

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
Colorado State University, Fort Collins  
October 5, 2017**

**CALL TO ORDER**

Vice Chair Tuor called the meeting to order at 9:05 a.m.

**ROLL**

**Governors present:** D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Scott Johnson, Secretary; Jane Robbe Rhodes, Treasurer; Dennis Flores; Kim Jordan; William Mosher; Dean Singleton; Jake Harmon, Student Representative, CSU-Pueblo; 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; Timothy Mottet, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; 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; Susy Serrano, Director of Internal Auditing, CSU System

**System Staff present:** 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 and Executive Vice President, CSU-Global Campus; Anne Cleary, Professor, Dept. of Psychology, CSU; Carol Dollard, Co-Chair, President's Sustainability Committee, CSU; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Karen Ferguson, Vice Provost, CSU-Global Campus; Gwen Gorzelsky, Executive Director, TILT, CSU; Kathleen Henry, President/CEO, CSURF; 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; Nancy Hurt, Managing Director, REO, CSURF; Kate Jeracki, Internal Communications, CSU; Rick Kreminski, Provost and Executive Vice President for Academic Affairs, CSU-Pueblo; Cheryl Lovell, CSU System; Tom Milligan, Vice President for External Relations, CSU; Tonie Miyamoto, Co-Chair, President's Sustainability Committee, CSU; Joe Parker, Athletic Director, CSU; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo

**PUBLIC COMMENT**

Vice Chair Tuor convened the meeting and confirmed no one had signed in for public comment.

**BOARD CHAIR'S AGENDA**

Vice Chair Tuor reported Chair Munn would be arriving shortly and reviewed the meeting agenda.

**STRATEGIC MAPPING UPDATE**

*CSU System (CSUS) Strategic Mapping:* Ms. Parsons reported there would be updates on the CSUS strategic mapping at each meeting and the schedule for campus strategic plan presentations is as follows:

Colorado State University – October 2017; CSU-Global Campus – December 2017; CSU-Pueblo – February 2018. Mission projection updates were provided for the National Western Center, FutureLearn courses and Todos Santos. For mission delivery, progress is being made in both the operational areas as well as in the academic program collaborations. Under mission alignment, CSU is sponsoring a new six-year exhibition, The Centennial State in 100 Objects, in the History Colorado Museum.

*Colorado State University Strategic Plan:* Dr. Miranda recalled that a presentation had been made at the February 2017 meeting. He provided an overview of the strategic plan framework that includes five main sections with both high-level goals, metrics and short-term initiatives. The progress towards each goal is managed through the work of Strategic Planning Area Review Committees chaired by Cabinet members. Updates were provided on the progress for the major initiatives and the new initiatives in each of the five sections. Dr. Frank explained how potential changes to federal recovery costs could impact research initiatives and provided historical context on the various methodologies that have been used to develop the CSUS strategic plan.

Based on questions, Ms. Johnson explained the parameters of the relationship with Tetrad that includes different scenarios based on the specific projects on the South and Foothills campuses. Dr. Miranda described how extension offices are in every county and engagement hubs are regional centers that largely focus on economic development and education. Dr. Kreminski provided an update on the progress between CSU and CSU-Pueblo to implement 2+2 agricultural programs. Dr. Miranda elaborated on the organizational reform occurring in CSU Online. When asked about integration of the strategic plan throughout CSU, Dr. Miranda responded CampusLab software is utilized as a vehicle for dissemination of information for program reviews, development of new academic programs, accreditation and the strategic plan. The individual college and department strategic plans align with the overall campus strategic plan.

## **COLORADO STATE UNIVERSITY REPORTS**

*Student Representative Report:* Governor Silva reviewed game day and new tradition highlights from the written report, i.e., the 12<sup>th</sup> Ram tailgating area, the opportunity for students to ring Old Main Bell and safety and security. Other initiatives cited include civic engagement and campus connections such as the Straayer Center for Public Safety Leadership experience, voter registration and a CSU/UABCS exchange trip to Todos Santos; collaboration with campus and city partners to enhance the student technology experience; and partnering with the new CSU Health Network to showcase resources.

*Faculty Representative Report:* Dr. Lenk reported faculty are working on a variety of initiatives to increase student engagement and develop course innovations and to ensure freedom of speech, safety and inclusion. Other initiatives include revision of how faculty are evaluated on teaching effectiveness and discussions on non-tenure track faculty status and career paths. As part of the search team for a new Human Resources Director, she expressed appreciation for the work of the department and noted human capital is one of the most important resources.

