

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM RETREAT
Colorado State University-Pueblo
February 1, 2017**

CALL TO ORDER

Chair Mosher called the meeting to order at 11:00 a.m.

ROLL

Governors present: William Mosher, Chair; D. Rico Munn, Vice Chair; Scott Johnson, Secretary; Nancy Tuor, Treasurer; Dennis Flores; Mark Gustafson; Jane Robbe Rhodes; Dean Singleton; Andrea Buchmeier, Student Representative, CSU-Global Campus; Paul Doherty, Faculty Representative, CSU; Antonio Huerta, Student Representative, CSU-Pueblo; Daniela Pineda Soracá, Student Representative, CSU; David Volk, Faculty Representative, CSU-Pueblo; Tony Vrba, Faculty Representative, CSU-Global Campus

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; Allison Horn, Director of Internal Auditing, CSU System; Lynn Johnson, Chief Financial Officer, CSU System, and Vice President of Operations, CSU; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Jason Johnson, General Counsel, CSU System

System staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

Guests present: Jon Bellum, Provost, CSU-Global Campus; Brian Braid, Manager of Technology Services, CSU-Global Campus; Andrew Dixon, Associate Director of Student Engagement Development, CSU-Global Campus; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Chris Fendrich, Director of Auxiliary Services, CSU-Pueblo; Karen Ferguson, Associate Provost, CSU-Global Campus; Michelle Gjerde, Career Center Director, CSU-Pueblo; Christin Holliday, Vice President of Enrollment Management and Student Affairs, CSU-Pueblo; Maria Jump, Senior Director of Student Advising, CSU-Global Campus; Rick Kreminski, Provost, CSU-Pueblo; Bridget Mullen, Director of Budget and Finance, CSU System; Derrick Pope, Director of Strategic Enrollment, CSU-Global Campus; Jeff Sellingo; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo

INNOVATION AND QUALITY IN ONLINE EDUCATION

Dr. Takeda-Tinker introduced Mr. Sellingo who shared his perspectives on the challenges for the future of higher education that include student demographic, socioeconomic and enrollment changes; relevant modern workforce skills; higher education responses to compete with different degrees, flexible learning methodology and platforms, micro-credentialing, and lifelong learning; and shifts occurring in assessing quality and return on investment (ROI) of college degrees. New alliances are emerging with higher education institutions working cooperatively to navigate the challenges for the future. He answered questions on how universities can work collaboratively and remain competitive; how experiential learning is valued by companies and provides necessary soft skills; the need for transparency of outcome data including the for-profit institutions; and the design of the Stanford open loop concept and similar models.

INNOVATION AND QUALITY IN ONLINE EDUCATION

Dr. Takeda-Tinker provided an overview of CSU-Global Campus' mission, retention and graduation rates, student demographics, and degree programs. She explained why ROI is important and described the six core components for the university's ROI paradigm. Designated learning outcomes for student achievement are tracked. ETS assessment data is monitored and demonstrates overall growth in test scores and in each of the four skills tested. The assessment data is reviewed by faculty to continue improving the academic degree programs.

The fall 2016 survey results indicate employers are 98% very satisfied/satisfied with the skills of CSU-Global Campus graduates. The fall 2016 alumni one-year after graduation survey indicated 94% of alumni thought their program contributed to their professional goals and 95% were satisfied with their education. Equifax income trends for bachelor's and master's degrees illustrate upward movement in salaries. Enhancements to the master's programs have been undertaken to improve engagement and learning with 29% of total enrollment now comprised of graduate students. Data is aggregated from job searches across the nation into a job search engine that is available for free to students to assist with obtaining gainful employment.

Dr. Takeda-Tinker explained how CSU-Global Campus has over 400 employer partners across the nation and is creating a new program to create deeper relationships to offer more opportunities for students and to customize programs to better meet employer needs. Through affiliate agreements with employers, students can receive a 10% discount on the standard undergraduate and graduate tuition rates.

Conversation followed on utilizing a faculty team approach; redesigning existing courses in a more traditional environment with new tools and hybrid modalities with course survey assessment; higher education funding trends; and customized learning experiences.

In response to a question on the CSU Ascend program, Ms. Parsons explained how companies pay annual subscriber fees to affiliate with the university. Donations have been received to pay for non-profit organizations to participate in the program. An external advisory committee composed of representative groups is being considered. The Ascend program is intended to be self-sustaining by generating revenue to cover program costs.

The retreat recessed for lunch at 12:07 p.m. and reconvened at 12:23 p.m.

OPERATIONAL REVIEW

Dr. Frank recounted that the presentation is a follow-up to the June Board retreat with refined statistics to provide a broad overview of the CSU System. The Board was asked to consider if the format of a large annual data report coupled with focused reports during the year, i.e., athletics, enrollment, student success, research, safety, etc., meets the Board's informational needs to govern on behalf of the citizens of Colorado. The Board was also asked to consider if there are metrics missing from the report.

