

**BOARD OF GOVERNORS Retreat
June 14-16, 2017
Cheyenne Mountain Resort, Colorado Springs
3225 Broadmoor Valley Road, Colorado Springs, CO 80906
Remingtons II**

WEDNESDAY, JUNE 14, 2017

BOARD OF GOVERNORS DINNER, *The Terrace (social)* 6:00 p.m. – 8:00 p.m.

THURSDAY, JUNE 15, 2017

Board of Governors Breakfast, Mountain View Restaurant (available from 6:30 am) 8:30 a.m. – 9:00 a.m.

COMMENCE BOARD RETREAT, *Remingtons II* 9:00 a.m. – 4:00 p.m.

TRANSPORTATION TO PUEBLO 4:45 p.m. – 5:30 p.m.

RECEPTION FOR LESLEY DIMARE, *WaterFront on the Riverwalk (social)* 5:30 p.m. – 7:30 p.m.
101 S. Main Street, Pueblo, CO

Dinner available in Cheyenne Mountain Resort, Mountain View Restaurant, (social) 8:00 p.m.

FRIDAY, JUNE 16, 2017

Board of Governors Breakfast, Mountain View Restaurant (available from 6:30 am) 8:30 a.m. – 9:00 a.m.

COMMENCE BOARD MEETING – CALL TO ORDER, *Remingtons II* 9:00 a.m. – 11:00 a.m.

1. OATH OF OFFICE FOR NEW ADVISORY MEMBERS 9:00 a.m. – 9:05 a.m.

2. PUBLIC COMMENT 9:05 a.m. – 9:20 a.m.

3. BOARD CHAIR’S AGENDA 9:20 a.m. – 9:25 a.m.

4. AUDIT AND FINANCE COMMITTEE 9:25 a.m. – 9:40 a.m.

Jane Robbe Rhodes, Chair
Approval of Differential Tuition
CSU System Treasury
Commercial Paper Program

5. REAL ESTATE AND FACILITIES COMMITTEE 9:40 a.m. – 9:45 a.m.

Bill Mosher, Chair

6. EXECUTIVE SESSION 9:45 a.m. – 10:45 a.m.

7. GENERAL ACTION ITEMS 10:45 a.m. – 10:50 a.m.

8. APPROVAL OF CONSENT AGENDA 10:50 a.m. – 10:55 a.m.

A. Colorado State University System

- Minutes of the April 28, 2017 Special Board Meeting
- Minutes of the May 2-3, 2017 Board and Committee Meetings

9. BOARD MEETING EVALUATION

10:55 a.m. – 11:00 a.m.

ADJOURNMENT

11:00 a.m.

Next Board of Governors Meeting: August 1-2, 2017, CSU-Global Campus

APPENDICES

I. Correspondence

Section 1

Oath of Office

New Advisory Members

Margarita Lenk, Faculty Representative, Colorado State University

Josh Silva, Student Representative, Colorado State University

Keith Knies, Student Representative, CSU-Pueblo

Section 2

Public Comment

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Section 3

Board Chair's Agenda

**Board of Governors of the Colorado State University System
Committee Assignments
May 2017**

Executive Committee

- Rico Munn, Chair
- Nancy Tuor, Vice Chair
- Jane Robbe Rhodes, Treasurer
- Scott Johnson, Secretary
- Dennis Flores, At-Large Member
- Bill Mosher, Past Chair
- Tony Frank, Chancellor, CSU System (assigned staff)

Evaluation Committee (*Voting Members*)

- Nancy Tuor, Chair
- Dean Singleton, Vice Chair
- Dennis Flores
- Mark Gustafson
- Scott Johnson
- Kim Jordan
- Bill Mosher
- Jane Rhodes
- Jason Johnson, General Counsel, CSU System (assigned staff)

Academic and Student Affairs Committee

- Dennis Flores, Chair
- Kim Jordan, Vice Chair
- Dean Singleton
- David Volk
- Keith Knies
- Rick Miranda, Chief Academic Officer, CSU System (assigned staff)

Audit and Finance Committee

- Jane Robbe Rhodes, Chair
- Scott Johnson, Vice Chair
- Dennis Flores
- Tony Vrba
- Jake Harmon
- Suzy Serrano, Director of Internal Auditing, CSU System (assigned staff)
- Lynn Johnson, Chief Financial Officer, CSU System (assigned staff)

Real Estate/Facilities Committee

- Bill Mosher, Chair
- Mark Gustafson, Vice Chair
- Scott Johnson
- Margarita Lenk
- Josh Silva
- Jason Johnson, General Counsel, CSU System (assigned staff)
- Kathleen Henry, President/CEO, CSU Research Foundation (assigned staff)

CSU-Pueblo Foundation Liaison

- Dennis Flores

CSU Foundation Liaison

- Dean Singleton

CSU Research Foundation Liaison

- Nancy Tuor

Department of Higher Education Liaison

- Rico Munn

National Western Center Liaison

- Mark Gustafson

City/CSU Leadership Committee

- Kim Jordan



COLORADO STATE UNIVERSITY SYSTEM

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

FY2017-18 Board of Governors Meeting Calendar

August 1-2, 2017: CSU-Global, Greenwood Village

October 5-6, 2017: Colorado State University, Fort Collins

November 30 - December 1, 2017: Colorado State University System, Denver

February 7-9, 2018: Regular Meetings & Retreat, CSU-Pueblo

May 2-3, 2018: Colorado State University, Fort Collins*

June 6-8, 2018: Meeting/Retreat/Location TBD*

*Amended June 2017



COLORADO STATE UNIVERSITY SYSTEM

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

FY2018-19 Board of Governors Meeting Calendar

August 9-10, 2018: CSU Global, Greenwood Village

October 4-5, 2018: Colorado State University, Fort Collins

December 6-7, 2018: Colorado State University System, Denver

February 6-8, 2019: Regular Meetings & Retreat, CSU-Pueblo

May 7-8, 2019: Colorado State University, Fort Collins

June 5-7, 2019: Meeting/Retreat/Location TBD

Section 4

Audit and Finance Committee

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT and FINANCE COMMITTEE MEETING AGENDA
June 16, 2017

1. *Discussion/Presentation/Action* – Approval of Differential Tuition/Special Course Fee charges - CSU 5 min
2. *Discussion/Presentation* – Update on CSU System Treasury and Commercial Paper Discussion 10 min

Finance & Audit Committee Presentation

June 16, 2017

Agenda Item 1:

Approval of certain Differential Tuition and Special Course Fee charges - CSU

Action

Board of Governors of the
 Colorado State University System
 Meeting Date: June 16, 2017
 Action Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTER FOR ACTION:

Approval of Special Course Fees and Differential Tuition for Colorado State University for FY 2017 - 2018.

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed rate/rate increases for the 2017-2018 Fiscal Year, as listed in the MATTERS FOR ACTION and as presented on June 16, 2017, in the Finance Committee presentation of the Board of Governors.

EXPLANATION:

Presented by *Lynn Johnson, Chief Financial Officer, Colorado State University System*
 This action item represents additions to the culmination of a yearlong discussion with the Board of Governors about the upcoming FY 2017-2018 financial structure for Colorado State University. Adoption of the budgetary items are in accordance with past board policies and are required by various statutes or policies of the Colorado Commission on Higher Education (CCHE).

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

 Approved

 Denied

 Board Secretary

 Date

FY 2017-2018 Budget Approval for Special Course Fees and Differential Tuition

Board of Governors of the
Colorado State University System
Meeting Date: June 16, 2017
Action Item

SPECIAL COURSE FEES - NEW FEES

Fall 2017, Spring 2018, Summer 2018

<u>Prefix</u>	<u>Course Number</u>	<u>Course Title</u>	<u>Requested Fee</u>	<u>Effective Term</u>
NEW				
TH	153	Singing for Actors I	\$131.20	FA17
TH	253	Singing for Actors II	\$131.20	FA17

SPECIAL COURSE FEES - FEE CHANGES

Fall 2017, Spring 2018, Summer 2018

<u>Prefix</u>	<u>Course Number</u>	<u>Course Title</u>	<u>Current Fee</u>	<u>Requested Fee</u>	<u>Effective Term</u>
CBE	101	Chemical and Biological Engineering I	\$26.56	\$117.54	SP18
CBE	333	Mass Transfer & Separation Laboratory (I)	\$95.69	\$108.67	FA17

COMPREHENSIVE LIST as submitted to the BOG, May 2017

(Effective Fall 2017, Spring 2018, Summer 2018)

<u>Course Number</u>	<u>Course Name</u>	<u>Fee Amount</u>
CBE 101	Chemical and Biological Engineering I	\$26.56

CHANGES IN EXISTING FEES									
College	Dept	Course Prefix	Course Number	Current Fee	Approved Fee Amt	Min \$ Change	Est. Annual Enrollment	Est. Change in Revenue	Account #
COE	1370	CBE	101	\$26.56	\$26.56	\$0.00	170	\$ -	2530710
								\$ 49,818.14	
								\$ 34,351.54	

FY 2017-2018 Budget Approval for Special Course Fees and Differential Tuition

Colorado State University
Board of Governors Meeting - June 16, 2017

Undergraduate Differential Tuition

Level III:

College of Business – all course prefixes
College of Engineering – all course prefixes
Other Course Prefixes: CON, CS, CT, HES, HDFS¹, MSE²

Comprehensive List of Rates by Course College and Prefix

Course College	Course Prefix	2017		2018		Increase/Decrease ²		Levl Chg	FR	Assessed To Class Level		
		Level	Rate	Level	Rate	\$	%			SO	JR	SR
NS	MSE ³	0	0	3	93	93	100.0%	N	N	N	Y	Y

² Historically increased by Non-Resident undergraduate tuition rate; round to nearest whole number ~estimate.

³ New subject code beginning FA17.

Graduate Program Differential Tuition

Program Name	Program Code	Major Code	Assessed	2016-17	2017-18	Percent Change
				Approved Charges	Proposed Charges	
Master of Science in Materials Science and Engineering ⁸	MSEG-MS		Credit Hour	\$ -	\$ 125	100%
Ph.D. in Materials Science and Engineering ⁸	MSEG-PHD		Credit Hour	\$ -	\$ 125	100%

⁸ Assessed to Plan A and Plan B Masters and PhD programs, maximum of \$1,125 per semester.

Program Awards - Per Semester

Award Name	FY17 Amount ¹	FY18 Amount ¹	\$ Increase/ (Decrease)	% Increase/ (Decrease)	Award Description
Tuskegee Award UG ³	0.00	7,830.20	7,830.20	100%	Difference between nonresident and resident undergraduate rate (including COF) - fourth year student per Cooperative Agreement.

