over the internet. CSU-Global Campus has been ranked #6 by *U.S. News & World Report* for best online Bachelor’s programs for veterans. Of the graduates this year, 18.7% had military affiliations.

CSU Student Report: Governor Sydoriak commented on the role of ASCSU to help students understand harnessing the student voice for social leverage. He reported the ASCSU vice president resigned and a new interim vice president was appointed who would be ratified when school starts. New and ongoing initiatives include creating a civilian oversight board for the campus police; establishing a veterans task force; and creating a student fee-funded alternative transportation advisory board. External initiatives include working with city officials to reform the You + 2 ordinance and to find alternative ways to promote responsible drinking in lieu of a social host ordinance.

CHANCELLOR AND PRESIDENTS’ REPORTS

Chancellor’s Report: Dr. Frank indicated he had no additions to the written report which includes the letter sent to the CCHE on tuition policy setting that presents the Board’s historical position but is not a formal Board action.

Dr. Frank recounted that, in the wake of the Lower North Fork Fire, the fire division of the Colorado State Forest Service (CSFS) was transferred to the Colorado Dept. of Public Safety. There have been informal discussions on the potential reorganization and transfer of the remainder of the CSFS that would change the direct reporting and oversight. A letter received from the Executive Director of the Colorado Dept. of Natural Resources was shared with the Board.

Dr. Frank explained that Colorado was one of only five states that still have the forest service as part of the land grant system. There are pros and cons to transferring the remainder of the CSFS and the biggest concern was to ensure the CSU employees, faculty and students continue to have opportunities to stay involved. CSU has been proud to oversee the forest service that fits within the role and mission of teaching, research and engagement. Dr. Frank indicated no formal action was needed at this time and recommended utilizing the time between now and the October meeting to actively engage in campus discussions and to conduct due diligence on the financial and personnel impacts.

Suggestions were made that continuing research be a condition of the transfer and the strong extension role of CSU be considered. Governor Horrell expressed the Board's support as the next steps in the due diligence are taken.

Colorado State University President's Report: Dr. Frank highlighted from the written report the annual fundraising totals. He presented comparisons with the University of Colorado System and the University of Colorado-Boulder.

CSU-Pueblo President's Report: Referencing a guest column she had written for *The Chieftain*, Dr. Di Mare explained faculty are off contract during the summer and recounted the activities undertaken during the summer by the faculty and staff that include additional duties, curricular work and research. Summer camps which are a positive recruiting tool and five orientation sessions are conducted on campus.

Other updates include the comprehensive fundraising campaign has received another \$3 million towards the \$25 million goal; the TRiO grant was renewed for \$1.4 million over five years; and CSU-Pueblo was notified that a \$306,000 grant received from the National Science Foundation to support the IT upgrades would not conflict with the application to the state for additional IT funding.

CSU-Global Campus: Dr. Takeda-Tinker shared data from the national Education Testing Service (ETS) on CSU-Global Campus' first cohort of students that matched pre-imposed test data to corresponding graduations. The CSU-Global Campus students ranked overall in the 86 percentile of the 151,000 students tested nationally.

Dr. Takeda-Tinker explained the Colorado EdPays state website created by Colorado Department of Higher Education now publishes annually salary data with rankings for Colorado graduates with Bachelor's and Master's degrees from public institutions. A recent report indicates CSU-Global Campus graduates ranked above the median for first-year graduates of the university's Bachelor's and Master's degree programs.

CSU-Global also solicits self-reported data from its alumni which reflects that its graduates on average earn 17% more in compensation one-year post graduation. CSU-Global Campus has acquired additional data from a nationwide credit union source to verify comparisons of salaries from initial enrollment at the university to graduation.

Dr. Takeda-Tinker reported CSU-Global Campus will host Colorado legislators on September 2nd to share information on its contributions to higher education innovation.

ATHLETIC REPORTS

Dr. Frank referenced the AGB's publication on the role of governing boards for intercollegiate athletics that falls into two major subcategories: accountability that includes cultural, financial and regulatory accountability; and alignment with role and mission that includes student success.

CSU-Pueblo: Dr. Di Mare introduced Athletic Director Joe Folda. Mr. Folda reviewed the Athletic Dept. goals; 2014-15 academic performance and honors; CSU-Pueblo's graduation rates compared to Federal Graduation Rate (FGR) and NCAA graduation academic success rate (GSR); CSU-Pueblo's NCAA academic success rate for three years by sport with men's golf and women's basketball and volleyball over 90%; and team GPAs. He recapped the team successes for 2014-15 with 19 of 22 programs advancing to post-season play; recognized several individual student athletes; and reviewed the athletic performance by sport with six new sports added during 2014-15.

An overview of the membership, sports, number of student athletics and coaches for the NCAA Division II Rocky Mountain Athletic Conference (RMAC) was provided. The NCAA Division II philosophy includes balancing athletics, academics and service to develop the whole person. The partial scholarship model and enrollment growth through athletics help the university financially and athletics can serve as the “front porch” for the university with positive publicity and media coverage.

Colorado State University: Dr. Frank reviewed the Department of Athletics FY16 budget proposal and supporting projections that included actual FY15 numbers and five years of projections. He explained university support is revenue that is transferred to the Athletics Dept. and scholarships are expenses that are paid back to the university. Student fees for athletics have been voted on and passed by student government and have remained steady.

Factoring in self-generated revenues with university support and student fees, the institutional support in athletics is \$5.7 million which is a positive return on investment for the publicity, applications and enrollment. The overall budget of \$38.5 million projected for FY16 is slightly below the average of the university’s peers in the Mountain West Conference. When asked about projections for the new stadium, Dr. Frank recounted that the low case revenue scenarios presented in the stadium presentations include funding backstops.

Dr. Frank introduced Athletic Director Joe Parker. Mr. Parker commented positively on the overall administration and coaching staff that are leaders and, more importantly, educators. He reviewed the 2014 academic performance by FGR (tied for #1 in MWC) and NCAA GSR (#3 in MWC); graduation rate comparisons to academic peer institutions and the University of Colorado; three-year trends on academic progress rate by team on single and multi-year rates; and team GPAs with the overall GPA for student-athletes slightly higher than the overall student body during the past year and the highest on record. There were 142 student athletes that received Academic All-MWC recognition for achieving a 3.0+ GPA.

CSU ranked #1 in the nation this past year for combined winning percentage in four sports programs; claimed four MWC championships; and five teams competed in NCAA championships. Mr. Parker highlighted individual performance of student-athletes and coaches, and noted there were two student athletes selected in the top three rounds of the NFL draft. Dr. Frank concluded that CSU’s fundamental approach is to have strong programs with a positive institutional reputation, fiscal accountability and great competition that allow the student athletes to have a positive experience and academic success.

BOARD MEETING EVALUATION AND ANNOUNCEMENTS

Positive comments were shared on receiving updates at every meeting on the strategic plan with connections to the institutional strategic plans. Governor Horrell encouraged Board members to review the calendar of upcoming events and pointed out the next meeting will be October 1-2 at CSU in Fort Collins.

With no further business to come before the Board, the meeting was adjourned at 2:17 p.m.