

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM RETREAT
Cheyenne Mountain Resort, 3225 Broadmoor Valley Road, Colorado Springs
June 15, 2017**

CALL TO ORDER

Chair Munn called the retreat to order at 9:00 a.m.

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Scott Johnson, Secretary; Jane Robbe Rhodes, Treasurer; Dennis Flores; Mark Gustafson; Kim Jordan; William Mosher; Keith Knies, Student Representative, CSU-Global Campus; Margarita Lenk, Faculty Representative, CSU; Josh Silva, 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; Tim Mottet, Incoming 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; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

Guests Present: Tom Milligan, Vice President for External Relations, CSU; Simon Nelson, CEO, FutureLearn; Susy Serrano, Incoming Director of Internal Auditing, CSU System

Chair Munn explained the goal of the retreat is to examine the mission and the future direction of strategic planning as a system with changing demographics and an evolving higher education landscape, both in Colorado and nationally.

Heritage of Land Grant Mission and Influences on the Future: Dr. Frank indicated the presentation would focus on the heritage, commonalities and current status of all three of the CSU System (CSUS) institutions to plan for the future. He provided an historical overview of the educational paradigm beginning with the passage of the Morrill Act of 1862 and the formation of the land grant system followed by the creation of two-year colleges, state regional comprehensives, Hispanic Serving Institutions (HSI), and distance education. While there has been dramatic technological changes, the focus has remained on academic excellence that allows students to improve their lives and to benefit society.

Dr. Frank commented on current public perceptions and shared data on the status of American higher education. Colorado is a moderate tuition state and one of the most efficient states in producing degrees. He reflected on trends, research and development, and future opportunities to scale, experiment and evolve. The financial future for CSU-Pueblo is moving in a positive direction. CSU-Global Campus has been immensely successful in serving adult learners. While demographics are changing, a focus on traditions and models developed from the land grant heritage that underpin the CSUS institutions should be effective in continuing to serve the needs of Colorado.

Perspectives from CSU-Global Campus and CSU-Pueblo: Dr. Takeda-Tinker provided an overview on the focus, mission, growth, demographics and challenges for CSU-Global Campus which is data-driven to ensure students are learning and workplace needs are being met. Tuition has not increased in six years and approximately \$3 million in scholarships has been awarded this year. The institution is working on “CSU-Global Campus 2.0” to maintain its industry leadership, and to adapt technologies and academic programs that will meet the evolving student learning needs. Different models utilizing curriculum and content experts are being evaluated to drive engaging, informative and accountable learning experiences. CSU-Global Campus does not receive state funding and endeavors to be efficient as technology costs increase.

Dr. Mottet presented observations on how CSU-Pueblo as an HSI could capitalize on the geographic location and the population served. He commented on the differences between a Hispanic enrolling and Hispanic serving institution; the necessity to build on the concepts of learning and social support systems to support Hispanic, underrepresented, first generation and less prepared college students; and partnering with regional community colleges and high schools to create pathways for a culture of college-bound students. Discussion followed on reverse transfers; declining male enrollment; partnerships with the local Pueblo school districts; and the strength of CSU-Pueblo’s teaching, nursing and social work programs. The retreat then recessed for a break at 10:49 a.m. and reconvened at 11:00 a.m.

Global Trends in Learning: Ms. Parsons introduced Mr. Nelson who has met with representatives from CSU Online and CSU-Global Campus. Mr. Nelson provided an overview of FutureLearn which is an online learning platform wholly owned by Open University in London. He described the global enrollment, partnerships, trends and potential benefits for CSUS through a partnership with FutureLearn and demonstrated the FutureLearn app. Mr. Nelson explained the partnership between CSU and FutureLearn entails a membership fee and a commitment to creating a minimum number of courses by building on existing strengths. Training to develop skills and expertise would be provided and the courses would be jointly marketed to generate revenue with a 50-50 split.

The retreat recessed for lunch at 12:05 p.m. and reconvened at 1:01 p.m. Dr. Miranda commented on the value of partnerships, such as with FutureLearn and other consortiums. Within the state of Colorado, higher education institutions are partnering with other institutions to create value and to address the issues facing the local and national higher education ecosystem.