³ New program beginning SM18 - difference between non-resident rate and resident rate, including COF portion.

Agenda Item 2: Update on CSU System Treasury Commercial Paper Discussion

Discussion Item

CSU SYSTEM TREASURY

Authorization: HB08-1002

- **Establish Investment Advisory Committee**
 - At least 5 members
 - Shall include a member of Board of Governors
 - Treasurer of CSU System
 - Three representatives of the financial community

- **Develop and annually review written investment policy**
 - (Draft policy for first Investment Advisory Committee)*
 - Acknowledges Board of Governors fiduciary responsibility
 - Establishes performance benchmarks for investment managers
 - Requires annual financial statements submitted to Board, State Treasurer, State Auditor, and JBC

- **Request for Proposal for an Investment Consultant/Advisor**
 - (Draft RFP for first Investment Advisory Committee)*
 - Proposal includes “role of Investment Consultant” from Investment Policy

- **First meeting of Investment Advisory Committee**
 - July/August time-frame
 - Finalize and submit RFP for investment consultant

- **After Investment Consultant on Board**
 - Incorporate CSU System Cash Flow Analysis and Liquidity Needs with Investment Policy
 - Finalize Investment Policy
 - Seek Board Review and Approval of Investment Policy
 - Select Investment Managers
 - Begin Investing by January 2018

CSU SYSTEM COMMERCIAL PAPER

Authorization: Eleventh Supplemental
Resolution

(possible need for new resolution if after Oct.)

Weeks 1-3

- ❖ Engage Legal Counsel – Kutak Rock
- ❖ Engage Financial Advisor – North Slope
- ❖ Select Commercial Paper Dealer (Underwriter)
- ❖ Draft documentation:
 - ✓ Dealer Agreement
 - ✓ Offering Memorandum

Weeks 4-6

- ❖ Contact rating agencies for short term ratings
- ❖ Finalize CP Self-Liquidity Procedures
 - ✓ Have to demonstrate “daily” asset availability, analysis of monthly operating cash flows, and staffing
- ❖ Distribute Draft document

Weeks 7-9

- ❖ Receive Ratings
- ❖ Finalize legal documents
 - ✓ Execute Dealer Agreement
 - ✓ Finalize Offering Memorandum
- ❖ Determine Maturity Schedule (Project Cash Flow)
- ❖ Possibly need Board of Governors authorizing resolution if after October

Launch CP Program with estimated first issuance November/December

Appendix

APPENDIX

PROPOSED MEMBERS of INVESTMENT ADVISORY COMMITTEE

1. Grant Glenn, CFA, CFP
Director of Investment Management
Coordinated Financial Services – Financial Planning and Portfolio risk mitigation.
From Steamboat Springs, CO
Graduated from CSU with degree in Finance
2. Stefan Wenger
CFO and Treasurer
Royal Gold, Inc.
20 years' experience in the mining and natural resources industries.
Was an experienced audit manager with PricewaterhouseCoopers
Certified Public Accountant and a graduate of CSU with a Bachelor of Science in Business Admin.
3. Todd Folle, CFA
Global Treasury Senior Manager since 2005
Molson Coors Brewing Company
Responsibilities include cash management, updating investment policy, compliance
Other experience includes financial analyst with FHLB-San Francisco and Charles Schwab
CSU Bachelor of Science Finance and Economics, and MS in Accounting from CU Denver
4. Mark Smith
Past CFO
Hewlett Packard
5. Maruti D. More, CFA
Chief Investment Officer
Treasurer's Office, State of Colorado
6. Member, Board of Governors
(required per authorizing legislation)
7. Margaret Henry
CSU System Treasurer
(required per authorizing legislation)

Other Possibilities:

- a) Yet to be identified person from Pueblo business community
- b) Jeffrey Reis
Wealth Management Advisor
Bank of America in Chicago
CSU Bachelor's Degree
- c) Jeffrey Glajch
CFO
Graham Corp. in New York

Section 5

Real Estate and Facilities Committee

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Section 6

Executive Session

This section intentionally left blank

Section 7

General Action Items

Intentionally left blank until conclusion of the meeting

Section 8

Consent Agenda

- Colorado State University System
 - Minutes of the April 28, 2017 Special Board Meeting
 - Minutes of the May 2-3, 2017 Board and Committee Meetings

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM SPECIAL MEETING
Via Conference Call
April 28, 2017**

CALL TO ORDER

Chair Mosher called the meeting to order at 9:00 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

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

System staff present: Melanie Geary, Executive Assistant; Sharon Teufel, Executive Assistant to the General Counsel

SEARCH PROCESS

Chair Mosher convened the meeting via conference call and a roll call was conducted. Ms. Parsons reviewed the search process for the position of CSU System Director of Internal Audit. The search committee was chaired by Governor Johnson and included representation from the campuses and the CSU System. There were 39 applications for the position with five applicants selected for interviews by the search committee. Three candidates were subsequently selected to be moved forward with one candidate later withdrawing. Governors Flores and Robbe Rhodes and Chancellor Frank then interviewed the two remaining candidates.

EXECUTIVE SESSION

Chair Mosher asked for a motion to convene in executive session to review the confidential applicant information. **Motion/Action:** The motion to convene in executive session was made, seconded and carried unanimously. General Counsel Johnson read the meeting into executive session to discuss confidential applicant information and to consider the potential employment of an applicant, and to receive 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 9:04 a.m. and reconvened in open session at 9:19 a.m.

OPEN SESSION AND ACTION ITEM

Motion/Action: Chair Mosher asked for a motion and Governor Johnson moved to hire Ms. Susy Serrano as the new Director of Internal Audit for the CSU System. The motion was amended to authorize the Chancellor to engage in discussions to negotiate and finalize the terms of employment. The motion was then seconded and passed unanimously. Chancellor Frank reported a peer salary review had been conducted as part of the search process and there should be no fiscal impact.

With no further business to come before the Board, the meeting was adjourned at 9:22 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Colorado State University, Fort Collins
May 2, 2017**

CALL TO ORDER

Chair Mosher called the meeting to order at 9:03 a.m.

ROLL

Governors present: William Mosher, Chair; D. Rico Munn, Vice Chair; Scott Johnson, Secretary; Nancy Tuor, Treasurer; Dennis Flores; Mark Gustafson; Kim Jordan; Jane Robbe Rhodes; 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; Allison Horn, Director of Internal Auditing, CSU System; Jason Johnson, General Counsel, 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; Becky Takeda-Tinker, President, CSU-Global Campus

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

Guests Present: Marc Barker, Director, Adult Learner and Veteran Services, CSU; Sarah Clark, Senior Policy Advisor, Brownstein Hyatt Farber Schreck; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mark Gill, Chief of Staff, CSU; Fred Haberecht, Facilities Management, CSU; Jake Harmon, ASG President-Elect, CSU-Pueblo; Ed Haselden, Chair, CSU System Foundation; Kathleen Henry, President/CEO, CSURF; Margaret Henry, Treasurer, CSU System; Christin Holliday, Vice President, Enrollment Management and Student Affairs, CSU-Pueblo; Mike Hooker, Director, Public Relations, CSU; Blanche Hughes, Vice President of Student Affairs, CSU; Keith Knies, CSU-Global Campus; Margarita Lenk, Associate Professor, College of Business, CSU; Mike Lensky, Chair, Student Fee Review Board, CSU; Cheryl Lovell, CSU System; Rick Kreminski, Provost, CSU-Pueblo; Tom Milligan, Vice President for External Relations, CSU; Shrideep Pallickara, Associate Professor, Dept. of Computer Science, CSU; Joe Parker, Athletics Director, CSU; Susy Serrano, Internal Auditing, CSU System; Josh Silva, ASCSU President-Elect, CSU; Nathan Rhine, Director of University Affairs, ASCSU; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Melissa Trifiletti, Vice President for Enrollment and Access, CSU; Marco Vivas, Controller, CSU-Global Campus; Maggie Walsh, Assistant Chief of Staff and Director of Veteran Initiatives, CSU

PUBLIC COMMENT

Chair Mosher called the meeting to order and confirmed no one had signed up for public comment.

Chair Mosher introduced Governor Jordan and asked General Counsel Johnson to administer the oath of office. Governor Singleton has also been confirmed to serve a second term.

EXCELLENCE IN TEACHING AWARD

Chair Mosher explained the award was established by the Board to honor excellence in undergraduate teaching at each of the three campuses. The award would be presented at this meeting to the CSU award recipient and the honorees from CSU-Global Campus and CSU-Pueblo will be recognized at the August meeting. Dr. Miranda introduced Dr. Pallickara, the 2017 CSU award recipient. Chair Mosher presented the award to Dr. Pallickara who then thanked the Board for the recognition.

AUDIT AND FINANCE COMMITTEE

Committee Chair Tuor convened the committee meeting and asked Ms. Horn for her report.

Status of FY 2016-17 Audit Plan: Ms. Horn reported there are six audits in field work as follows: CSU Data Center; CSU Athletics; CSU-Pueblo International Programs; CSU Human Resources Hiring Processes; CSU-Global Campus Financial Reporting; and CSU Office of Sponsored Programs. She reviewed the objectives and findings of the executive summaries for the reports issued since the last meeting that were included in the meeting materials.

Ms. Horn introduced Ms. Serrano, the new CSU System Director of Internal Audit, effective July 1, 2017.

Status of Past Due Recommendations: Ms. Horn reviewed the overdue recommendations and noted there were no specific concerns with any of the outstanding items. Overall progress has been made in setting realistic implementation dates.

Approval of Fiscal Year 2017-18 Audit Plan: Ms. Horn indicated six audits from the current fiscal year would probably carry over to the next fiscal year and described the proposed new audits. At the request of Ms. Horn, Dr. Miranda described the CSU INTO program for international students that was established five years ago. In response to questions, Ms. Horn explained the proposed System-wide Shared Resources audit would be focused on roles and responsibilities and the documentation of the processes, and the audit title would be amended to delete Strategic Planning. **Motion/Action:** Chair Mosher moved to approve; Governor Gustafson seconded; and the motion carried unanimously.

FY 17 Third Quarter Financial Reports: Ms. Johnson reviewed the layout of the consolidated financial report and noted the variances on other operating revenues; scholarships and fellowships; federal non-operating grants with fewer students eligible for the Pell grants; and payments to/from governing boards with the disbursement from the CSU System reserves to CSU-Pueblo. When asked about the investment income, Ms. Johnson explained the market has improved for the investments managed by the state on behalf of the CSU System.