*President's Report:* Dr. Frank highlighted from the written report that CSU has moved up on the annual *U.S. News & World Report* rankings; there was an increase in enrollment for the tenth consecutive year; the President's Commission on Women and Gender celebrated its 20<sup>th</sup> anniversary; and over \$190 million was raised through philanthropic gifts for the second consecutive year and the total towards the overall \$1 billion goal is now at 81% with two years remaining in the campaign.

Stadium Update: Dr. Frank noted the annual update of the financial performance model will be completed after the conclusion of the football season and presented at the February meeting.

Mr. Parker reported that overall the game day operations went well for the first two football games. He provided an overview of the game day logistics for transportation and student re-park, tailgating with a successful Ag Day, student re-park, stadium entry and security, game day productions, concessions, retail, and post-game activities. With four games remaining, the experience gained will be utilized to plan for the future. In addition to the football games, approximately 50 events have been held in the stadium and about 100 events have been calendared.

President's Sustainability Committee: Ms. Miyamoto explained the committee serves as an umbrella to bring together initiatives occurring across the campus. More than 100 individuals are actively engaged on the STARS team with the university the first to achieve a platinum rating in 2015 and again in 2017. Over 1,000 responses are required for a STARS submission in six different categories ranging from academics and research to physical operations. Ms. Miyamoto described the impacts resulting from a platinum rating and the sustainability culture that exists at CSU.

Ms. Dollard outlined the university's sustainability strengths and opportunities for improvement. A breakout was provided on the university's greenhouse gas (GHG) footprint with commitments for 100% renewable electricity by 2030 and climate neutrality by 2050. There has been a 12% reduction since FY 10 which has created financial savings.

Ms. Miyamoto concluded by acknowledging the deep commitment across the campus through collaboration with all eight colleges, major divisions and student organizations. Ms. Johnson shared how the sustainability effort to become a pollinator-friendly community and save the bee population began with an email from a faculty member and now there is a subcommittee to oversee the effort. Based on questions, Ms. Miyamoto responded that the Engineering and Business colleges have identified student learning outcomes at the college level and commented on the challenges for designation at the university level. Dr. Miranda remarked that there are discussions occurring on developing university level strategic learning outcome initiatives in areas such as sustainability.

The Conversation/AP: Mr. Milligan explained how the Conversation/AP is a web-based aggregator wherein high-end journalists from leading publications and media outlets assist with converting the expertise of the faculty at research institutions into journalistic form that is then posted on the website and republished by leading media outlets. There has been broad participation by CSU faculty with at least one publication from each of the eight colleges. CSU is also one of ten institutions participating in an AP university pilot that transmits daily advisories on the top offerings from the Conversation to all AP media customers. The partnership with the Conversation provides a vehicle for greater exposure and credence for faculty research and helps inform public debate. A list of the top five CSU articles viewed was provided.

## **CSU-GLOBAL CAMPUS REPORTS**

*Student Representative Report:* Governor Knies explained the written report focuses on the experience and challenges for non-traditional adult learners, such as skepticism on the value of a college degree. The tuition guarantee, no out-of-state tuition, no student fees and leveraging of transfer credits help alleviate concerns about the cost. Online tutorials and the ability to test a class prior to enrolling, the 24/7 availability of technical support, the upgraded student portal that is accessible on multiple devices, and counseling services ease the anxiety of returning to school to complete credentialing while working and caring for a family.

*Faculty Representative Report:* Governor Vrba commented on the impact of the recent hurricanes on faculty, and how the other non-affected faculty stepped in to help those impacted fulfill instructor expectations and student support. She also shared that a two-day faculty retreat was held in the Denver

Tech Center with a focus on curricular innovation and the CSU-Global Campus 2.0 strategies; several new program coordinators and leads were in attendance. A new innovation task force was started and 78 proposals have been submitted with a few currently under pilot that will be evaluated in terms of student success and applicability to programs or at the university-wide level. An all-faculty meeting via videoconferencing was also held that had incorporated video to help explain programs and demonstrate technology.

*President's Report:* As part of strategic goal #3 on *Sharing for the Global Good*, Dr. Takeda-Tinker announced the university would be hosting its first virtual global conference on November 14<sup>th</sup> with guest speakers, panels and participants from around the world and the university's documentary on the profile of a nontraditional student will be shared. Under strategic goal #1 of *Stakeholder Engagement*, a new faculty structure has recently been completed with full-time program managers, chairs and lead faculty to enable a high degree of integration and leadership.