Ms. Johnson acknowledged Ms. Mullen and the campuses for their assistance in preparing the presentation. She explained the approach utilized for the report was to look at the financial health and the drivers that support the metrics to ensure the CSU System and its institutions are progressing in the right direction. The presentation began with an overall graphic of the CSU System with data points for each of the three campuses.

Ms. Johnson reviewed the main drivers of revenue, expenditures and related support structures, and the financial ratios and related risks. Revenue was broken out by the categories of tuition that includes

enrollment, retention and graduation rates, and price and competition; state support; research activity; philanthropy; and strategic partnerships. Highlights include the three campuses have a combined enrollment of approximately 60,000 students; the minority student population at CSU-Pueblo has increased to 46%; the CSU System has steadily grown the number of degrees awarded to 11,053 in FY 2016; and tuition at CSU and CSU-Pueblo is competitively priced to peers and other Colorado four-year institutions.

State support has declined for most Colorado public higher education institutions, including CSU and CSU-Pueblo, with 71% of revenues to support resident students now coming from tuition compared to 29% in 1990-91. Research expenditures and the number of awards granted have increased for CSU and significantly increased in 2015 for CSU-Pueblo. There has been significant growth at both CSU and CSU-Pueblo in the number of private gifts and the number of alumni donors. Strategic partnerships to leverage purchasing power and value-added relationships continue to be developed.

Ms. Johnson reviewed expenditures and related support structures that include employee salaries and diversity, administrative costs, and facilities. CSU and CSU-Pueblo faculty salary and total compensation comparison data indicate that CSU ranges from 89% to 93% of peers and 83% to 90% of peers for CSU-Pueblo. Dr. Frank pointed out the data for the presentation was generated from IPEDS and not the CSU-Pueblo salary equity study. He commented on the challenges to remain competitive and to retain faculty.

Both CSU and CSU-Pueblo are consistently below peers in administrative costs. The categories of expenditures do not always align exactly with private sector companies. The suggestion was made to illustrate the expenditures in a pie chart.

Facilities are critical to the students' experiences and to the delivery of the education, research and outreach mission. There currently are general fund maintenance backlogs of \$511 million at CSU and \$17 million at CSU-Pueblo. Annual campus walk-throughs are conducted to determine critical safety issues. With limited or no resources available through the state, there is a continuing challenge of how to fund controlled maintenance.

Ms. Johnson explained how changes with GASB 68 require recording of the entire amount of PERA liabilities which has had a significant impact on unrestricted net assets and the calculation of the composite financial index for the CSU System. The CSU System has maintained its bond ratings of Aa3 with Moody's and A+ with Standard and Poors for several years.

Discussion followed on expanding the administrative cost information and utilizing the annual financial accountability report that is prepared from the audited financial statements. The financial accountability report is not broken out by NACUBO codes that are used for the IPEDS reporting and does not provide benchmarks to peers.

The retreat then recessed for a break at 2:47 p.m. and reconvened at 3:03 p.m.

CAMPUS AND SYSTEM STRATEGIC PLANS

Colorado State University: Dr. Miranda reported the strategic plan is refreshed every three to four years and has two parts: low frequency (multiple goals and metrics, multi-year initiatives) and high frequency (current major initiatives). The strategic plan is built on the five pillars of instruction and student success; research and discovery; engagement and strategic partnerships; people and community; and financial and structural sustainability. He reviewed the high frequency goals and major initiatives for each of the five pillars and noted there is connectivity between the major elements of the CSU and CSU System strategic plans.

When asked about climate change, Dr. Miranda responded the university does not take a position on specific issues and maintains itself as an honest, reliable partner with information and expertise based on best science. When asked about agricultural 2+2 programs, Dr. Frank commented on the critical role CSU has as the state's land grant institution with the potential to partner with numerous other universities.

CSU-Pueblo: Dr. Di Mare acknowledged the leadership of Dean Gonzales and Dr. Kreminski in the development, implementation and ongoing monitoring of progress of the strategic plan. Drs. Di Mare and Kreminski provided an update on the overall strategic plan outcomes of improved enrollment, retention and graduation, and the progress achieved on the goals and objectives of excellent academics, affordable education, transformational opportunities, and supportive student life.

In response to questions, Ms. Holliday explained CSU-Pueblo has a reverse transfer program. New initiatives have been undertaken for transfer advising and to better track whether students who leave CSU-Pueblo graduate from other schools. When asked about alternative ways to rehab the Belmont residence hall, Mr. Spiecker explained a consultant will be brought in to provide a range of options and then financing options would be considered.

CSU-Global Campus: Dr. Takeda-Tinker reported the current transformation strategic plan was launched on July 1, 2016, and blends the university's mission and vision with the three overarching goals of develop innovative stakeholder engagement; utilize evidence-based practices; and create knowledge-sharing for the global good. The format of the strategic plan allows for flexibility in order to be market-sensitive and adaptable. She then introduced the leadership team who has moved forward the strategic plan.