State Budget Update: Ms. Johnson reported the currently proposed Long Bill includes a \$20.5 million increase for higher education of which the CSU System would receive \$3.9 million. Tuition increases are capped at 5% for CSU and 6% for CSU-Pueblo. The increase in higher education funding is dependent upon the determination of the hospital provider fee revenues. There are additional resources of funding from the state that would be allocated for the CSU Western Slope extension services; marijuana research at CSU-Pueblo; and controlled maintenance and technology projects. Ms. Johnson provided an overview of SB 17-267 to repeal the state hospital provider fee that includes funding for state capital construction projects and a 2% budget reduction for all state agencies in FY 19.

Adoption of CSU Parking Fees and Citation Fine Changes: Dr. Frank noted that Board approval of parking fees and fines is mandated by statute and cannot be delegated to the campuses. Ms. Johnson recalled actions that have occurred with a decreasing inventory of parking spots on campus; the

development of parking garages on the edges of campus; and an increase in supporting costs. Two years ago rates were raised with the exception of parking areas for students in residence halls. The Center for Public Deliberation and the CSU employee councils were subsequently engaged to conduct open forums with input from the various constituencies groups to create a plan that meets the majority of needs. The proposal is for the cost of parking permits to increase 3% per year for the next three years and increases for the residence halls to create a viable parking financing model that includes new reduced cost options.

Dr. Frank explained the long-term context of the parking plan is to expand the pedestrian core; encourage greater use of alternative transportation; and push higher density parking to the periphery of the campus. The CSU parking rates have been historically lower than comparable universities in comparable urban areas and there are impacts for the city with a growing campus. ASCSU has taken the lead to work with the city to improve mass transit.

Governor Pineda Soracá noted there is a good spectrum of parking options and recommended the university invest in additional on-campus shuttles that run more frequently to transport people to the campus core and to create better connections to the Max and other city bus lines. **Motion/Action:** Governor Flores moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

The meeting recessed for a break at 10:17 a.m. and reconvened at 10:25 a.m.

Adoption of CSU Traffic Citation Fines Changes: Ms. Johnson reported how rates for the CSU Police Department traffic citations have not increased since 2007 and have historically approximated 50% of the Fort Collins community fines for the same or similar traffic citations. The proposed action item would increase rates to be more comparable with the community by increasing the ratio from 50% to closer to 70%. Tables were provided on the proposed changes with comparisons to the City of Fort Collins and the new proposed Traffic Education and Enforcement Program (TEEP) fines. Governor Pineda Soracá commended the CSU Police Department for utilizing a corrective, educational approach rather than being punitive for the traffic citations, which is appreciated by students. **Motion/Action:** Governor Gustafson moved to approve; Chair Mosher seconded; and motion carried unanimously.

Adoption of the FY 18 E&G Incremental Budget, Tuition, Fees and Other Schedules and Policies: Dr. Frank reported the proposed budgets align with the year-long discussions held with the Board and the long-term financial approach, and are contingent upon the approval of the state budget. The goal has been to find a balance between affordability and improving educational quality. The state formula for higher education funding is based on estimated cost increases less the state's contribution with tuition filling the gaps.

While the Board has the ability to petition to increase the tuition caps, the 5% and 6% tuition increases for CSU and CSU-Pueblo respectively have been utilized in the budget modeling since last August and match the caps set by the state. For CSU resident undergraduate students, the increases for mandatory fees have been set at 1.4%; the housing and dining increase is 2.9%, largely due to financial needs and market rates; the total increase for tuition and fees combined is 4.3%; and the cost of attendance, utilizing the federal formula that brings in all other factors, is increasing by 3.6%.

Ms. Johnson provided historical context and requirements for Board approval on the various revenue and budget related items, which are basically all of the charges to students related to operations under the general fund of the university. She reviewed the overall FY 18 incremental E&G budget with increases in resources of \$43 million and expenditures of \$41 million, and a contribution to fund balance or unrestricted net assets of \$2.1 million through CSU-Global Campus. There is a consistency in the budget presentations for the three campuses and the CSU System.

Colorado State University: Ms. Johnson reiterated that the overall cost of attendance for resident undergraduate students is only increasing by 3.6% and a table with increases by student category was provided. In accordance with the Board's request at the February meeting, the proposed budget illustrates the variances from the previous version of the draft budget. There was a variance in new resources from enrollment growth due to a minor erosion occurring in this year's spring census that will have an incremental impact on next year's budget. In the past, the differential tuition for undergraduates was added to the base budget and will now also be included in the base budget for graduate levels. With the changes in the new resources, there are also implications on expenditures.

Efforts were made to preserve the salary increases with state classified receiving a mandated 2.5% and, with the reduction in resources, the proposal is now for 2.25% increase for faculty and administrative professionals. The employee councils have been examining the concept of a living wage that has been determined to be \$30,000 annually. \$200,000 has been built into the compensation line item to begin making progress in salary adjustments, where possible, for the lowest paid employees. \$700,000 has also been designated in conjunction with a salary equity study for administrative professional employees and to begin making adjustments. Both of these salary activities will be multi-year initiatives. There were some multi-year commitments eliminated to adjust for the \$2 million reduction in revenue.

In response to a question, Ms. Johnson confirmed that the .5% increase to the defined contribution plan to reach the goal of 12% was retained in the compensation line. Dr. Frank commented on the campus budget processes and recommended approval of the budget. Dr. Miranda pointed out enrollment is overall significantly higher for the current year and the proposed budget is conservative.

CSU-Pueblo: Mr. Spiecker noted there were few changes since the previous version. The budget includes a 6% tuition increase for all categories; a 6% increase in tuition differential; a 6% increase in mandatory fees; and a 3% increase for housing and dining. With inclusion of these adjustments, there is an overall 4.1% increase in cost of attendance. The variances from the prior draft include an increase in the fiscal impact for fringe rates and mandatory costs largely due to the 50% increase in property insurance through the state's risk management program. Alternative options for risk management are being explored. The conservative budget is based on an estimated 2.6% decline in enrollment and includes a 2.5% cost of living adjustment and \$100,000 to make incremental steps in salary equity adjustments.

CSU-Global Campus: Mr. Vivas highlighted retention rates remain strong; tuition rates will remain the same; undergraduate and graduate ratios are expected to remain steady at 70%/30% respectively; and bad debt expense should continue to be strong at 2% of tuition growth. Enrollment growth is projected to be 10,500 new students compared to 9,600 for the current fiscal year and FY 18 revenue is projected at \$11.7 million with \$2.2 million net. Two key initiatives for expenses will be student support and outreach, and academic support to increase quality of instruction.

CSU System: Ms. Johnson reported the overall CSU System budget will have a net increase of less than \$100,000 that includes personnel changes and relocation of the Colorado Futures Center to Fort Collins with the intent for the Center to become more self-sufficient. Dr. Frank explained how the CSU System budget is structured to be flat with a focus on a strong value proposition for the campuses. There could be budget challenges in the future with new initiatives on behalf of the campuses and expanding initiatives, such as the National Western Center redevelopment.

Committee Chair Tuor commented on how the year-long budget planning process has been beneficial. She then read the matter for action to approve the FY 18 E&G operating budget and related items. Ms. Johnson pointed out the action is contingent upon the General Assembly finalizing the Long Bill with funding for higher education at or above the estimated level. In the event of a reduction in the state higher

education funding from the projected level, the budget will be adjusted and, depending on timing, be presented for Board approval either at the June meeting or a special meeting. **Motion/Action:** Governor Gustafson moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

Adoption of the FY 19 Combined Campuses Capital Construction Prioritization List: Ms. Johnson explained the Board annually approves the prioritization list to be submitted to CCHE and, in addition, a five-year capital list. There are annual processes at each of the campuses to determine the projects that are brought forward. She reviewed the list with the two top priority projects for CSU from FY 18 to be carried forward if not previously funded. In response to a question on deferred maintenance, Dr. Frank explained CSU is comparable on the condition index with peers and commented on the potential impact for level 1 and level 2 controlled maintenance that is proposed in the state budget. **Motion/Action:** Chair Mosher moved to approve; Governor Flores seconded; and the motion passed unanimously.

COLORADO STATE UNIVERSITY CAMPUS REPORTS

Faculty Representative Report: Governor Doherty indicated the written report documents the past three Faculty Council meetings. Faculty Council elections were held and Dr. Lenk will be the new representative to the Board. Dr. Doherty reflected on the Board's accomplishments during his tenure and expressed appreciation for the opportunity to serve. At the request of the Board, he explained his teaching responsibilities during the coming academic year in the Semester at Sea program.

President's Report: Dr. Frank pointed out from the written report that CSU is the first university to receive for the second time platinum status under the STARS rating system; six new University Distinguished professors were named; and the university has reached approximately 80% of the \$1 billion campaign at 60% of the timeframe.

Accountability Report: Dr. Frank explained the accountability report is prepared from the audited financial statements and provides transparency. The E&G incremental budget is a relatively small portion of the overall \$1.25 billion budget. He highlighted from the report the challenge of balancing quality and affordability with access and academic excellence; the shifting burden of public education to students and families with reduced state support; the ROI of Colorado's investment in higher education; the utilization of tuition funds; funding trends for the past five years; the cost for students relative to the national market; the efficiency of Colorado in producing degrees at lower cost; increasing private support compared to state support; salary trends; revenue and expenditures by categories; 2012-16 revenue trends; and the budget and planning processes.

Responding to questions, Drs. Frank and Miranda explained that discussions have been occurring to create strong agricultural programs jointly with other state universities including CSU-Pueblo. Dr. Kreminski reported the new wildlife and natural resources program is progressing well and CSU-Pueblo is working with Dean Pritchett and faculty from CSU to develop the curriculum for agriculture programs.

The meeting recessed at 11:47 a.m. for lunch with the leadership from the CSU employee councils and reconvened at 1:01 p.m.

Stadium Report: Ms. Parsons reported the project remains on schedule and on budget. Substantial completion of the stadium will be done by June and substantial completion of the academic and alumni spaces will be completed in July. All assets for the new stadium remain sold out. A report on the Stadium Advisory Committee was included in the written materials. Game day open houses have been and will continue to be held for the public. The process for evaluating options for disposition of Hughes Stadium continues and a public forum will be held in May to gather input with future public forums also to be

conducted. Dr. Frank noted the pro forma stadium report will be populated after the opening of the stadium and presented beginning with the October Board meeting.

Dr. Hughes reported the Game Day Experience Committee has been meeting for approximately two years and has been a collaborative process with 26 committee members and various subcommittees.

Mr. Milligan remarked on the importance of inclusiveness and transparency with easy access to the information. Mr. Parker commented on the community collaboration through the lengthy process; the multi-modal transportation options for access to and from the campus and stadium; parking options and the student re-park plan; and tailgating policies.