As part of strategic goal #2 to utilize *Evidence-based Practices*, an economic impact report was commissioned through a third party and the research indicates the ROI on each dollar invested by a CSU-Global Campus student results in \$4 in future earnings or 15.2% ROI since CSU-Global Campus' origination. Additional societal benefits include increased revenues, reduced crime, lower unemployment and improved well-being and health. When asked about the Lynda.com partnership, Dr. Takeda-Tinker responded the site is an online platform of instructional materials that supports teaching and content, and student skills' development. Governor Robbe Rhodes congratulated Dr. Takeda-Tinker on the publication of her book about CSU-Global Campus' history and outcomes, [Impacting the Future of Higher Education](#).

The meeting recessed at 11:26 a.m. for lunch and a presentation on the buildings to be toured later in the day and reconvened at 12:30 p.m.

## **ACADEMIC AND STUDENT AFFAIRS**

Committee Chair Flores reviewed the agenda and asked Dr. Miranda to begin his report.

*New CSU Ph.D. Watershed Science Degree Program:* The academic degree program currently exists as a specialization in the Geosciences Department. The proposal to create a new, stand-alone Ph.D. program in the Ecosystem Science and Sustainability Department would not necessitate a new curricular program. All campus approval processes have been completed. Board approval is on the consent agenda.

*New CSU-Pueblo Master of Social Work Degree Program:* During the past year, faculty have worked intensively on the new academic degree program that is one of five that have been proposed. There are positive community connections and job prospects that will assist with addressing a variety of local needs. Board approval is on the consent agenda.

*New CSU-Pueblo Doctor of Nursing Degree Program (DNP):* The American Association of the Colleges of Nursing is encouraging nurse practitioners to begin their careers with a DNP rather than a master's level degree. Dr. Kreminski explained the DNP will provide qualified instructors; help serve rural areas where there are no physicians; and has both mental health and business aspects. The DNP is another of the five new degree programs being developed and has undergone all of the campus approval processes. Board approval is on the consent agenda and the final step will be Higher Learning Commission approval.

The university's undergraduate nursing program has been expanding with funding from Parkview Hospital and the fully online RN to BSN program has also been increasing. There is a growing demand to meet health care needs and the university's lower price point provides positive market positioning.

*CSU-Pueblo Faculty Handbook Revision:* Dr. Miranda explained the revisions will update the syllabus template to align with DHE and CCHE expectations relative to the GT Pathways program. The modifications have been approved by the Faculty Senate and Board approval is on the consent agenda.

*CSU-Pueblo Revised Student Code of Conduct:* The Student Code of Conduct undergoes periodic reviews and the proposed changes include modifications related to federal Title IX expectations, rearrangement of sections for clarity, and other general language modifications. The document has been reviewed and approved by the Deputy General Counsel, General Counsel and the university President. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

*Technology Enhanced Learning Environments:* Dr. Miranda commented on how the utilization of high impact practices (HIPs) can improve learning and increase academic achievement. Technology enhanced learning environments or platforms can be utilized to support HIP pedagogy.

Colorado State University: Dr. Gorzelsky explained how educational technology aligns with teaching practices to support learning outcomes. Adaptive learning platforms utilizing artificial intelligence (AI) to advance understanding of key concepts and to support foundational work are particularly useful with large enrollment courses. The membership in the Unizin consortium offers better pricing for educational technology. The university is currently in the second year of an APLU grant that has assisted with the implementation of adaptive courseware into 18 courses serving 7,000 students and there is the expectation of expanding into more courses in the future.

Other examples of educational technology utilized include interactive online course materials that promote greater engagement and improved analysis; the eReader platform to deliver online textbooks that provides costs savings and allows students to have access to course materials from day one; and Canvas LMS with strong instructional design to promote student development of metacognitive awareness and understanding. Discussion followed on the potential use of adaptive learning tools to support or replace remedial classes.

CSU-Pueblo: Dr. Kreminski provided examples of educational technologies used that include Slack (texting-like communication tool); open education resources such as Perusal; smart monitors and online prelab quizzes; and domain of one's own web development software. Adaptive platforms utilized include ALEKS for mathematics and chemistry; Launchpad for biology; specialized visualization software for anatomy and physiology; and Scalar to create interactive papers for history projects. Discussion followed on expectations for faculty to use HIPs and educational technologies to enhance pedagogy, support the mission and improve student success rates; and the applied knowledge of the tools and concepts for future careers.