Ms. Jump reviewed activities for goal 1 that include shifting the focus to more personalized services and the creation of the Student Experience Department. She reviewed the FY 17 roadmap of student experience beginning with a new feedback/complaint log and concluding with analysis and development of plans for FY 17-18 and FY 18-19.

Dr. Ferguson reviewed the goal 2 activities that include a data-driven design to plan, design and assess programs; resources to improve student achievement with integration of adaptive learning technologies; and ongoing faculty professional development. Results of the first six months show that 93% of undergraduate and 89% of graduate students have demonstrated mastery of program learning outcomes.

Mr. Braido continued review of goal 2 from an IT perspective by explaining how disparate sources have been combined to form a data warehouse. He provided an example of how data can be extracted to a leadership dashboard for business intelligence reporting.

Mr. Pope explained how the data from the evidence-based practices can be utilized to integrate marketing, enrollment and student advising. He demonstrated a new employee gamified system based on learning tools that helps employees be more productive and engaged.

Mr. Dixon shared marketing advances made under goal 3 with expansion of capabilities for lead generation, brand awareness, community engagement and public outreach. New technologies that include management, asset management and predictive analytic software have helped redefine the institution's brand position. Traditional advertising and communication channels as well as new vehicles focused on public relations and social media have allowed for expansion and better connectivity with stakeholders.

When asked about assisting students with personal problems that could impact their educational goals, Dr. Takeda-Tinker explained the Student Advising Department assists on a reactive basis. Students also

have access to free mental health services through an outsourced firm that can be accessed through the student portal. When asked about using outsourced technology, Dr. Takeda-Tinker explained how technology solutions created by outside parties can be integrated and then customized through apps.

CSU System: Ms. Parsons reported planning is underway for the June retreat with a focus on the strategic plan and overall mission of the System. She reviewed progress made in the three strategic work areas of engagement and community building; academic coordination; and process alignment. Governors Pineda-Soracá, Huerta and Buchmeier reported on the meeting held to explore a CSU System student passport that could utilize 21st Century technology and leverage opportunities to benefit students from all three campuses. Ms. Parsons reminded the Board of the upcoming AGB conference.

Chair Mosher reviewed the details for the evening's social event and the agenda for the next day's business meeting. The retreat was adjourned at 4:57 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Colorado State University-Pueblo
February 2, 2017**

CALL TO ORDER

Chair Mosher called the meeting to order at 8:30 a.m.

ROLL

Governors present: William Mosher, Chair; D. Rico Munn, Vice Chair; Scott Johnson, Secretary; Nancy Tuor, Treasurer; Dennis Flores; Mark Gustafson; Jane Robbe Rhodes; Dean Singleton; Andrea Buchmeier, Student Representative, CSU-Global Campus; Paul Doherty, Faculty Representative, CSU; Antonio Huerta, Student Representative, CSU-Pueblo; Daniela Pineda Soracá, Student Representative, CSU; David Volk, Faculty Representative, CSU-Pueblo; Tony Vrba, Faculty Representative, CSU-Global Campus

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; Allison Horn, Director of Internal Auditing, CSU System; Lynn Johnson, Chief Financial Officer, CSU System, and Vice President of Operations, CSU; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Jason Johnson, General Counsel, CSU System

System staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

Guests present: Jon Bellum, Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Kathleen Henry, President/CEO, CSURF; Christin Holliday, Vice President, Enrollment Management and Student Affairs, CSU-Pueblo; Blanche Hughes, Vice President of Student Affairs, CSU; Nancy Hurt, Managing Director, CSURF; Rick Kreminski, Provost, CSU-Pueblo; Maureen O'Keefe, Director of Institutional Research and Analysis, CSU-Pueblo; Nikki Kubly, BKD; Rob McCoy, BKD; Derek Lopez, Director, Center for Academic Enrichment, CSU-Pueblo; Donna Souder, Director of Center for Learning and Teaching, CSU-Pueblo; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo

PUBLIC COMMENT

Chair Mosher called the meeting to order and indicated no one signed up for public comment. He asked if there was anyone present who would like address the Board to which there was no response.

CSU-PUEBLO REPORTS

Student Report: Governor Huerta reported not much had changed since the December meeting. The student government has hired ten more positions for a total of 34 students representing different campus aspects and departments. He announced a groundbreaking for the new commercial complex would be held on February 3rd at Thunder Village.

Faculty Report: Governor Volk noted the written report included information on the Experiential Education Roundtable workshop. He shared an anecdote from his experience at a previous institution to

contextualize appreciation to the Board for the financial investment and support of CSU-Pueblo in moving forward to the future of the university.

President's Report: Dr. Di Mare announced CSU-Pueblo has launched a redesigned website. She then asked Ms. Holliday to present a report on the university's HSI status relative to the overall strategic plan and noted Ms. O'Keefe also contributed to the preparation of the presentation.