Governor Pineda Soracá expressed appreciation for the opportunity to be part of the process and to visit with other student governments. While not all students are satisfied with the re-park compromise and there are challenges for students and faculty to access the campus for academic purposes during home games, there will be an opportunity to learn and evaluate the game day operations. Governor Pineda Soracá introduced Messrs. Silva and Rhine who will continue to be engaged on behalf of ASCSU and students.

Dr. Frank explained that only freshmen are required to live on campus and all students who elect to live on campus will sign a contract that provides information on the re-park program. He expressed appreciation for all of the work completed, including the involvement of ASCSU and the city, to ensure a positive game day process and noted adjustments will be made as the process unfolds.

Dr. Frank introduced Ms. Trifiletti, the new CSU Vice President for Enrollment and Access.

Ram Pride Awards Presentation: Dr. Frank recounted the establishment of the Ram Pride Service Award in 2012 to recognize service above self and beyond the call of service. He presented an award to Mr. Haberecht for outstanding service to interface with the community on the physical campus and the stadium. Mr. Haberecht expressed appreciation for the award and the opportunity to represent the university.

Dr. Frank asked Mr. Gill to present the second award for outstanding service. Mr. Gill described how Mr. Barker and Ms. Walsh visited a homeless shelter and subsequently assisted a homeless vet with six years of active duty to access the GI Bill and services through the Adult Learner and Veteran Services, and to be admitted to CSU to complete his college education. The individual already has 90 credits and will begin classes in July. Ms. Walsh and Mr. Barker conveyed their appreciation for the recognition and commented on how veterans' services would not be possible without the support of the whole campus.

Student Representative Report: Governor Pineda Soracá highlighted from the written report the progress towards online course surveys; sustainability collaborations and expansion of alternative transportation services; state and local policy endeavors including a free speech policy and engagement with the Fort Collins police and city leaders; the return of the Old Main Bell and collaboration with the Alumni Association; the proposed System passport for students; participation in the CSU-Pueblo ICR conference; food security initiatives; and ASCSU's commitment to representation of diverse groups and points of view. She asked Mr. Lensky to comment on the student fee review process and the new services for the coming year.

Mr. Lensky explained the role and work of the Student Fee Review Board (SFRB) to gain meaningful input from students to make educated decisions on the student-funded fee areas. Two areas of focus for this past year were the impact of the minimum wage increase on student fees, and initiatives and collaboration with the City of Fort Collins through the new 19th fee area for alternative transportation. The SFRB approved an overall fee increase \$15.60 or 1.34% per semester.

Governor Pineda Soracá reported she visited Todos Santos in February to explore student leadership opportunities and next year she will be assisting CSU students in a leadership program at Todos Santos and the University of Baja California.

STRATEGIC MAPPING

Ms. Parsons reported Governors Robbe Rhodes and Flores, Dr. Frank, and herself attended the recent Association of Governing Boards annual conference. Governors Robbe Rhodes and Flores remarked on their experiences and observations from the conference. Board members were encouraged to attend next year's conference. Ms. Parsons indicated knowledge from the conference would be incorporated into the June retreat which will be held at the Cheyenne Mountain Resort in Colorado Springs, June 14th-16th. She provided an overview of the preliminary agenda and more details will be forthcoming.

CHANCELLOR'S REPORT

Federal Legislative Update: Ms. Parsons reported a federal budget continuing resolution was passed with no major funding cuts and the FY 2018 budget process will be monitored. The CSU leadership has been meeting with the Colorado delegation to share concerns and priorities.

State Legislative Update: Ms. Clark commented on how the CSU System legislative team works together to review relevant legislation with approximately 100 bills monitored this session. She described the various issues that were followed during the session and the bills that are still pending.

CSU SYSTEM FOUNDATION AND BCI UPDATE

Mr. Haselden described how CSU-Global Campus was created to serve nontraditional adult learners and to generate revenue to support the CSU System. With the success of CSU-Global Campus and based on numerous inquiries from other institutions, various avenues were explored to leverage CSU-Global Campus' methodologies through a separate, standalone revenue stream without impacting the university's mission. The decision was made to create a for-profit organization, Beyond Campus Innovations (BCI), whose sole shareholder is the CSU System Foundation. The initial CEO for BCI did not meet the expectations for the vision of the organization and Dr. Takeda-Tinker assumed the role of interim CEO in October 2016 through a conflict of interest and conflict of commitment plan drafted through the Office of General Counsel, with 25% of her time devoted to BCI and 75% to CSU-Global Campus.

Dr. Takeda-Tinker reviewed the reasons BCI was created; the CSU System Foundation and BCI board structures; the organization of BCI as an outsource provider; and current clients and plans to provide organizational training. Business development is being driven through outreach and marketing. The two technologies at CSU-Global Campus that are part of the licensing agreement between the CSU Foundation and BCI are the faculty management system and the portal technology.

Dr. Takeda-Tinker responded to questions on transitioning from fee-for-service to scale, competition, and the re-emergence of for-profit online universities. Mr. Haselden and Dr. Takeda-Tinker were optimistic for the continuing growth of BCI during the next ten years. Mr. Haselden noted there are provisions on the pre-arranged, negotiated distributions and BCI will retain most of its earnings for growth until a certain level is reached. The growth has been organic without borrowed capital and there is a mechanism for private capital should the Board decide to move in that direction in the future. Annual updates will be provided to the Board.

REAL ESTATE/FACILITIES COMMITTEE

Committee Chair Johnson convened the committee meeting and reported there were two action items.

Approval of Updated Program Plans: Dr. Frank explained the program plan for the Shepardson Hall addition has been refreshed and will be included on the state's capital construction list. The program plan for the JBS Global Food Innovation Center previously approved by the Board has been updated to launch phase II of the project and to allow the project to be added to the state's cash-funded list. **Motion/Action:** Governor Gustafson moved to approve both program plan updates. Governor Robbe Rhodes seconded and the motion carried unanimously.

EXECUTIVE SESSION

Chair Mosher indicated the executive session and the Evaluation Committee meeting were being reversed on the agenda. General Counsel Johnson read the meeting into executive session for the purposes of receiving the litigation report and legal advice, confidential pursuant to statute as set forth in the meeting notice. **Motion/Action:** Governor Tuor made the motion to convene in executive session; Governor Flores seconded; and the motion carried unanimously. The meeting convened in executive session at 3:07 p.m. and reconvened in open session at 3:25 p.m.

EVALUATION COMMITTEE

General Counsel Johnson read the meeting into executive session for the purpose of discussing and evaluating public officials and professional staff employees of the Board, confidential pursuant to statute as set forth in the meeting notice. **Motion/Action:** The motion to convene in executive session was made, seconded and carried unanimously. The Evaluation Committee convened in executive session at 3:26 p.m. and adjourned for the day at 4:35 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Colorado State University, Fort Collins
May 3, 2017**

CALL TO ORDER

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

ROLL

Governors present: William Mosher, Chair; D. Rico Munn, Vice Chair; Scott Johnson, Secretary; Nancy Tuor, Treasurer; Dennis Flores; Mark Gustafson; Kim Jordan; Jane Robbe Rhodes; 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; Allison Horn, Director of Internal Auditing, CSU System; Jason Johnson, General Counsel, 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; Becky Takeda-Tinker, President, CSU-Global Campus

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

Guests Present: Jon Bellum, Provost, CSU-Global Campus; Tonya Buchan, Instructional Designer, TILT, CSU; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Karen Gebhardt, Assistant Professor, Economics, CSU; Gwen Gorzelsky, Executive Director, TILT, CSU; Destini Hall, Intern, Vice President for Student Affairs Office, CSU; Jake Harmon, ASG President-Elect, CSU-Pueblo; Kathleen Henry, President/CEO, CSURF; Taylor Hill, Presidential Ambassador, CSU; Christin Holliday, Vice President, Enrollment Management and Student Affairs, CSU-Pueblo; Mike Hooker, Director, Public Relations, CSU; Blanche Hughes, Vice President of Student Affairs, CSU; Laura Jensen, Associate Provost, CSU; Keith Knies, CSU-Global Campus; Rick Kreminski, Provost, CSU-Pueblo; Stan Kruse, Instructional Designer, TILT, CSU; Margarita Lenk, Associate Professor, College of Business, CSU; Katie Little, Instructional Designer, TILT, CSU; Ben Lorden, Presidential Ambassador, CSU; Cheryl Lovell; Rachel Mason, Presidential Ambassador, CSU; Hannah Mikelson, Presidential Ambassador, CSU; Tom Milligan, Vice President for External Relations, CSU; Heather Nereson, Presidential Ambassador, CSU; Katie Picker, Presidential Ambassador, CSU; Amy Riep, MSW Program Director, School of Social Work, CSU; Caleb Schroder, Presidential Ambassador, CSU; Susy Serrano, Internal Auditing, CSU System; Josh Silva, ASCSU President-Elect, CSU; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Greta Steber, Instructional Designer, TILT, CSU; Braden Stump, Presidential Ambassador, CSU; Julia Tucker, Presidential Ambassador, CSU; Hannah West, Presidential Ambassador, CSU; Adam Wise, Presidential Ambassador, CSU

CSU-PUEBLO CAMPUS REPORTS

Chair Mosher convened the meeting and asked Governor Huerta for his report.

Student Report: Governor Huerta reviewed accomplishments from the past academic year that included partnering with a local organization to add recycling bins throughout the library; the selection of a new dining services provider through an RFP process; participation of over 1,000 students at PackFest; and a performance by Dan+Shay at the well-attended spring concert. Other highlights include the installation of new bilingual signage in the Occhiato University Center (OUC) and administration building; the recreational field is being resurfaced; and the residence halls fire pit should be completed in the coming month. Chair Mosher thanked Governor Huerta for his service on the Board.

Faculty Report: Governor Volk reported the approvals of the new degree programs are moving through the Faculty Senate. He reflected on the importance of the diversity and unique missions of each of the three CSU System campuses. As a regional comprehensive university, the unique identifiers for CSU-Pueblo in moving forward with changing demographics and the evolving higher education landscape include the HSI designation and potential MSI designation, athletics, and the new Institute for Cannabis Research. Challenges for the future include resources, improving six-year graduation rates, and institutionalizing programs supported by grants.

President's Report: Dr. Di Mare reported the HLC reaccreditation site visit occurred in February and the initial report was received. There were no sanctions or probation and the university has responded to the factual errors in both academic endeavors and overall institutional effectiveness. The responses will be reviewed by HLC and the site team, and the report will then be sent to the HLC Action Board for issuance of the final report in two to three months.