CSU-Global Campus: Dr. Ferguson explained how technology enhances the P3 (purposeful, participatory and project-based) model that guides the institution to engage non-traditional adult learners and to drive student success by practicing intellectual skills, providing constructive criticism and developing applied knowledge. The technologies, such as gaming, case studies and simulations, engage the students in their own learning experience and help develop industry skills. Adaptive technologies are utilized in several of the general education courses. A video providing examples of the technologies embedded in the coursework was viewed.

Conversation followed on the opportunities to provide tools for student success and improve student confidence in intellectual capabilities; the role of the Board to drive more implementation of enhanced learning technology by providing the infrastructure and support for faculty training; the importance of

course design; and recognition of academic freedom in the course development that meets or exceeds teaching expectations. Dr. Takeda-Tinker commented on how CSU-Global Campus is intentional with real time measurement of learning outcomes; the necessity of understanding the challenges and issues for the non-traditional adult learner; and the use of technology to bridge that gap to ensure a positive learning experience.

Dr. Miranda acknowledged Dr. Lovell who coordinated the three campus presentations. At the December meeting there will be a presentation on assessment of student learning.

## **REAL ESTATE/FACILITIES COMMITTEE**

Committee Chair Mosher convened the meeting and noted there were four action items.

*Approval of the CSU Program Plan for the Anatomy Zoology Building East Wing Revitalization:* The building was originally built in 1973 and a portion was vacated when Biology personnel moved to a new building. Ms. Johnson explained funding for revitalization of this building and the Chemistry building were requested on the state capital construction list. Both projects are currently below the funding line. The information has been resubmitted with a request for upgrades to the scoring to potentially move the projects up on the list. **Motion/Action:** Governor Singleton moved to approve; Governor Jordan seconded; and the motion carried unanimously.

*Approval of the CSU Program Plan for the Chemistry Building B and C Wings:* Committee Chair Mosher explained the proposed revitalization is primarily for the core building systems and to upgrade safety, ADA and energy efficiencies. **Motion/Action:** Governor Singleton moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

*Approval of Hughes Stadium Deconstruction:* The recommendation from ICON Venue Group is to demolish the building and clean the site for potential developers at an estimated cost of \$4 million to \$6 million. Ms. Parsons provided an overview of the process to assess disposition of the property with public input through various outreach efforts and a website was set up with FAQs on the process. An RFQ is being drafted to identify potential qualified partners. The proposers will then be shortlisted and an advisory committee composed of CSU personnel and outside real estate experts will be assembled to assess the proposals with the intent to enter into negotiations in spring 2018 and disposition by summer 2018. The developer will then embark on its own process to engage the community and CSU will no longer be involved in the process. Both the City of Fort Collins and Larimer County have expressed interest in annexing the property into the city and the annexation process has been initiated.

Committee Chair Mosher pointed out the deconstruction costs will be reimbursed through the proceeds of the land sale. In response to questions, Ms. Parsons explained the process will be to remediate, deconstruct and then clean the site, and sustainable deconstruction will be considered. Community concerns include increased density and traffic; suggestions have been made for mixed use and open space. **Motion/Action:** Governor Flores moved to approve; Governor Singleton seconded; and the motion carried unanimously.

Committee Chair Mosher indicated the final action item is a naming resolution to be discussed in executive session with action to be taken the following day in open session.

Chair Munn asked for a motion to move into executive session. General Counsel Johnson explained there would be an executive session of the Real Estate/Facilities Committee followed by the general executive session to receive the litigation report and legal advice, and then the Evaluation Committee would convene in executive session. **Motion/Action:** Vice Chair Tuor made the motion; Governor Singleton

seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussions relating to the purchase or sale of property; to receive the litigation report and legal advice; and to discuss and evaluate public staff, all confidential pursuant to statute as set forth in the meeting notice. The executive session was convened at 2:28 p.m. and adjourned at 3:45 p.m. for a tour of new campus buildings.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
Colorado State University, Fort Collins  
October 6, 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; Scott Johnson, Secretary; Jane Robbe Rhodes, Treasurer; Dennis Flores; Kim Jordan; William Mosher; Dean Singleton; Jake Harmon, Student Representative, CSU-Pueblo; 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; Timothy Mottet, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; 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; Susy Serrano, Director of Internal Auditing, CSU System

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

**Guests present:** Stephanie Chichester, North Slope Capital; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mark Gill, Chief of Staff, CSU; Kathleen Henry, President/CEO, CSURF; Scott Harris, Chief of Police, CSU Police Department; 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; Rick Kreminski, Provost and Executive Vice President for Academic Affairs, CSU-Pueblo; Cheryl Lovell, CSU System; Tom Milligan, Vice President for External Relations, CSU; Alan Rudolph, Vice President for Research, CSU; Joshua Schroeder, Photojournalist, The Collegian; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Nick Taylor, North Slope Capital; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus

Chair Munn reconvened the meeting and recapped the previous day's activities.