Ms. Holliday announced CSU-Pueblo was recently named as one of the 50 best schools for Latinos by *Latino Leaders* magazine and explained the presentation data was gathered from IPEDS and HACU. She reviewed the requirements for federal HSI designation and the purpose of the designation to close the access and achievement gap with a growing Hispanic population. CSU-Pueblo, one of six public HSIs in Colorado, currently has a 32% self-reported Hispanic undergraduate head count population and is close to being a minority serving institution.

Performance data reflects the progress made for Hispanic students in academic preparation, first-year retention, persistence, and degrees awarded. Comparisons to similarly-sized HSIs illustrate CSU-Pueblo's retention and six-year graduation rates are in-line with the comparison group mean and significantly above the other Colorado four-year HSIs. The IPEDS data utilized was from fall 2014, the most recent available, and the expectation is continued improvements will be reflected in future data. Since 2010, the university has received close to \$16 million in HSI-related funding that provides programming support for all of the institution's students. More information on the successful MAESTRO program that is funded through Title V HSI funding would be provided later in the meeting. Additional initiatives are being considered to continue improving the success of Hispanic students.

When asked about leveraging the HSI designation, Ms. Holliday commented on campus discussions related to diversity and first generation students to highlight the values of the institution. Other initiatives include sharing stories, such as through the campus ambassadors program; providing translators to create better connections with families and students; and providing materials, i.e. financial aid information, in Spanish. Dr. Di Mare pointed out the collaborations with numerous community and national partnerships, the information provided through newsletters and the updated website, and the importance of HACU which is attended annually by several CSU-Pueblo students.

Governor Huerta commented on efforts to translate information into Spanish on the website and other ideas under consideration, such as campus signage in Spanish. Governor Volk remarked that the HSI and potential minority designation could help stabilize the university for the future.

AUDIT AND FINANCE COMMITTEE

Committee Chair Tuor convened the committee meeting and asked Ms. Horn to begin the audit report.

FY 2015-16 Financial Audit and Compliance Audit Report: Ms. Horn introduced Mr. McCoy and Ms. Kubly. Mr. McCoy reported a clean opinion was issued with no errors material to the financial statements. The compliance audit report related to federal funds has different criteria and thresholds with testing of attributes. A finding is issued for an error rate higher than 10% which is not uncommon for higher education. The findings issued relative to student financial aid do not reflect concerns on fraud or improper transactions.

Mr. McCoy reviewed the financial statements for the CSU System that includes the three campuses totaling \$565 million in current assets, \$229 million in liabilities and an overall net position of \$495 million. Financial statements for each of the three foundations were provided and consolidated into the CSU System results. Mr. McCoy then reviewed the statement of revenues, expenses and changes in net

position with an increase in the net position of approximately \$50 million. The cash flow statement that converts accrual to cash basis reflects \$44 million in positive cash flow. The statement of activity shows a \$66 million loss or negative amount on an accrual basis with depreciation, a non-cash expense, as the main adjustment. Capital assets include an addition of \$300 million largely due to campus construction projects which correlates with additional debt.

Ms. Kubly reviewed the three federal student financial aid findings relative to enrollment reporting or student status changes, Pell grant payment reporting dates, and disbursements under the direct loan program. She commented that, with the numerous requirements under the U.S. Dept. of Higher Education, these are typical findings in the higher education industry. Ms. Johnson explained that part of the issue is the data had been deposited into the National Clearinghouse who then forwarded the information to the U.S. Dept. of Higher Education. Each of the campuses have implemented changes to rectify the issues with notifications now to both the federal government and the National Clearinghouse. Ms. Kubly then reviewed the last finding relative to the Colorado work study program threshold.

Status of FY 2016-17 Audit Plan and Audit Reports Issued: Ms. Horn reviewed the audits in progress that include the CSU Data Centers; CSU Athletics annual compliance audit which is no longer an NCAA requirement but considered best practice; the CSU-Pueblo Cashier Operations with an exit interview scheduled; CSU-Pueblo Office of International Programs; CSU Fringe Benefits Pool; CSU Natural Resources Ecology Lab; CSU Electrical and Computer Engineering Dept.; and CSU Export Control. The audit for the CSU Bookstore was a special project and the executive summary for the report issued was provided in the meeting materials with a recommendation to strengthen controls.

Overdue Recommendations: Ms. Horn explained that optimistic target implementations are the main reason for not meeting targeted implementation dates. She reviewed the past due recommendations and reported the recommendation for CSU University Purchasing has been implemented.

FY 2018 Campus Incremental Budget and Tuition Update: Ms. Johnson reported there were few changes from the previous meeting with minor refinements on the draft CSU budget for allocating resources from the fall 2016 enrollment growth. The numbers will be validated after the spring census. Requests were made to highlight in yellow changes from the previous version and, rather than collapsing columns, a fourth column be added for the final recommendation to allow for comparisons. The budget was developed with a 5% tuition increase for resident undergraduate students. Dr. Frank noted there has been no indication yet as to whether the 6% tuition cap recommended by the DHE will be implemented.