Dr. Di Mare provided an overview of the first Institute for Cannabis Research international conference that was highly successful and well-attended by participants from all over the U.S. and other countries. The \$100,000 net proceeds from the conference are being used for campus improvements, such as new AV equipment. The university will receive an additional \$900,000 for cannabis research through the Long Bill for a total of \$1.8 million received from state appropriations. Dr. Kreminski reported a contract is being finalized to publish the proceedings from the conference and to launch a journal. Dr. Di Mare noted 25 CSU students attended the conference and 15 CSU researchers presented on panels.

Dr. Di Mare reported the university is moving quickly towards the percentage necessary for MSI designation and acknowledged the contributions of the Music Dept. to the Hispanic community. At the previous meeting, a presentation was made on closing the gap for Hispanic students which is a statewide performance metric. After professional accreditation site visits, the announcement of the new School of Nursing was made in January and progress is being made for the first doctoral program. After careful analysis, the decision has been made to accept 90 credit hours from community colleges to help expand the Nursing program and to create better partnerships. Dr. Di Mare noted two pillars that differentiate the university are health through the School of Nursing and security through the Center for Security Studies.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Robbe Rhodes indicated there were several items for approval on the consent agenda and asked Dr. Miranda to begin with the new degree programs.

CSU New Graduate Degree Programs: Master of Science in Materials Science and Engineering, Plan A and Plan B, and Ph.D. in Materials Science and Engineering: Dr. Miranda reported there has been an informal certificate program for several years with interdisciplinary curriculum through the Engineering, Physics and Chemistry departments. Funding for the new degree programs would be through tuition sharing. In addition to cluster hires with matching funds from the colleges for four FTE or eight .5 FTE faculty positions, there would be six graduate teaching assistants mentored by faculty from the three

departments. During the coming year, a special academic unit would be established. Approval of the new degree programs is on the consent agenda.

CSU New Bachelor Degree Program in Women's and Gender Studies: There is a currently a concentration in the Ethnic Studies major and the intent is to create from the concentration a stand-alone degree program. A few changes would be needed in the curriculum and there would be a minor investment of resources. Most peer institutions have similar academic degree programs. The new degree program would highlight various campus activities, both curricular and co-curricular, and potentially attract new students. Approval of the new degree program is on the consent agenda.

CSU New Ph.D. Program in Anthropology: The College of Liberal Arts currently does not have a Ph.D. program in Anthropology and the Department of Anthropology faculty have been mentoring Ph.D. students from other departments. The proposal is to create a unique, focused program that could capitalize on the geography assets in the department and provide a non-academic career track that creates more opportunities outside of the academy. Approval of the new degree program is on the consent agenda.

Discussion followed on the number of academic programs; eliminating or modifying degree programs that have low enrollment through a strategic direction; creating new cutting edge programs for the future; and retaining low enrollment programs that produce vital professionals as part of the land grant mission.

New CSU Graduate Certificates: Dr. Miranda reviewed the list of the proposed eight new graduate certificates, all either nine or twelve credits. Approval is on the consent agenda.

CSU Academic Faculty and Administrative Professional Manual Revisions: The proposed changes for Sections C.2.1.9.3, C.2.1.9.4, C.2.1.9.5.h and C.2.1.9.5.i are minor amendments on standing committee membership policies and procedures; the installation of non-tenure track faculty delegates on the Committee on Teaching and Learning; and clarification of the role of the Strategic and Financial Planning Committee. The proposed changes in Section E.15.1 relate to the initiation of disciplinary actions against a faculty colleague. Modifications to Section F.3.2.1 relate to sick leave accrual for procedural clarity. The revisions to Section I.19 provide better alignment with other university policies and federal law procedures. Board approval of the manual revisions is on the consent agenda.

CSU-Pueblo Faculty Handbook Changes: The modifications to Sections 2.7.2.4, 2.7.4, 2.7.5 and 2.7.6 formalize the position of the assistant chair role and define the program coordinator role. The revisions to Section 2.13.2.1 increase the salary raises for faculty who are promoted from assistant to associate professor and from associate to full professor. Approval of the modifications is on the consent agenda.

CSU Emeritus Rank Designations Approved for AY 2016-17: There were 26 emeritus faculty designations approved.

CSU-Pueblo Emerita Rank Designation: There was one faculty member proposed for emeritus status.

CSU and CSU-Pueblo Sabbatical Leave Revisions: Written reports on the sabbatical leave revisions for academic year 2016-17 were provided in the meeting materials.

CSU-Pueblo AY 2017-18 Accreditation Schedule: Three engineering programs will undergo specialized reaccreditations by ABET. The overall Higher Learning Commission site visit occurred earlier this year and the final report will be forthcoming.

Course (Re)Design Presentation: Dr. Miranda explained the reasons why academic programs are redesigned and noted the partnership between faculty and instructional designers is a vital component of

the course revisions. A general overview of the redesign approaches utilized at the three campuses was provided. Efforts are being made to scale across the three institutions to maximize resources.

CSU-Pueblo: Dr. Kreminski reviewed the redesign activities that occur largely through the Center for Teaching and Learning which is funded through a federal grant. Consideration will need to be given in the future to institutionalizing the most successful components of the grant-funded programs. He highlighted the online course development by Dr. Massey for teacher education and Dr. Gilbreath for a new online MBA program, and the collaboration with CSU-Global Campus to develop online courses in civil engineering technology and construction management.

CSU-Global Campus: Dr. Bellum reported all of the university's coursework is fully online. Each program is reviewed every 18 to 24 months from top to bottom through a faculty-driven process with input from outside experts, industry analysts, professional advisory boards, and feedback from students and faculty. Through the 2020 initiative, the entire learning experience is being reviewed to ensure successful learning outcomes for the next generation of students.

Dr. Vrba explained the course design process begins with a kickoff meeting to review the course design document, timelines and expectations for the review process. She described the roles of the content expert, instructional designer, program coordinator, the librarian, production, and the instructor. Course review is a continuing and evolving process with input from students, faculty and staff. A new app is now available for the Schoology platform that is utilized by CSU-Global Campus.

Colorado State University: Dr. Gorzelsky indicated two examples would be provided to demonstrate the relationship between the faculty and instructional designers in coursework redesign. She then introduced the team from the School of Social Work.

Ms. Riep provided an overview of the challenges for the distance MSW program and the re-visioning undertaken in collaboration with TILT for a new hybrid model and with CSU Online for five fully online graduate certificate programs. Ms. Steber described the guiding principles utilized to align the MSW program with national competencies and to improve the individual course goals and content with measurable objectives. Ms. Little explained how all the courses were developed from a learner-focused, student-centered perspective. Ms. Riep detailed the intensive development and collaborative process between the faculty and instructional designers that has resulted in improved competencies, improved retention, and successful transition of content into the hybrid and online environment.

Dr. Gorzelsky then introduced the Microeconomics redesign team. Dr. Gebhardt provided an overview of the microeconomics course taught through large lecture format by graduate teaching assistants; the challenges with inconsistent instruction; and the course redesign undertaken in 2016 through collaboration with TILT. Ms. Buchan expanded on the instructional designer's role to incorporate principles of learning science. Dr. Gebhardt reported final fall 16 course averages across all sections varied by only 1% that suggests course structure and assessments lead to consistently measured student performance. In spring 2017, learning assistants were added to one section to facilitate collaborative problem solving and the results will be evaluated. Other future goals include evaluating the adaptive learning course assignments for student success.

Dr. Gebhardt commented on the increasing importance of online learning and the difference in DFW rates between residential and online economic courses. Mr. Kruse explained the guiding principle in the redesign of the online economics program was utilization of learning analytics data to optimize the learning environment. Supported by the Center for Analytics of Learning and Teaching and through a partnership with McGraw-Hill, various targeted interventions are being designed and implemented. Dr.

Gebhardt reported the goals of the redesign include improving student outcomes, and potential scalability and transferability of the methodology.

Discussion followed on the importance of quality student feedback on learning experiences; the challenges with inexperienced instructors; standardization of training and providing necessary infrastructure and support; and incentivizing the processes. The meeting then adjourned for a break at 11:08 a.m. and reconvened at 11:16 a.m.

CHANCELLOR'S REPORT *(continued)*

National Western Center (NWC) Update: Ms. Parsons reported the focus of the most recent NWC newsletter is on sustainability and CSU is part of the overall NWC sustainability team. An announcement was made in April on the appointments of Tom Vilsack as strategic advisor for food and water initiatives and Christie Vilsack as special advisor to the Chancellor on NWC and agricultural academic programs. Icon Venture was hired as CSU's project manager after an extensive RFP process was completed and interviews will be held with the City of Denver to hire the place-making team. Progress is being made in numerous other areas such as authority and governance structure, fundraising and sponsorships, and programming with input from the communities to move forward with finalizing the master plan. A more in-depth presentation will be made at a future meeting.

CCHE Master Plan Refresh: Dr. Frank reported Colorado higher education system leaders will be speaking at an upcoming meeting to address the draft master plan refresh. The state's master plan has four main goals: increase credential completion; erase equity gaps; improve student success; and invest in affordability and innovation. Dr. Frank explained there is a national goal through a study by the Lumina Foundation for a 60% credential completion rate based on projected work force needs. The CCHE and Colorado determined a rate of 66% is needed by 2025.

Challenges for the credential completion rate include setting reasonable goals with declining entering demographics and how to attain the numeric goals by dividing the additional credentialing amongst the higher education systems and campuses. Based on internal strategic goals, Dr. Frank proposed supporting the goals articulated in the master plan with a footnote that this is an actively evolving situation in terms of the number of degrees, badges and certificates needed, and therefore a level of flexibility is necessary to determine how best to meet the state's needs.

CSU-GLOBAL CAMPUS REPORTS

Student Report: Governor Buchmeier explained the written report focuses on the positive impact for students that occurs through the curriculum development process and outlined her personal educational journey at CSU-Global Campus. Chair Mosher thanked Governor Buchmeier for her service on the Board.

Faculty Report: Following up on the curriculum redesign presentation, Governor Vrba noted CSU-Global Campus has 500 courses that are reviewed with data analytics and mapping of outcomes. Highlights from the written report include faculty receive stipends to participate in two to three-week faculty development courses and there is a new pilot content expert training course; the Faculty Affairs Committee is reviewing the faculty performance and student engagement processes; and 200 attendees participated in the recent all faculty meeting where there was discussion on faculty development grants. A list of faculty development courses available to assist instructors in better understanding online teaching and assessing impacts on student learning was provided.

President's Report: Dr. Takeda-Tinker announced there will be 1,100 graduates for the June 4, 2017, commencement with 7,800 guests planning to attend. Over 300 students will be participating remotely through the video streaming of the ceremony.

