

**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.