Mr. Spiecker reported the draft CSU-Pueblo budget was developed on the basis of a 6% tuition increase and, after further discussions, no proposal will be presented for tuition differential. A 2.6% decline in enrollment was factored in as a concerted effort to use conservative estimates with no assumed growth of transfers or incoming freshmen. Ms. Holliday commented on the challenge of developing the budget with an August 1st application deadline and a large amount of applications submitted between May and August. While the university instituted a deposit two years ago, there are challenges in extrapolating projections based on such a limited amount of data.

Discussion followed on potentially hitting the tuition ceiling, and the impacts on students with rising tuition and on the quality of education. Dr. Frank explained how assessments based on the national and local market are ongoing and noted the efforts to keep the Board informed on the complexities and challenges to provide efficient and affordable quality education. Dr. Miranda pointed out the financial aid offered to residents has automatic increases based on tuition increases. Dr. Frank explained how tuition is paid for low income students at CSU through the financial aid model with the Commitment to Colorado. Ways to address the economic challenges for lower middle income families who do not benefit from the financial aid model continue to be explored.

FY 2017 2nd Quarter Financial Statements: Ms. Johnson reported the CSU System and each of the institutions are on track with no unusual or unique occurrences.

Approval of Changes to the CSU System Debt Management Policy, Board Policy 202: Ms. Henry reported the policy was reviewed by numerous campus departments including General Counsel and by the North Slope financial advisors. She reviewed the summary of the revisions that were incorporated. Based on questions raised on the timing of policy reviews, General Counsel Johnson was tasked with reviewing the individual policies to develop overarching guidelines for the reviews. **Motion/Action:** Governor Flores made the motion to approve the revised policy; Chair Mosher seconded; and the motion passed unanimously.

Short-Term Interim Financing Update: Ms. Henry recounted that approval of the 11th supplemental resolution included issuing up to \$100 million for improvement projects and up to \$230 million for refinancing. In the December Series 2016 bond issuance, \$100 million was issued with \$50 million available for short-term financing. A table of the approved projects for short-term financing was provided. Ms. Henry reviewed the due diligence completed, potential future short-term needs, the financing options, and the decision factors with a recommendation to utilize commercial paper (CP) as the short-term financing option that would provide flexibility and the lowest costs. Ms. Johnson reiterated the advantages of selecting the CP as the short-term financing tool and confirmed this was an information item since approval was given by the Board at the October meeting.

With no further business to come before the committee, the committee meeting was adjourned. The Board meeting then recessed for a break at 10:18 a.m. and reconvened at 10:31 a.m.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Robbe Rhodes convened the committee meeting and asked Dr. Miranda for his report.

CSU New Degree Program – Master of Addiction Counseling, Plan C: Dr. Miranda reported the new academic degree program is a terminal degree with coursework only that is not intended for continuation to a Ph.D. The program will prepare students to become licensed addiction counselors which is the highest level of certification in that area. Approval of the new degree program is on the consent agenda.

CSU New Graduate Certificates: Dr. Miranda recounted that Board approval is necessary to receive Title IV funding for graduate certificates. The proposed Adult Basic Education certificate is a 12-credit, four-course program out of the School of Education that has a strong Ph.D. program in Adult Education. The Sustainable Military Lands Management certificate is a nine-credit program in the Warner College of Natural Resources that has a large unit for environmental management of military lands with a curriculum that has been in place for several years. Approval of the graduate certificates is on the consent agenda.

CSU-Pueblo New Degree Program – B.S. in Wildlife and Natural Resources: The proposed new academic degree program is one of five academic programs identified in the strategic planning efforts during the past year. The curriculum is in place and the program has been developed in collaboration with CSU's Department of Fish and Wildlife Conservation Biology. Approval is on the consent agenda.

CSU Faculty Manual Changes: The revisions in Sections D.3.6 and D.5.1 and Appendix 1 align language with federal law to ensure non-discrimination due to pregnancy and pay discussions. The changes have been vetted by the Office of General Counsel. The language in Section I.11 has been changed to reflect that students called up for active duty are now advised and supported by Adult Learners and Veteran Services. Approval of the modifications is on the consent agenda.

CSU-Pueblo Faculty Handbook Change: The revision to Section 1.2.5.5 changes the representative identified for the Office of Research and Sponsored Programs on the Scholarly Activities Board. Approval is on the consent agenda.

Sabbatical Summaries for 2015-16: Brief summaries were provided on activities completed by the 55 CSU and 12 CSU-Pueblo faculty who had taken sabbaticals during the prior year.

Accreditation Overview: Committee Chair Robbe Rhodes reported the presentation is the educational component for the meeting and encouraged the Board to provide suggestions for future meetings.

Dr. Miranda acknowledged the work on the accreditation presentation by Dr. Laura Jensen, Associate Provost for Planning and Effectiveness and Director of the Institutional Research at CSU. He commented on how the system of accreditation is under stress with criticisms and the need for innovation, and with changes in governmental administrations and regulations.