Dr. Takeda-Tinker explained the university's efforts to individually scaffold on a one-on-one basis the adaptive learning tools necessary for students that have work experience but might not have strong academic skills to ensure successful degree completion. The written report provided updates on the strategic planning activities with quantifiable metrics and associated costs for investments in innovations to move forward on the three strategic plan goals.

The meeting materials also included a follow-up presentation on the Learning Solutions department that partners and collaborates with corporations to enroll employees for degree completion; to facilitate organizational impact and employee contribution; and to meet the needs for degree programs, specialization and training. There has been significant growth with this collaborative effort during the past few years.

APPROVAL OF CONSENT AGENDA

Chair Mosher reviewed the items to be approved on the consent agenda. **Motion/Action:** Governor Munn moved to approve; Governor Johnson seconded; and the motion carried unanimously.

EVALUATION COMMITTEE

Chair Mosher asked Governor Tuor to report on the committee meeting held the previous day. Governor Tuor explained there are no standard contracts for the campus presidents with different terms, salaries and incentive compensation. She thanked Dr. Di Mare on behalf of the Board for serving an additional year as President of CSU-Pueblo. **Motion/Action:** Governor Tuor moved to award Dr. Di Mare the maximum amount of incentive compensation in her appointment letter which is \$15,000. Governor Robbe Rhodes seconded and the motion carried unanimously.

OUTGOING FACULTY AND STUDENT REPRESENTATIVES

Chair Mosher thanked Governor Doherty for his two years of service on the Board and introduced Dr. Lenk, the new CSU faculty representative. He also thanked Governor Pineda Soracá for her service and introduced Mr. Knies and Mr. Harmon, the new student representatives from CSU-Global Campus and CSU-Pueblo respectively.

ELECTION OF OFFICERS

Chair Mosher expressed appreciation for the opportunity to serve as the Board Chair for the past two years. Dr. Frank listed accomplishments that occurred under Chair Mosher's leadership and thanked him for his leadership. Dr. Takeda-Tinker also thanked Chair Mosher for his leadership. Dr. Frank recognized Mr. Fedrid, who has transferred to CSU-Global Campus, for his technical support of the Board.

Chair Mosher explained that election of officers occurs every two years in uneven years. The new officers assume the roles at the end of the meeting during which they are elected and serve for two years.

Motion/Action: Governor Gustafson moved to approve the following slate of officers: Governor Munn, Chair; Governor Tuor, Vice Chair; Governor Johnson, Secretary; Governor Robbe Rhodes, Treasurer. Governor Jordan seconded and the motion carried unanimously.

With no further business to come before the Board, the meeting adjourned at 11:48 a.m.

Section 9

Meeting Evaluation

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APPENDICES

- Appendix I: Correspondence

APPENDIX I

Correspondence

CSUS Board of Governors Correspondence Received				
<u>Date Received</u>	<u>Email/Letter</u>	<u>From</u>	<u>Subject</u>	<u>Response</u>
May 1, 2017	Email	Bob Vangermeersh	Fiscal Responsibility	May 1, 2017
May 1, 2017	Email	Abigail Grothe	Repark Program	Phone call from CSU in response (by Pam Jackson)
May 3, 2017	Email	Christine Grothe	Repark Program	May 11, 2017
May 4, 2017	Email	Secret name	Freedom of Expression	May 8, 2017
May 9, 2017	CSUS Reporting Hotline	Bob Vangermeersh	Fiscal Responsibility	May 11, 2017
May 17, 2017	Email	Stan Khrapak	Study Privilege Reciprocity	May 19, 2017

Geary, Melanie

From: bobvangermeersch@aol.com
Sent: Monday, May 1, 2017 1:31 PM
To: CSUS Board
Subject: Correspondence for the Board of Governors

SUBJECT: CSU Board of Governors (BOG) lack of fiscal responsibility

The CSU BOG Policy and Procedures Manual clearly states the following under "GOVERNANCE" Policy 101, Item C.

CSU commitment to building a Stronger Colorado reflects :
 "An Entrepreneurial attitude while consistently modeling fiscal responsibility and resourcefulness"

A critical component of fiscal responsibility is the care and maintenance of the university's existing assets. This includes both human resources (people) and capital assets (buildings, class rooms, grounds, laboratories , dorms, etc)

Let's examine how the CSU administration has treated one of the university's large capital assets.

Hughes Stadium is a capital asset that is paid for, brought in \$3.6 M per year for the 6 home football games held annually.

This capital asset will be bulldozed shortly because ,by CSU's own admission, it was not maintained properly. The administration called this situation "deferred maintenance".

What will it cost the Colorado taxpayer and CSU students to replace Hughes Stadium.?

CSU borrowed \$239 M to build a new stadium and will incur about \$40M in cost over runs and ancillary projects (extra parking, two underpasses, move the PERC facility) **This brings the total to OVER \$270,000,000.**

This new football facility is primarily designed for the CSU Athletics Department that has lost over \$20,000,000 a year for the last 3 years.

Just where is this "fiscal responsibility that BOG refers to?

The CSU BOG is a non-elected group that gets a less than cursory look from the State Senate and reports to no one.

In his 3-12-2017 Opinion Piece Mike Martin , Chancellor Emeritus, states:
 "In all there are a dozen independent (higher education) boards, each operating independently of all others."
 "...the boards ultimately determine the direction of their system or campus".

WHAT SHOULD COLORADO CITIZENS and CSU STUDENTS DO?

A. Regarding the Board of Governors----- We should direct our Governor and legislatures to disband the CSU BOG and put in it's place a board that is responsive to the need for true **FISCAL RESPONSIBILIETY** and state wide coordination with other higher Ed. boards

B. Regarding CSU's administration----- Some one should be **COURT MARSHALLED** for this abysmal fiscal fiasco.

Bob Vangermeersch
970-223-0493
Fort Collins CO.
bobvangermeersch@aol.com

Geary, Melanie

From: CSUS Board
Sent: Monday, May 1, 2017 6:45 PM
To: Geary, Melanie
Subject: FW: Repark Program

From: Abigail Grothe
Sent: Monday, May 1, 2017 6:44:57 PM (UTC-07:00) Mountain Time (US & Canada)
To: CSUS Board
Subject: Repark Program

Board of Governors,

I am deeply concerned about the article I read in the Rocky Mountain Collegian about what to expect with the new stadium, as well as my fellow classmates, parents, and community members. This is our home. We have the right to live and park here. We pay for parking permits. If this is your choice, then all students in these residence halls should have free parking for the extreme inconvenience. Attached at the bottom is the list of comments left on my petition from students and community members. The petition itself received 542 signatures and is still gaining support (Petition found at: https://www.change.org/p/president-tony-frank-stop-the-re-park-program-at-csu?recruiter=712625465&utm_source=share_petition&utm_medium=copylink)

Thank you,
Abigail Grothe
Junior, Biological Sciences Major
Colorado State University

Geary, Melanie

From: Christine Grothe <grothescornfields@gmail.com>
Sent: Wednesday, May 3, 2017 12:41 PM
To: chancellor
Cc: Geary, Melanie; CSUS Board; Nelson, Tiana
Subject: CSU

When we first sat with our daughter in making her decision, we were impressed with CSU. She will be starting her third year there. She is an RA at this school. She, up until recently, would brag about her school. We were proud to have helped her realize her dream school even if it was very far away from home. University of Iowa is a fine institution and far less expensive but this is her dream.

But now, things are shifting. Starting with the repark- You hiked her tuition up and now you are hiking parking permits 32%. She is out of state and needs her car. You see, I am very sick and have had emergencies. She wants to be able to come home if something happens to me. So we accept the hike and now you want her and all of the students near the stadium to repark their cars at their inconvenience. You are not discounting their permits or providing a decent solution, you are just inconveniencing the students, the ones who pay the hiked up tuition. She did start a petition. She has had over 500 people sign the petition. She has had students and parents implore you to please rethink this.

And to add insult to injury, you are now endangering her and the other students. People will be able to tailgate in these lots, directly outside of the dorms. They will be able to sneak in...use the bathroom, and whatever else. This is my student's home. This is where she studies. This is where she is an RA. And you are opening it up to crazy football partying.

My husband and I are beyond disappointed. I have been in contact with other parents who are scared for their students. I have been contacted by some alumni who are telling me they are going to stop donating. I refuse to donate anything else to this school. After the petition and letters, I have not heard one word from you on how to reconcile this. You seemed like a caring President and am really shocked that this is okay with you.

The solutions seem to be simple. Just like University of Iowa, park the football attendees in another location, let them party, and then bus them in. You don't tell students that they need to move their car, that they paid 600 for and be unsafe. You don't auction off your students to the highest donor.

Deeply disappointed,
Barry and Christine Grothe

From: "Neth,Cara" <Cara.Neth@ColoState.EDU>

Date: Thursday, May 11, 2017 at 2:48 PM

To: Christine Grothe <grothescornfields@gmail.com>

Cc: Gary.Ozzello@ColoState.EDU

Dear Ms. Grothe,

Thank you for your correspondence expressing your disappointment with the re-parking plan that has been implemented for home games at the new on-campus stadium. I know that you and your daughter have communicated directly with Pam Jackson and Gary Ozzello in our Division of External Affairs, and they explained the rationale as well as the process for re-parking cars by students, including the shuttle service available at all times during the process prior to and following each game. Pam also invited your daughter to attend one of our open houses to learn more about the program, and I hope she was able to do so. As was previously discussed with you and your daughter, not all students will have to re-park their vehicles – only those living in the halls on the south side of campus. Also, those who do re-park their vehicles can choose any one of six campus parking lots in which to park.

As we've developed the re-park program, staff members from numerous campus divisions have hosted open houses and met with constituent groups to gather input and feedback on every aspect of the game day experience, including parking and campus safety. The concerns you raised are very much the concerns that all of these teams have been working to address. While it is clear you do not agree with the plan, I can assure you that it has been developed based on considerable research, public interaction, and with great concern for the safety of our students and campus. Students have been involved with the development of the program at every stage, although clearly not every student supports the plan.

I am truly sorry for your illness and can understand that this raises special concerns for you and your daughter. We recognize there are situations that will arise, and I assure you we will assist your daughter and any other student in a crisis situation to the fullest extent possible, as we always strive to do. As both Pam and Gary explained, CSU has partnered with the City of Fort Collins to provide a shuttle that runs from 4-8 p.m. on Friday, and 11 a.m. to 2 p.m. on Sunday, shuttling students back and forth to the lots. The shuttle will run approximately every 10-15 minutes, providing students with easy access to their vehicles. The correspondence shared with you and your daughter two weeks ago includes information as to how we intend to support the safety of our students, faculty and staff not only during the re-park of cars, but before, during and following games. People tailgating in the lots will not be permitted to enter the halls at random.