**ANNUAL RESEARCH REPORTS**

*Colorado State University:* Dr. Rudolph commented on recent research awards and recognition received by CSU and the importance of research to meet societal demands. As a land grant institution, CSU focuses on the research process to be an objective voice to address issues.

Dr. Rudolph reviewed statistics that reflect an increase in grants and translational property; FY 17 highlights of awards received by faculty; and the annual investment in faculty start-up packages with examples of the ROI impact and projected needs over the next three years to continue to recruit high quality researchers. He provided an overview of the Research and Scholarly Success initiative; the results of the previous year's Catalyst for Innovative Partnership Team with participation across all eight



colleges; new team projects; FY 17 investments in research facilities; the role and investments in research administration; and future challenges and opportunities. Dr. Rudolph responded to questions on scaling and collaboration with 70% of grants resulting from individual investigator grants, and retention of ownership for the intellectual property generated through the research activities with the university's role to create, translate and disseminate knowledge.

*CSU-Pueblo:* Dr. Kreminski remarked that the university is a regional comprehensive with graduate and undergraduate research. He summarized the grant submissions and funding over the past four years and highlighted the Institute of Cannabis Research (ICR) and the Communities to Build Active STEM Engagement Title III grant. There are also modest internal seed grants for faculty research and summer undergraduate research program grants to fund students and supplies. Faculty activities include peer-reviewed articles, publication of books, and showings or performances by fine arts faculty. Campus dissemination is generally student-focused with presentations in a variety of disciplines through several student symposiums. Several conferences are hosted by the university including the first ICR conference. In response to questions, Dr. Kreminski described cannabis and hemp research that is occurring, and the socio and economic impact studies that are being conducted.

## **AUDIT AND FINANCE COMMITTEE**

Committee Chair Robbe Rhodes convened the meeting and reviewed the agenda. She then asked Ms. Serrano to present the audit report.

*Status of the FY 18 Audit Plan:* Ms. Serrano reviewed the activities of the audits currently in progress that include CSU Disaster Preparedness (IT); CSU Management of Financial Commitments; CSU-Pueblo Office of International Programs; CSU System Internal Audit Quality Assurance Review; and the CSU Continuous Auditing Special Project. There were no new audit reports generated since the last meeting primarily due to timing. Internal Audit is currently conducting searches to fill two vacant staff positions.

*Past Due Recommendations:* There are three overdue recommendations at CSU-Pueblo and one at CSU. Progress is being made on implementation of the recommendations and there are no concerns.

*Audit Policies:* General Counsel Johnson indicated a single action could be taken to approve the three policies.

Revised Audit Charter and CSUS Board Policy 111: Ms. Serrano explained the Internal Audit Charter is the guiding document that identifies purpose, role and responsibilities to provide the authority to work in an objective and independent manner. The revised charter and related policy bring the auditing standards in line with revisions made by the Institute of Internal Auditors and have been reviewed by senior management and General Counsel.

New CSUS Board Policy 209 – Competition with Private Enterprise: General Counsel Johnson reported Colorado statute requires the Board to have a policy necessitating the institutions to have formal, written procedures to respond to complaints of competition with private enterprises.

New CSUS Board Policy 201 – Financial Fraud: Ms. Serrano commented that the policy outlines the responsibilities, definitions and procedures to investigate an act of financial fraud within the CSU System and reinforces the commitment to integrity and ethical conduct. The policy has been reviewed by senior management including the CSU System CFO and General Counsel.

**Motion/Action:** Vice Chair Tuor moved to approve the policies; Governor Flores seconded; and the motion carried unanimously.

*State Budget Update:* Ms. Johnson reported Colorado currently has one of the strongest economies in the nation and state general fund revenues are projected to increase by 6.1%. The DHE is analyzing expenses based on the performance model with input from CFOs to prepare the FY 19 recommendation for submittal to the Governor's Office. The CCHE's Fiscal Affairs Committee is in the process of evaluating and prioritizing capital construction requests and initial feedback indicates both the CSU Shepardson and CSU-Pueblo Psychology buildings have moved up on the list. No decision is needed for the three NWC projects on the list that are to be funded statutorily by state certificates of participation.

*Campus Budget Updates:* The draft FY 19 campus E&G budgets for CSU and CSU-Pueblo incorporate a scenario of a potential 2% reduction in state revenue as required by SB 267. Given the positive economic growth, scenarios with an increase in state support have also been provided.