Status of CSUS Strategic Plan: Ms. Parsons recalled how the strategic mapping process began two years ago with the identification of three broad work areas: engagement and community building, academic coordination, and process alignment. She reviewed the progress made in each of the three categories.

Chair Munn directed the discussion towards mission, mission delivery and mission critical direction for each of the three institutions over the next couple of years and any changes or reprioritization in the strategies. Dr. Frank noted an additional priority with an executive leadership change would be to assist Dr. Mottet as the incoming CSU-Pueblo president.

Discussion followed on differentiators for CSU-Pueblo; learning systems, longitudinal assessment of critical learning, adaptive learning platforms and technological changes; and workforce readiness and partnering with the community to meet employer needs. The mission critical direction for CSU-Pueblo was identified as a focus on market differentiation including the HSI and potential MSI designations.

Dr. Takeda-Tinker remarked on how the CSU-Global Campus 2.0 initiative will expand Colorado enrollment and extend services to underserved students as well as the freshmen adult market that is currently restricted by statute to out-of-state students. A new student experience initiative was launched last year to improve engagement and retention. Departmental collaboration is encouraged and there is a continuing effort to be more transparent.

Dr. Frank remarked on the consumer-based competitive system of higher education in Colorado and the political compromise two years ago to expand CSU-Global Campus' mission of degree completion for working adults to include out-of-state first-time, full-time freshmen. Dr. Takeda-Tinker noted CSU-Global Campus currently serves students in all Colorado counties except Kiowa.

In response to a question on the strategic planning timeframe and the differentiation between mission, core values and strategies, Chair Munn explained the alignment between the CSUS strategic mapping and the institutional strategic plans that are more bound to specific timelines. The mission critical issues for CSU-Global Campus include supporting the institution's 2.0 initiatives, articulating the mission of the institution, increasing access, and providing credentials for adult learners to support the state's higher education strategic plan.

Chair Munn commented that the access to excellence through the land grant mission and the various initiatives as articulated by Dr. Frank create the base for the mission critical work of CSU. Other mission critical directives include effective communication on the value proposition and engagement with the community.

Discussion followed on prioritization and re-articulation of the CSUS strategic work areas with inclusion of interactive learning systems, educational experience, student access across the system, and the leveraging and integration of resources to create efficiencies. The retreat recessed for a break at 2:57 p.m. and reconvened at 3:11 p.m.

Organizational Alignment: Dr. Frank reflected on the organizational alignment of CSUS to deliver on the strategic plan and to optimize effectiveness through an analysis of assets, liabilities and expectations. He shared a brief analysis of CSUS by utilizing a success triangle model developed by Rich Karlgaard and reviewed the responsibilities of the Board to set overall direction and to assure accountability to the citizens of Colorado.

Chair Munn and Ms. Parsons will draft a revised strategic map framework that articulates the expectations brought forth during the retreat discussions with a defined timeframe for discussion at the August meeting. Consideration will be given on how to best bring forward more information and discussion of learning systems at future meetings, possibly through the Academic and Student Affairs Committee. Additional data on CSU-Global Campus' service to the state of Colorado will also be presented at the next Board meeting. The decision was made to continue presentation of the institutional strategic plans when meetings are held on the individual campuses. The retreat was adjourned at 3:36 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Cheyenne Mountain Resort, 3225 Broadmoor Valley Road, Colorado Springs
June 16, 2017**

CALL TO ORDER

Chair Munn called the meeting to order at 9:01 a.m.

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Dennis Flores; Mark Gustafson; Kim Jordan; William Mosher; Dean Singleton (via telephone); Keith Knies, Student Representative, CSU-Global Campus; Margarita Lenk, Faculty Representative, CSU; Josh Silva, 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; Tim Mottet, Incoming 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; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

Guests Present: Tom Milligan, Vice President for External Relations, CSU; Susy Serrano, Incoming Director of Internal Auditing, CSU System

Chair Munn convened the meeting and asked General Counsel Johnson to administer the oath of office to the new faculty and student representatives.

PUBLIC COMMENT

Chair Munn confirmed that no one signed in for public comment.