It is important to note that buying an on-campus parking permit entitles someone to park on campus in designated areas; it does not entitle someone to park in a particular lot or directly adjacent to their workplace or residence hall. Parking and walking to your destination is a common part of campus life, as we have worked to move parking to the perimeters of campus to ensure safe spaces for walking and biking in the interior of the campus. We are fortunate that most of our residence hall students are typically able to find parking near the places they live, but that is not guaranteed by the act of purchasing a permit.

This type of re-parking program is commonly used by campuses around the country to accommodate on-campus events, and we are confident that Colorado State will be able to manage such a program

effectively. Students will have considerable advance notice of the handful of days each fall that they may need to re-park, and we have worked to make the process as convenient as possible for them. While we cannot expect that everyone will agree with the format of the program and the decisions made around its implementation, we sought and incorporated as much of the feedback of students, faculty, staff and the community as we possibly could in each area.

Thank you for sharing your concerns, and please be assured that we have heard your concerns even if we disagree.

Cara

Cara J. Neth
 Director, Presidential and Administrative Communications
 Office of the President
 Colorado State University

From: Christine Grothe <grothescornfields@gmail.com>

Date: Tuesday, April 25, 2017 at 5:14 PM

To: Gary Ozzello <Gary.Ozzello@ColoState.EDU>

Cc: Pam Jackson <Pamela.Jackson@colostate.edu>

Subject: Re: New Stadium Student Parking

Thank you for the reply but you have not really answered any of my concerns. Read the comments on the petition, on the facebook page, listen to your students. I am hearing that no one listened to the students or the RA's. You are forcing students who pay for parking and pay for tuition to move their cars away from their homes. They live out of state and shouldn't be forced to shuttle. They pay for these spots.

Not to mention the fear of the tailgating on campus which will also invite trouble. They have legitimate concerns. The women are scared. I live in Iowa, near University of Iowa. You opened up so much trouble. My husband and I chose to send our daughter across the country to a safe school and now it is no better than University of Iowa. You are making the dorms unsafe by inviting strangers to park there during alcohol filled football games. I am so disappointed. Maybe it is time to reevaluate our decision.

Respectfully,
 Christine Grothe

On Tue, Apr 25, 2017 at 5:41 PM, Ozzello, Gary <Gary.Ozzello@colostate.edu> wrote:

Hello, Christine:

I serve on the External Relations staff at Colorado State, and I will also be the game day liaison for the new on-campus stadium, and I wanted to respond to you regarding your concerns about student parking to be sure you receive the most accurate information.

The link below has a summary for the plans alongside the new stadium. May 4, we will be hosting along with the City of Fort Collins, another in the series of open houses, where those in attendance can gather information about parking, tailgating, traffic, and tickets. The open house will be held in the Bob Davis Hall adjacent to Moby Arena.

<http://www.csurams.com/sports/m-footbl/spec-rel/football-central-2017.html>

As we formed all of our plans for the new stadium, we had a group tasked with conducting extensive in research related to what is done by other institutions related to parking. Assuring the safety of our students was without question the biggest concern. We also found that re-parking vehicles is the industry standard across the nation for on-campus stadiums.

Not all students will re-park their vehicle. Students living in residence halls on the north side of campus will not have to re-park. Students who live in residence halls on the south side of campus would have the opportunity to park in three lots located on the north side of campus (shown on the link), the parking garage near College & Pitkin, or two other surface lots.

To assure the safety of our students, CSU has partnered with the City of Fort Collins to provide a shuttle that runs from 4-8 p.m. on Friday, and 11 a.m. to 2 p.m. on Sunday, shuttling students back and forth to the lots. The shuttle will run approximately every 10-15 minutes.

We have worked diligently for nearly two years on these plans, and as the opening for the new stadium approaches, we will continue to refine and revise those plans.

I hope this information answers some of your questions.

Gary

Gary Ozzello

Director, Community Outreach & Engagement

Colorado State University

310A Administration

Fort Collins, CO 80523

[970-222-3361](tel:970-222-3361)

Gary.Ozzello@colostate.edu

ColoState.edu

Geary, Melanie

From: SecretName Smith <secretnameblue@gmail.com>
Sent: Thursday, May 4, 2017 7:03 AM
To: CSUS Board; Geary, Melanie
Subject: Please address this terrible situation

Hello Board of Regents,

<https://www.youtube.com/watch?v=q-WBGgrFnuc&feature=youtu.be>

The YouTube video above documents a disgusting incident of harassment, retaliation and vilification against white males taking place on your campuses. I am certain it is very far from an isolated event.

I am a Colorado citizen and registered voter. I am appalled that my tax dollars are supporting this. I will be forwarding a similar email to this to as many Colorado politicians as I can think of. I will also be forwarding this to as many news organizations as I can think of. I will be forwarding this email to our Colorado senators and multiple federal representatives. I expect the environment on Colorado college campuses to support freedom and mutual respect of differing opinions.

I hope you are all ashamed and embarrassed, but I am fearful that you are proud of this.

Geary, Melanie

From: President Tony Frank
Sent: Monday, May 8, 2017 3:42 PM
To: secretnameblue@gmail.com
Cc: Geary, Melanie
Subject: RE: Please address this terrible situation

Dear SecretNameSmith,

Thank you for sharing the You Tube video in question and making the Board and my office aware of this student's concerns. Colorado State University takes seriously its commitment to freedom of expression, and this includes the freedom to question our existing practices and procedures without fear of retaliation or retribution. We are looking into this situation and will certainly use it as an opportunity to reiterate our commitment to an environment – at all levels of the institution – that is inclusive of all viewpoints.

Anthony A. Frank
President, Colorado State University
Chancellor, Colorado State University System

Geary, Melanie

From: SecretName Smith <secretnameblue@gmail.com>
Sent: Monday, May 8, 2017 8:52 PM
To: President Tony Frank
Cc: Geary, Melanie
Subject: Re: Please address this terrible situation

Hello President Frank,

Thank you very much for responding to me. I am a little surprised, but happy that you did. For the record, I do not know this young man at all. I only know about this situation because of the YouTube video. Over the past year, however, I have heard anecdotal stories about the stifling political correctness and outright prejudice against white males on Colorado state college and university campuses. I trust you will protect this young student, should you discover his identity.

Again thank you for taking this seriously. I have heard back from at least one Colorado politician, thus I am going to drop this matter for now.

On Mon, May 8, 2017 at 3:41 PM, President Tony Frank <president_tony_frank@mail.colostate.edu> wrote:

Dear SecretNameSmith,

Thank you for sharing the You Tube video in question and making the Board and my office aware of this student's concerns. Colorado State University takes seriously its commitment to freedom of expression, and this includes the freedom to question our existing practices and procedures without fear of retaliation or retribution. We are looking into this situation and will certainly use it as an opportunity to reiterate our commitment to an environment – at all levels of the institution – that is inclusive of all viewpoints.

Anthony A. Frank

President, Colorado State University

Chancellor, Colorado State University System



BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

INTERNAL AUDITING DEPARTMENT

301 Johnson Hall • 0019 Campus Delivery
Fort Collins, Colorado 80523-0019
Phone (970) 491-6176 • FAX (970) 491-2346

May 11, 2017

To: Bob Vangermeersch
From: CSUS Reporting Hotline
Subject: Your message to the Hotline

We have received your comments "CSU Board of Governors (BOG) lack of fiscal responsibility."

We will forward your message to the Board of Governors for their consideration.

MAY 22

DEAR Ladies & Gentlemen

When May I expect an answer FROM
The Board of Governors ??

Thank
Bob ✓



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From: CSUS Reporting Hotline
Subject: Your message to the Hotline

We have received your comments “CSU Board of Governors (BOG) lack of fiscal responsibility.”

We will forward your message to the Board of Governors for their consideration.

HOTLINE.

SUBJECT: CSU Board of Governors (BOG) lack of fiscal responsibility

The CSU BOG Policy and Procedures Manual clearly states the following under "GOVERNANCE" Policy 101, Item C.

CSU commitment to building a Stronger Colorado reflects :

"An Entrepreneurial attitude while consistently modeling fiscal responsibility and resourcefulness"

A critical component of fiscal responsibility is the care and maintenance of the university's existing assets. This includes both human resources (people) and capital assets (buildings, class rooms, grounds, laboratories , dorms, etc)

Let's examine how the CSU administration has treated one of the university's large capital assets.

Hughes Stadium is a capital asset that is paid for, brought in \$3.6 M per year for the 6 home football games held annually.

This capital asset will be bulldozed shortly because ,by CSU's own admission, it was not maintained properly. The administration called this situation "deferred maintenance".

What will it cost the Colorado taxpayer and CSU students to replace Hughes Stadium.?

CSU borrowed \$239 M to build a new stadium and will incur about \$40M in cost over runs and ancillary projects (extra parking, two underpasses, move the PERC facility)
This brings the total to OVER \$270,000,000.

This new football facility is primarily designed for the CSU Athletics Department that has lost over \$20,000,000 a year for the last 3 years.

Just where is this "fiscal responsibility that BOG refers to?

The CSU BOG is a non-elected group that gets a less than cursory look from the State Senate and reports to no one.

In his 3-12-2017 Opinion Piece Mike Martin , Chancellor Emeritus, states:

"In all there are a dozen independent (higher education) boards, each operating independently of all others."

"....the boards ultimately determine the direction of their system or campus".

WHAT SHOULD COLORADO CITIZENS and CSU STUDENTS DO?

A. Regarding the Board of Governors----- We should direct our Governor and legislatures to disband the CSU BOG and put in it's place a board that is responsive to the need for true FISCAL RESPONSIBILIETY and state wide coordination with other higher Ed. boards

B. Regarding CSU's administration----- Some one should be COURT MARSHALLED for this abysmal fiscal fiasco.

Bob Vangermeersch

4405 UPHAM CT

Fort COLLINS Co 80526

970-223-0493

Geary, Melanie

From: Stan Khrapak <stan.khrapak@csuglobal.edu>
Sent: Wednesday, May 17, 2017 4:38 PM
To: Geary, Melanie
Cc: CSUS Board
Subject: CSU System - Study Privilege Reciprocity Letter

Good afternoon Melanie,

My name is Stan Khrapak and I have worked at CSU-Global Campus for almost two years. Recently, I learned that CSU-Global employees no longer get a 25% discount at CSU-Ft. Collins on tuition. My goal is to earn a Ph.D. at Ft. Collins in Higher Education Leadership. However, without the discount or any type of incentive, it is difficult to pay the \$850/credit + fees with my salary in order to earn the doctorate. I had planned on using the 25% discount to my advantage, though I had to postpone my enrollment to CSU-Ft. Collins when I found out that the discount had suddenly been removed.