Dr. Miranda explained how accreditation in the U.S. differs from most countries and is a voluntary process carried out by private, non-profit entities that assures accountability and is an impetus for quality improvements. He summarized the five basic principles utilized to inform how accrediting bodies develop criteria and to define the primary responsibilities of higher education institutions to ensure achievement of mission, autonomy, quality, and academic freedom. There are two basic levels of accreditation: institutional with the Higher Learning Commission (HLC) accrediting all three of the CSU System universities and specialized discipline-specific accreditations.

Dr. Miranda reviewed the HLC guiding values and reaffirmation process that includes annual updates; periodic updates on quality improvement; an extensive self-study; the review team site visit and follow-up draft report with an opportunity for the institution to correct factual errors; and a completed report to the HLC Institutional Actions Committee that produces the final report and actions. The HLC site visit for the ten-year reaffirmation for CSU-Pueblo is scheduled for February 13 and 14, 2017. The next reaffirmation for CSU-Global will be in 2020 and in 2024 for CSU. Failure to receive reaffirmation or the identification of deficiencies can result in serious consequences and diminish the value of degrees.

In response to questions, Dr. Miranda explained there are ongoing dues to the HLC and the universities are billed for the self-study and review team. Examples of metrics that might cause an institution to not meet accreditation standards were provided. Annual reports are submitted to the HLC with progress on the five-year declared substantive projects selected by the institutions.

There are currently twenty programs at CSU, eight at CSU-Pueblo, and one at CSU-Global Campus (with two additional in process) that have specialized accreditations which provide assurance of professional curricular standards. The specialized accreditations are managed by the colleges and departments. CSU-Global Campus considered three accreditors for its business programs and selected the Accreditation Council of Business Schools and Programs which is more attuned to the institution's mission with primary focuses on teaching, student learning, contemporary business values, and continuous improvement. The Association to Advance Collegiate Schools of Business is primarily for research institutions and is utilized by CSU and CSU-Pueblo.

Dr. Miranda concluded the presentation by commenting on how accreditation has been static for decades and is now in flux with discussions on if the mechanism is currently optimal and what needs to be evolved. When asked about ROI and salaries, he responded the issue tends to be more closely tied to the specialized accreditations.

CSU-GLOBAL CAMPUS REPORTS

Student Report: Governor Buchmeier explained the written report was focused on the numerous innovative programs and tools available to engage and assist students that include a monthly newsletter; a mobile app to access student CSU-Global accounts; an e-Portfolio program for job search documents; a free, confidential student assistance program; and a faculty speaker series. Improvements have also been made in the Writing and Research Center.

Faculty Report: Governor Vrba shared highlights from the written report on the faculty speaker series and the expansion of grants for faculty development. The 2016 faculty survey had an overall 80% response rate with 97.3% of faculty satisfied with teaching at CSU-Global Campus. As part of the 2020 strategic plan, course curriculum development will experience a higher level of faculty collaboration with instructional designers and industry experts, increased student engagement in the classroom, and the implementation of a new faculty dashboard.

President's Report: As follow-up to the previous day's ROI presentation, videos demonstrating a career coaching and evaluation tool and the faculty management system were viewed. Dr. Takeda-Tinker reported there are free one-on-one sessions with faculty in the degree programs to work with students who sign up electronically for live appointments. A similar career analysis tool is also used by program developers to develop the academic degree programs. Dr. Bellum explained how faculty work with the tool to examine specific job codes for job demand to ensure the degree programs have the basic skills and the necessary in-demand skills to ensure a tight alignment with employer needs. Dr. Takeda-Tinker added that the data is incorporated to allow faculty to also refine the learning outcomes to appropriately equip students for workforce success.

CHANCELLOR'S REPORT

Dr. Frank indicated the written report would stand as submitted and asked Ms. Parsons to give the government relations report.

Government Relations: Ms. Parsons reported work continues with the federal lobbyists as the new administration gets established. The current federal budget continuing resolution will expire in April and the congress will need to complete the budget for the remainder of the current fiscal year. The budget proposals and executive orders will continue to be monitored for direct and indirect impacts. Senator Gardner has assumed leadership of the National Republican Senatorial Committee and Congressman Polis has been appointed to the House Higher Education and Workforce Development subcommittee. The CSU System legislative team is also monitoring state legislation that will impact higher education.

When asked about the IT efforts between CSU and CSU-Pueblo, Ms. Parsons reported Dr. Di Mare and Mr. Spiecker appeared before the Joint Technology Committee (JTC) to request additional funding this year. Dr. Frank and other CSU System representatives have appeared in front of the JBC and CDC. Mr. Spiecker recalled the \$1.8 million in funding received for CSU-Pueblo during the past two legislative sessions used for a new modular data center, improved Wi-Fi capability and enhanced security for the university's information technology. The request to the JTC was for an additional \$800,000 to complete the modernization of the IT systems with the renovation of the server room in the basement of the administration building. A request has been subsequently received from the JTC to break down the costs into components, i.e. replacing the floor, wiring, and HVAC.