Colorado State University: Ms. Johnson reviewed the format; the scenarios with resident undergraduate tuition increases ranging from 0% to 5%; new resources; financial aid; and new expenses. The base assumptions include a 2.5% salary increase for faculty, administrative professionals and state classified employees. The internal reallocations line has been left blank and, along with potential salary increases, is a line item that can be adjusted for a balanced budget. Dr. Frank provided historical context on internal reallocation mechanisms.

In response to questions, Dr. Frank and Ms. Johnson explained that no qualified resident or non-resident undergraduate student is denied admission. An example of how net tuition revenue and financial aid is calculated was provided. With changing demographics and declining high school graduate populations nationally, there has been increased competition for resident undergraduate students.

CSU-Pueblo: Mr. Spiecker noted the format and scenarios are consistent with CSU's draft FY 19 E&G budget. Because fall 2017 enrollment targets were not met, the assumptions include an estimated \$700,000 to \$1.5 million in one-time funds that may be needed to balance the current fiscal year budget with a more accurate determination possible after the spring 2018 census. The university has made progress during the past couple of years with approximately \$3.6 million in the Extended Studies E&G fund balance that could be utilized for the deficit. Mandatory new FY 19 expenses include increases in health insurance and utilities. There is no allocation for salary equity adjustments and a 2.5% cost of living salary increase and funding for faculty promotions have been included.

Dr. Mottet provided an analysis of the fall 2017 enrollment with an overall 5% decline excluding online enrollment. Based on survey data collected from students who were admitted and did not attend, variables being examined to develop a pathway forward include the amount of financial aid available to meet student need; the sophomore live-in requirement; and the relationship with the local community college and high schools. A new comprehensive enrollment management initiative is being implemented with a focus on improving enrollment, retention, completion and placement. The partnership with Royall & Co. ended June 30<sup>th</sup> and a new relationship has begun with Capture Higher Education. Examples of short-term actions to be undertaken were provided.

In response to questions, Dr. Mottet reported there was a 14% decline in freshmen enrollment and 3% decline in retention or persistence. Ms. Holliday stated a request has been submitted to the National Student Clearinghouse for data to assist with the analysis and the largest retention decrease was freshmen to sophomore. Dr. Mottet remarked that the positive news is the university's default rate has been reduced from 9% to 8.2%. Mr. Spiecker noted a 2.6% decline with flat freshmen enrollment and the historical retention rates were factored into the FY 18 budget. The projected FY 18 budget shortfall is largely attributable to the decline in the freshmen enrollment. Dr. Mottet commented that expanding the radius for the live-in exemption is being considered and the dormitory occupancy is currently at 92%.

CSU-Global Campus: Mr. Warr reported FY 19 enrollment growth continues to be forecasted at 11,025 students with a 69% undergraduate to 31% graduate ratio. The FY 18 budget has been adjusted slightly based on current enrollment with \$33 million forecasted for net revenue and enrollment will continue to be monitored with the monthly starts. The FY 19 planned expenditures for student support and instruction and academic support have been adjusted with \$3 million projected for net new resources. Dr. Frank suggested year-to-year comparisons could be added to the format of the draft budgets.

*Optional Retirement Plan (ORP) Update*: Ms. Johnson recalled how state statute was changed in the early 1990s to allow Colorado higher education institutions to implement retirement plans outside of PERA. CSU and CSU-Pueblo elected to move forward with ORPs and the statutory requirements include periodic review of the ORPs by governing boards. In 2006, the Board delegated authority to institutional committees at both institutions as the mechanism for the reviews that are conducted generally every three years. The previous report was presented to the Board in 2015 and coincided with a market review. Both CSU-Pueblo and CSU utilize VALIC and TIAA; CSU has a third option with Fidelity. The reports for the recently completed reviews were included in the meeting materials and provided to each Board member in accordance with Board policy and applicable law. One recommendation under consideration is to reduce the complexity of the offerings for the CSU participants.

*CSU System (CSUS) Treasury Update*: Ms. Henry reported the Investment Advisory Committee (IAC) at its first meeting held in August reviewed the charter drafted to meet statutory requirements and to clarify that the committee provides advice to the CSUS, not to the Board. The Board will be required to approve the investment policy that will guide the work of the staff and the IAC. A draft RFP to select an investment consultant was also reviewed and should be published in the near future.