BOARD CHAIR'S AGENDA

Board Meeting Calendars: Chair Munn asked for a motion to approve the FY 17-18 and FY 18-19 meeting calendars. **Motion/Action:** Vice Chair Tuor made the motion; Governor Flores seconded; and the motion passed unanimously.

Committee Assignments: Chair Munn commented on statutory requirements relative to the committee assignments. Governor Robbe Rhodes will serve on the new Investment Advisory Committee that was not reflected on the list.

AUDIT AND FINANCE COMMITTEE

Committee Chair Robbe Rhodes convened the committee meeting and asked Ms. Johnson to begin with the action item.

Approval of CSU Special Course Fees and Differential Tuition: Ms. Johnson reviewed the minor corrections to the special course fees, the additional differential tuition rates, and the Tuskegee award program. **Motion/Action:** Governor Gustafson moved to approve; Governor Jordan seconded; and the motion carried unanimously. When asked about timing for budget questions, Chair Munn explained the year-long budget process that begins with the August meeting.

CSU System Treasury Update: Ms. Johnson provided an update on the activities that have occurred and are planned including preparation of a preliminary draft investment policy and a draft RFP for an investment consultant who will assist with finalizing the investment policy. She commented on the statutory requirements for the Investment Advisory Committee and the list of potential members from the financial community that are being contacted.

Currently the CSU System (CSUS) investments are managed by the State Treasurer. In 2008, CSUS joined Mesa State in moving forward legislation that grants authority to create their own treasuries and to withdraw and manage their investments. The decision was made to not proceed at that time due to the downturn in the market. Subsequently, the decision was made in 2016 to hire a CSUS Treasurer to begin the process of managing the CSUS assets.

The investment policy will outline the allowable types of investments and the related percentage of total assets within each specific category along with a defined range for each investment category. Once an investment consultant is hired, the consultant along with the Investment Advisory Committee will finalize the investment policy for submission to the Board for review and approval. Discussions have been initiated with the State Treasurer's office to work through the process.

CSUS Commercial Paper Program: Ms. Johnson explained that the 11th supplemental resolution approved in October 2016 had three financing components: 1) refinancing of existing debt, 2) a short-term financing solution to bridge donor pledges, and 3) resources for new projects. Based on research for short-term funding products, the decision was made to move forward with a commercial paper program (CP). Ms. Johnson provided an update on the CP process with an issuance of an RFP forthcoming to select the CP underwriter; attainment of ratings through Standard and Poor's and Moody's which is a different process for short-term funding; and finalization of the legal documents. While the CP program may be launched during the 12-month window stipulated in the 11th supplemental resolution, reauthorization of that supplemental resolution may be needed.

REAL ESTATE/FACILITIES COMMITTEE

Committee Chair Mosher indicated the committee would convene in executive session.

EXECUTIVE SESSION

Chair Munn asked for a motion to convene in executive session. **Motion/Action:** Governor Mosher made the motion; Vice Chair Tuor seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussing the purchase or sale of property and to receive the litigation report and legal advice, all confidential pursuant to statute as set forth in the meeting notice. The meeting convened in executive session at 9:29 a.m. Vice Chair Tuor assumed leadership when Chair Munn recused himself during the portion of executive session that related to CSU-Global Campus. The meeting reconvened in open session at 11:10 a.m.

GENERAL ACTION ITEMS

Chair Munn indicated action on each item would be taken separately.

Motion/Action: Governor Robbe Rhodes moved to approve the certification of the consent agenda. Governor Lenk seconded and the motion carried unanimously.

Motion/Action: Governor Gustafson moved to approve the settlement authorization for the matter discussed in executive session. Governor Flores seconded and the motion carried unanimously.

Motion/Action: Governor Gustafson recused himself for the vote on the National Western framework agreement action item due to his position on the National Western board. Governor Mosher moved to approve; Vice Chair Tuor seconded; and the motion carried unanimously.

MEETING EVALUATION

Chair Munn asked for input on the location for next June's Board retreat. Dr. Frank indicated several options will be brought forth for consideration.

With no further business to come before the Board, the meeting adjourned at 11:20 a.m.