National Western Update: Ms. Parsons commented on the success of the recent National Western Stock Show (NWSS) with CSU participating in numerous events. An RFP has been issued for program management at the National Western Center (NWC) site and interviews will be held to hire the project

management team that will work with CSU and Denver Water to refine the existing vision and program plan for the Water Center. The City of Denver is preparing its 2017 work plan and internally the CSU sustainability team is launching its work. The City of Denver is also preparing to issue an RFP for the place-making team that will work on the design standards for all of the buildings. The City has brought on a communications team to help with branding. Governance discussions are also continuing.

Governor Huerta announced that CSU-Pueblo's women's basketball team is now ranked 3rd nationally in Division II which is the highest ranking for the program in the school's history and is one of the last three undefeated teams with a record of 21-0 and 15-0 in RMAC. The Board was invited to attend the game against Adams State.

The meeting then adjourned for lunch at 12:00 p.m. and reconvened at 12:15 p.m. for a presentation on CSU-Pueblo's MAESTRO Program.

MAESTRO PROGRAM PRESENTATION

Dr. Di Mare introduced Dr. Souder and Dr. Lopez who completed the grant application for a Title V grant that was awarded in 2015. Dr. Souder provided an overview of the Center for Teaching and Learning and the initiatives funded through the grant that include the Mastering Academic Excellence Scholarship Teaching Research Opportunities (MAESTRO) program. An overview was provided on CSU-Pueblo student demographics; the planning process to create the MAESTRO program; the student recruitment efforts; and the demographics of the 41 students who participated in the summer of 2016. The program utilized an innovative, collaborative experiential education model under the guidance of 15 faculty and staff that provided educational tools, college credits in 30 days and a campus experience for the participants.

A testimonials video was shared with the Board. Dr. Souder explained how pre- and post-testing was conducted and shared the retention and academic success rates. Planning efforts are underway to begin recruiting for the summer 2017 program.

In response to questions, Dr. Souder explained MAESTRO was designed for approximately 40 students and utilized a one-room school model; the students were Pell-eligible, tuition is not charged and the program costs a flat fee of \$2,700 which is priced at the Pell rate; and the overall costs include the housing, food, instruction and field trips. She commented on community outreach and support for MAESTRO and other campus programs.

APPROVAL OF CONSENT AGENDA

Chair Mosher outlined the items for approval on the consent agenda. **Motion/Action:** Governor Tuor made the motion; Governor Singleton seconded; and the motion carried unanimously.

COLORADO STATE UNIVERSITY REPORTS

Student Report: Governor Pineda Soracá shared highlights from the written report that included ASCSU passed legislation for a new representative from the Multi-faith and Belief Council; a trip will be made to Todos Santos and the University of Baja California in late February to explore a leadership exchange program; ASCSU is partnering with the Larimer County Food Bank for a pilot mobile food pantry program; and the annual ASCSU Day at the Capitol will be February 21st. An open forum with Dr. Frank held on January 31st provided an opportunity to share information and support for students impacted or concerned about the travel restrictions and immigration policies. Other highlights include additional bike

share locations have been funded through the Alternative Transportation Fee Advisory Board and efforts are underway to expand the shuttle service to the south end of the campus.

Faculty Report: Governor Doherty indicated the written report contains notes from the December Faculty Council meeting. Discussions continue on the parking plan and potential upcoming items include an expression of support for the international students. The election process for the Faculty Council officers is underway. During the winter break, he accompanied 22 students to Todos Santos and an additional 16 students from the Dept. of Fish, Wildlife and Conservation Biology are there for the spring semester.

President's Report: Dr. Frank indicated the written report will stand as submitted. He acknowledged the assistance of Representative Polis and Senators Bennet and Gardner to help the international students trapped overseas by the travel ban. Dr. Frank recalled the parking services plan that was developed on the basis of numerous factors including national best practices with the rates approved by the Board. The Center for Public Deliberation was subsequently engaged to gather input and the results of that process are now being shared with the various campus constituencies. An update will be provided at the May meeting.

Stadium Update: Ms. Parsons reported the project is within budget and on schedule. There has been a focus on game day operations with open houses held recently for the general public and campus constituents and a presentation will be made to the Board at the May meeting. The construction budget and schedule has been modified to reflect the adjustments made for new donor-funded items for the academic and alumni space and adjustments for additional revenue generating assets within the stadium.

In response to questions, Ms. Parsons responded the expectation is the practice fields will be completed on the same schedule as the stadium. Ms. Johnson pointed out the resources for the practice field were built into the stadium project that remains on budget with the additional scope due to the overall good job of managing the costs. Ms. Parsons explained the budget tracking of operations will begin to be populated by the October meeting.

EXECUTIVE SESSION

Chair Mosher asked for a motion to convene in executive session. **Motion/Action:** Governor Flores moved; Governor Johnson seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussions relating to the purchase or sale of property, honorary degrees or naming of buildings and other matters required to be confidential by law, and to receive the litigation report and legal advice, all confidential pursuant to statute as set forth in the meeting notice. The meeting convened in executive session at 1:18 p.m. and reconvened in open session at 2:44 p.m.