Ms. Johnson pointed out that the IAC is not a decision-making body; therefore no purchase of additional fiduciary insurance was necessary and there is no potential conflict of interest for the committee members. She reiterated that the IAC is advisory to the CSUS. The Board delegations that currently exist will be reviewed to ensure the proper authority to act on investment recommendations from the IAC has been delegated to certain CSUS staff.

*Issuance of Series 2017AB Refunding Bonds*: The recent sale approximating \$117 million of Series 2017AB refunding for Series 2012A and Series 2013C bonds resulted in over \$9 million or 8.2% in net present value savings at a true interest rate of 3.25% and a total annual debt service savings of \$500,000.

*Interest Rate Exchange Agreement*: Ms. Chichester acknowledged the Board's participation in the interest rate swap training that fulfilled a regulatory requirement. She provided an overview of the three types of bonds issued for the stadium debt in 2015 of which there is \$66 million with a variable interest rate.

Ms. Henry explained the resolution establishes the parameters under which the CSUS CFO would be authorized to enter into an interest rate exchange contract with the swap rate not exceeding 2.1%; a target of \$5 million in debt service savings; and the potential for forward pricing or start date. The amount and maturity or duration of the Series 2015D bonds will remain the same. **Motion/Action**: Governor Flores moved to approve; Governor Singleton seconded; and the motion carried unanimously.

Ms. Henry reported the next step will be to solicit bids from banks with an AA credit rating that are active in the swap market. The underlying bonds are currently based on the SIMFA index with plans to move toward the LIBOR rate index under the swap contract. Ms. Johnson commented that the resolution provides a 12-month window to monitor and achieve the most favorable rate. Reauthorization will be brought to the Board should that timeframe not be optimal.

Upon conclusion of the committee meeting, the Board recessed for a break at 11:23 a.m. and reconvened at 11:26 a.m.

## **CHANCELLOR'S REPORT**

Dr. Frank indicated the written report would stand as submitted.

*Legislative Update:* The state legislature has been dealing with issues unrelated to higher education in a special session and a state budget report was provided in the Audit and Finance Committee meeting. Proposals for federal research and development (R&D) budgets continue to be monitored and are essentially flat in the continuing budget resolution. The CSUS' position on record in a variety of settings is support for continuation of DACA for enrolled students and CSUS will continue to work with lobbyists to advocate on behalf of these students. The federal administration rescinded its Title IX colleague letter and higher education institutions are permitted to continue under the current standard of preponderance of evidence or the suggested standard of clear and convincing evidence for which clarity is needed from the U.S. Dept. of Education's Office of Civil Rights. No changes in procedures for the CSUS institutions are anticipated at this time.

*CCHE Strategic Plan:* The performance goals that have been set are aggressive and additional resources would enhance the likelihood of achievement of all the goals. Work continues with industry to further define the additional, new or alternative credentialing that is needed to drive Colorado's work force. CSU-Global Campus and CSU Online are prepared to be active players in meeting the state's goals. Chair Munn commented on how the state is looking to CSUS to be one of the leaders in moving forward to meet the work force needs.

## **CSU-PUEBLO CAMPUS REPORTS**

*Student Representative Report:* Governor Harmon shared the positive experience of an ASG effort to help with the Hurricane Harvey relief by raising funds and collecting donations that he and other students delivered to Houston. ASG worked with SEAL to host the second annual Packfest with participation of approximately 800 students and is collaborating with the Student Veterans of America for the November 10<sup>th</sup> unveiling of the special Purple Heart parking on campus to show support for veterans that compose 10% of the student population.

*Faculty Representative Report:* Governor Volk highlighted from the written report the Starfish software that allows faculty and service providers across the campus to report on student progress; the issues raised during the open forums of the Faculty Senate and Council of Chairs; and FY 18 short and long-term goals. He then shared an anecdote on the two types of musicians, specialist and generalist, to illustrate the differences in mission and scope of the CSUS institutions.

*President's Report:* Dr. Mottet highlighted from the written report the opening of Thunder Village; the top 75 national ranking of the undergraduate engineering program by *U.S. News and World Report*; and the Brookings Institute report that ranked CSU-Pueblo as the top school in Colorado for upward economic mobility. There were 8200 attendees at the football game the previous weekend of which there were 300 band students from across the state and 92 recruits for football as well recruits for the women's basketball program. CSU-Pueblo won the game and the national DII ranking went up from nine to eight. After completion of 90 days as president, a report has been submitted to the Chancellor on the progress made on the goals that had been previously outlined. When asked about the economic mobility ranking, Dr. Mottet responded the institution has been recognized twice for the investment and the value of the education.