As an Enrollment Counselor, I am aware that CSU-Ft. Collins employees have 100% of their tuition at CSU-Global Campus covered through the Study Privilege program. Unfortunately, the Study Privilege program is not reciprocal. With your permission, I was wondering if I may be able to write a letter directly to the Board of Governors expressing these concerns and asking for them to consider making the Study Privilege program reciprocal for Global Campus employees.

I would be honored to earn my doctorate from CSU-Ft. Collins and I hope that the Board would be open to hearing my voice.

Most Sincerely,

--

Stan Khrapak. M.Ed.
Enrollment Counselor
Colorado State University-Global Campus
7800 East Orchard Road
Suite 200
Greenwood Village, CO 80111
Office Phone: [\(303\) 515-6137](tel:3035156137)
Fax: [\(866\) 321-0850](tel:8663210850)
stan.khrapak@csuglobal.edu
[\(800\) 920-6723](tel:8009206723)

Geary, Melanie

From: Jason Warr <jason.warr@csuglobal.edu>
Sent: Thursday, June 1, 2017 5:00 PM
To: Parsons, Amy
Cc: Johnson, Lynn; Geary, Melanie
Subject: Fwd: CSU System - Study Privilege Reciprocity Letter
Attachments: PastedGraphic-1.tiff; Untitled attachment 00010.htm; PHR011.pdf; Untitled attachment 00013.htm

Amy,

I wanted to let you know that I have met with Stan and explained our tuition benefit policy (attached) and he is satisfied with the response. We will honor the 25% tuition benefit as defined by our policy and I will work with Student Accounts Receivable to coordinate the payment from CSU-Global for any courses he may take, up to the limits of the policy.

Please let me know if you have any questions.

Jason Warr, DBA, CPA
Associate Vice President of Finance and Compliance
Colorado State University-Global Campus
7800 East Orchard Road, Suite 200
Greenwood Village, Colorado 80111
Office Phone: (303) 327-9529
jason.warr@csuglobal.edu



CSU-Global Tuition Assistance Benefit Policy

Last Revised July 2016

1. Background/Purpose

The purpose of this administrative policy is to establish the scope of CSU-Global's Tuition Assistance Benefits Program.

The long-term success of an organization is dependent upon educated, motivated, and dedicated employees. A key tool in recruiting and retaining quality employees is investing in higher education opportunities that provide knowledge, skills, and respected credentials. As a higher education institution, Colorado State University-Global Campus (CSU-Global) believes it will receive an even higher return on its investment in a tuition benefit program for CSU-Global employees willing to invest their own time and effort to earn a CSU-Global degree or improve their current job skills. To achieve these goals, CSU-Global offers education benefits intended to provide its employees quality, educational courses.

For additional questions, contact the Human Resources department at HR@CSUGlobal.edu.

2. Policy

CSU-Global offers tuition assistance benefits on a non-discriminatory basis to eligible employees of the university and their dependents taking CSU-Global courses. Dependent eligibility is determined using the requirements and definitions outlined for CSU-Global's health insurance benefits. Tuition assistance can only be provided in the form of a tuition waiver. Employees or dependents may not choose to receive cash in place of tuition assistance. Employees and dependents are responsible for paying all other required fees and related educational costs.

Under section 117(d) of the Internal Revenue Code, educational institutions offering a full reduction of tuition charges to employees, their spouses, and dependent children for undergraduate coursework may exclude the value of this education from their employees' taxable wages.

Section 127 of the Code allows all employers, whether or not they are an educational institution, to provide their employees with educational assistance for both undergraduate and graduate work. Employers may provide each employee with up to \$5,250 of educational assistance per year on a tax-free basis. If applicable, the Internal Revenue Code requires that educational assistance in excess of the \$5,250 exclusion, for graduate-level courses only, must be added to the employee's taxable wages and employment taxes must be withheld. Eligible dependents may receive benefits for graduate level courses, but any amounts awarded will be included in the employee's taxable wages. This benefit pertains to tuition only and is not applicable to books, required fees, or other educational costs.

If an employee is terminated for cause or resigns prior to the start of the term, the tuition benefit will be revoked. Employees currently enrolled in courses under this benefit who are terminated for cause or resign will be permitted to complete courses in progress at the time of separation.



Colorado State University
GLOBAL CAMPUS

POLICY TITLE:	Tuition Assistance Benefit Policy
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2.A. Employee Eligibility for Benefit Use by Self or Dependent

In order to be eligible for this benefit of employment, the employee must meet the following requirements:

- Must be a full-time employee, full-time non-temporary State Classified Employee, or regular part-time (minimum 0.5 FTE) employee.
- Employees must have received satisfactory performance evaluations and/or continue to satisfactorily perform the responsibilities of his/her job while utilizing the tuition benefit.
- Participants must meet the requirements for admission and be admitted into a CSU-Global degree program or agree to take courses in a non-degree seeking status.
- Participants must meet minimum the standards of Satisfactory Academic Progress (SAP) standards under CSU-Global's current SAP Policy (GPA, Completion Rate, and Maximum timeframe components each term in which the student wishes to use the benefit. Individuals who do not meet the minimum SAP standards will be responsible for all tuition charges until he/she returns to good academic standing. No tuition benefit will be retroactively applied to tuition balances.
- Employees cannot receive the full benefits of the tuition assistance benefit program until the employee has met the employment eligibility requirements for six months as outlined in the following table:

Employment	Maximum Benefit
< 6 months	6 credit hours (undergraduate) 3 credit hours (graduate)
> 6 months	Full benefit

2.B. Benefit Elements

Up to 36 credit hours of undergraduate coursework are available to employees through the tuition benefit program each calendar year. No more than two undergraduate courses may be attempted each term and no more than four undergraduate courses attempted each trimester as part of the tuition assistance benefit program. Undergraduate courses are available to employees and eligible dependents based on the available credits per employee in a calendar year. However, benefits are prohibited from being used concurrently by the employee and their eligible dependents. Students must meet all course requirements and restrictions to be eligible to enroll.

2.B.1. Undergraduate Courses

Up to 36 credit hours of undergraduate coursework are available to employees through the tuition benefit program each calendar year. No more than two (2) undergraduate courses may be attempted each term and no more than four undergraduate courses attempted each trimester as part of the tuition assistance benefit program. Undergraduate courses are available to employees, their spouses, domestic partners, and/or dependants based on the available credits per employee in a calendar year. However, courses are prohibited from being taken concurrently by the employee and dependant. Students must meet all course requirements and restrictions to be eligible to enroll.



Colorado State University
GLOBAL CAMPUS

POLICY TITLE:	Tuition Assistance Benefit Policy
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2.B.2. Graduate Courses

Employees are eligible for tuition benefits in up to \$5,250 in each calendar year. Graduate courses are available to employees and eligible dependents based on the available credits per employee in a calendar year. Students must meet all course requirements and restrictions to be eligible to enroll.

2.B.3. Combination of Undergraduate and Graduate Courses

Undergraduate and graduate courses may be combined within a calendar year as long as the total employee tuition benefit does not exceed \$5,250 and the total number of credits is within the allowable limit for that degree level. Courses are prohibited from being taken concurrently by the employee and eligible dependents. All requirements of the tuition assistance benefit program must also be met.

2.B.4. Benefits at CSU (Ft. Collins) and CSU-Pueblo

Eligible employees may receive tuition benefits at the CSU campus at Ft. Collins or the CSU-Pueblo campus. Tuition benefits are available to eligible employees only and are limited to a 25% discount on tuition as charged by the campus providing the classes. Employee spouses and dependents are not eligible for tuition benefits at CSU (Ft. Collins) or CSU-Pueblo. Employees will be eligible for this tuition benefit under the same criteria and restrictions established for CSU-Global courses.

2.C. Benefit Use

2.C.1. Application Process

To utilize the tuition benefit, employees must submit the CSU-Global Tuition Assistance Benefit Request Form and receive written approval from their supervisor. After receiving supervisory approval, the employee must route the form to HR no later than 14 days prior to open house of the term in which the employee wishes to enroll. Human Resources will verify eligibility and route to Student Financial Services for review of SAP standards and approval or denial of the benefit. Once coordination is complete, Human Resources will provide the employee notification of approval/denial of benefits. If approved, the benefit will be applied to the student's account after the census date of the applicable term. Students who do not have an approval prior to the last day to drop a class with full refund date must obtain funding from other sources or be withdrawn from the class. Approved benefit applications for CSU (Ft. Collins) and CSU-Pueblo will be forwarded by CSU-Global Human Resources to the student financial service office at the campus providing the classes.

2.C.2. Course Availability

This tuition benefit is available for courses only as space permits, and employees may enroll within an approved course only if it has open seats.

2.C.3. Credit Limits

Student Financial Services will monitor employee tuition benefit use rate and will deny benefits exceeding benefit amounts.



Colorado State University
GLOBAL CAMPUS

POLICY TITLE:	Tuition Assistance Benefit Policy
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2.C.4. **Cost of Credits Over Available Benefit**

Employees and eligible dependents who wish to take courses in addition to the benefit limit will pay the lower of either the preferred tuition rate for the term they initially enrolled or the lowest current tuition rate for which they are eligible. Employees and eligible dependents must complete the Preferred Tuition Rate Form and submit the form to HR for authorization.

2.C.5. **Financial Aid**

Employees may choose to receive federal financial aid for terms during which they are receiving the Tuition Assistance Benefit; however, the tuition waiver award amount will be reduced by the total amount of aid being received by the student. In order to determine the award amount for the waiver, the Student Financial Services department will use the amount of tuition, fees, and the estimated book allowance for the student's enrollment status, subtract the financial aid awards accepted, and then award the tuition waiver not to exceed the eligible benefit available. If a student receives aid in excess of the cost of fees and books for the term, the tuition waiver will be reduced and may result in an award of \$0. For additional information, contact Student Financial Services.

2.C.6. **Employees Using Chapter 33 Military Students**

Students may utilize Chapter 33 benefits without it affecting eligibility for the tuition benefit; however, if a student is certified for Chapter 33 benefits, the tuition amount certified will be \$0. If an employee uses both Chapter 33 military benefits and financial aid, both will be applied in order to determine eligibility for the tuition benefit.

3. **Additional Information**

For additional information regarding these education benefits, contact Human Resources.

4. **Forms**

The following forms are associated with this policy. Click on the link to view the latest version of each of these forms.

- Staff Tuition Benefit Request Form (HRTUIREQ):
<http://portal.csuglobal.edu/document/HRTUIREQ>
- Preferred Tuition Rate Form (AMPREFTR)
<http://portal.csuglobal.edu/document/AMPREFTR>