GENERAL ACTION ITEMS

Chair Mosher asked for a motion to approve the two honorary degrees discussed in the executive session. **Motion/Action:** Governor Singleton moved; Governor Johnson seconded; and the motion carried unanimously.

Chair Mosher asked for a motion to approve the seven naming opportunities discussed in the executive session. **Motion/Action:** Governor Singleton moved; Governor Johnson seconded; and the motion carried unanimously.

REAL ESTATE/FACILITIES COMMITTEE

Governor Johnson convened the committee meeting and indicated there were two action items.

Approval of Program Plan for CSU Corbett-Parmelee Dining Center and Lobby Renovation: Ms. Johnson explained a minor renovation of the dining hall was completed in 2006 and then reviewed the program plan for a proposed major renovation that will be financed through Housing and Dining Services revenue. **Motion/Action:** Governor Gustafson moved to approved; Governor Flores seconded; and the motion carried unanimously.

Approval of Long-Term Project Development Agreement with Master Developer: Committee Chair Johnson stated the next action item was discussed in executive session. Dr. Frank noted for the record that the executive session discussion focused on proprietary information included in the proposal. **Motion/Action:** Governor Gustafson moved to approve; Governor Singleton seconded; and the motion carried unanimously.

EVALUATION COMMITTEE

Chair Mosher indicated the regular business meeting was concluded and asked for a motion to convene the Evaluation Committee in executive session. **Motion/Action:** Governor Flores moved; Governor Robbe Rhodes seconded; and the motion carried unanimously. The Evaluation Committee convened in executive session at 2:52 p.m. and adjourned at approximately 3:28 p.m.

**THE BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM SPECIAL MEETING
Colorado State University System Office, Denver
April 6, 2017**

CALL TO ORDER

Chair Mosher called the meeting to order at 9:30 a.m.

ROLL

Governors present: William Mosher, Chair; D. Rico Munn, Vice Chair; Scott Johnson (participating by telephone), Secretary; Nancy Tuor (participating by telephone), Treasurer; Dennis Flores; Mark Gustafson; Jane Robbe Rhodes; Dean Singleton.

Administrators present: Tony Frank, Chancellor, CSU System, and President, CSU; Amy Parsons, Executive Vice Chancellor, CSU System; Jason Johnson, General Counsel, CSU System

System staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant; Wayne Hall, IT Support;

Guests present: Laurie Wilder, Parker Executive Search; Porsha Williams, Parker Executive Search

EVALUATION OF FINALISTS

Chair Mosher called the meeting to order and took a roll call. Chair Mosher then discussed the agenda for the meeting, and, along with Vice Chair Munn, described the activities of the search process and the Colorado State University-Pueblo Presidential Search Advisory Committee. Vice Chair Munn talked about the initial meeting of the Search Advisory Committee and how the search process has been strong, active, and effective. Approximately 97 completed applications were submitted for the position and the Search Advisory Committee selected eleven (11) candidates for in-person airport interviews. Also, on March 22, 2017, the Search Advisory Committee named four finalists for the position as President of Colorado State University-Pueblo in accordance with C.R.S § 24-6-402 (3.5). The four finalists are:

- Neal Weaver, Ph.D., Vice President for Advancement, Nicholls State University, Thibodaux, LA
- Mark Arant, Ph.D., Provost and Vice President for Academic Affairs, Northeastern State University, Tahlequah, OK
- Timothy Mottet, Ed.D., Provost, Northwest Missouri State University, Maryville, MO
- Karl Spiecker, Vice President for Finance and Administration, Colorado State University-Pueblo, Pueblo, CO

The finalists visited the Colorado State University-Pueblo campus between March 27 and April 4, and they each met with various university and community stakeholders. Chair Mosher explained the purpose of the April 6 special meeting is to interview and discuss the four finalists.

EXECUTIVE SESSION

Chair Mosher asked for a motion to convene in executive session. **Motion/Action:** Governor Robbe Rhodes moved, Governor Munn seconded, and the motion carried unanimously. General Counsel Johnson read the meeting into executive session to conduct an interview with each finalist, to discuss confidential applicant information and to consider the potential employment of an applicant, and legal advice on specific questions, all confidential pursuant to C.R.S. §§ 24-6-402(3)(a)(II); (3)(b)(I); and (3.5). The meeting convened in executive session at 9:52 a.m. and reconvened in open session at 5:05 p.m.

OPEN SESSION AND ACTION ITEM

Motion/Action: In open session, Governor Mosher asked for a motion and Vice Chair Munn made a motion to authorize the Chancellor to engage in discussions with the finalist identified by the Board of Governors in executive session about potential employment as President of Colorado State University-Pueblo, to authorize the Chancellor to make an offer of employment, and to enter into an employment agreement with that candidate under agreeable compensation terms discussed in executive session. The motion was seconded and carried unanimously.

The meeting adjourned at 5:09 p.m.