*Approval of the CSU-Pueblo's Administrative Professionals Handbook Revisions and FMLA Policy:* Dr. Mottet reported there were five major changes including a more thorough grievance process for employees; the creation of a leave sharing program; increased eligibility of the tuition assistance program from six to nine credit hours; an updated conflict of interest statement; and the amended Family and Medical Leave (FML) Policy. The documents have been vetted through the Deputy General Counsel and General Counsel. **Motion/Action:** Governor Robbe Rhodes moved to approve the revised Administrative Professional Handbook. Governor Jordan seconded and the motion carried unanimously. **Motion/Action:** Vice Chair Tuor moved to approve the revised FML policy. Governor Flores seconded and the motion carried unanimously.

Chair Munn stated there would be a brief break and then the full Board would reconvene for a working lunch in executive session to complete the work from the previous day and then the Evaluation Committee would meet in executive session. **Motion/Action:** Governor Robbe Rhodes made the motion to convene in executive session. Vice Chair Tuor seconded and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of receiving the litigation report and legal advice, and to discuss and evaluate public staff, all confidential pursuant to statute as set forth in the meeting notice. The meeting recessed for lunch at 11:58 a.m. and reconvened for the executive session at 12:10 p.m. The open public meeting reconvened at 1:10 p.m.

## **ANNUAL CAMPUS SAFETY REPORTS**

General Counsel Johnson remarked on how campus safety has been a priority for the Board, CSUS, and the campuses. Annually campus fire and safety reports are published and the distribution coincides with the submittal of the required federal Clery Act reports. He provided an historical overview of the Clery Act and outlined the three primary requirements.

*Colorado State University:* Mr. Gill explained the purpose of the CSU public safety team with the top level of administration planning for and addressing safety issues that affect the health and well-being of students and employees. He described the composition of the Public Safety Team (PST), the executive committee and the subcommittees. Examples were provided on issues that might be addressed by the PST.

Chief Harris provided an overview of the CSU Police Department with all officers undergoing extensive training and the coordination that occurs with the Fort Collins Police Services, Larimer County Sheriff's Office and other law enforcement agencies. In addition to trained officers, there are also internships and student employees. Community engagement occurs in numerous ways with a primary focus always on safety and security.

General Counsel Johnson highlighted safety statistics with a slight decline in sexual offenses. The CSU statistics are comparable to peer institutions and national trends. Campus resources and educational activities are provided through a variety of venues and opportunities including the CSU Women's and Gender Advocacy Center and the Office of Support and Safety Assessment.

*CSU-Pueblo:* Deputy General Counsel Doyle reported the university has a different structure with 24/7 policing provided through a contract with the Pueblo County's Sheriff's Office (PCSO) that includes a station housed in the administration building. CSU-Pueblo has access to all PCSO resources including training, i.e., active shooter. The deputies integrate well within the campus and participate in activities, such as orientation and Discovery Days, and a bike patrol was instituted 1.5 years ago. There is also a campus safety team that coordinates with the PCSO. The university also works with several off-campus groups to provide resources for students and employees. Safety statistics have been relatively consistent during the past several years and there were no reportable incidents of domestic violence this past year.

*First Amendment:* General Counsel Johnson commented on the national discussion regarding the First Amendment and the rights of free speech and peaceful assembly, and he explained different categories of speech and the various types of venues for speech. General Counsel Johnson also referenced applicable content neutral time, place and manner policies that apply at the campuses. The CSU Police Department and the Pueblo County Sheriff's Office provide safety for campus events.

Dr. Frank commented on how the Association of Governing Boards has developed information on best practices. Recommendations for overarching Board policies are under consideration.

Dr. Takeda-Tinker reported CSU-Global Campus conducts an annual active shooter training and there are safety protocols in-place.

## **ACTION ITEMS**

General Counsel Johnson indicated action was required on the naming rights item for the coaches' locker room in CSU Athletics discussed in executive session. **Motion/Action:** Governor Singleton moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

Chair Munn outlined the items on the consent agenda and asked for a motion to approve. **Motion/Action:** Vice Chair Tuor made the motion; Governor Singleton seconded; and the motion carried unanimously.

## **UPCOMING EVENTS**

Ms. Parsons reported the Board would be receiving information on the upcoming December commencement and the November 18<sup>th</sup> Board recognition football game at CSU. The next Board meeting will be November 30-December 1 in Denver with the annual holiday event to be held at the Union Station on November 29<sup>th</sup>. Chair Munn noted the December meeting would be chaired by Vice Chair Tuor since he is unable to attend.

With no further business to come before the Board, the meeting adjourned at 1:51 p.m.