

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Colorado State University System, Denver, Colorado
November 30, 2017**

CALL TO ORDER

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

ROLL

Governors present: Nancy Tuor, Vice Chair; Scott Johnson, Secretary; Jane Robbe Rhodes, Treasurer; Dennis Flores; Mark Gustafson; Kim Jordan; William Mosher; Dean Singleton; Jake Harmon, Student Representative, CSU-Pueblo; Keith Knies, Student Representative, CSU-Global Campus; Margarita Lenk, Faculty Representative, CSU; David Volk, Faculty Representative, CSU-Pueblo; Tony Vrba, Faculty Representative, CSU-Global Campus; Michael Wells, Student Representative, CSU

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; Brian Braido, Manager of Technology Services, CSU-Global Campus; Helen Caprioglio, Assistant Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Karen Ferguson, Vice Provost, CSU-Global Campus; Mark Gill, Chief of Staff, CSU; 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; Nancy Hurt, Managing Director, REO, CSURF; Darlene Jaffke, Chair, Innovation Task Force, CSU-Global Campus; Laura Jensen, Associate Provost for Planning and Effectiveness, 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; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus

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 not be in attendance and then reviewed the meeting agenda.

AUDIT AND FINANCE COMMITTEE

Committee Chair Robbe Rhodes convened the committee meeting and asked Ms. Serrano for her report.

Status of FY18 Audit Plan: Ms. Serrano reviewed the audits currently in progress that include the CSU Disaster Preparedness IT Operations; the CSU-Pueblo Center for International Programs; the CSU Data Security & Advancement; and the CSU Veterinary Teaching Hospital. The next step in the Internal Audit quality assurance review is to compile the results and have an external validator verify the report. A special conflict of interest review at CSU-Global Campus has been initiated; the CSU audit of automatic journal entries is on hold until the main point of contact returns from an extended leave; and the CSU continuous auditing special project is currently ongoing with Athletics, Sponsored Programs and Procurement. The Internal Audit Department is now fully staffed with two new auditors.

Past Due Audit Recommendations: There are currently four past due recommendations at CSU and one at CSU-Pueblo. Progress towards implementation is satisfactory and there are currently no concerns.

Governor's FY19 Budget Request: Ms. Johnson reported the passage of SB 17-267 resulted in the removal of the hospital provider fee from the TABOR cap and has allowed for more resources in the state budget. The Governor's proposed budget includes a 3% salary increase for state classified employees and an approximate \$87 million increase for higher education funding with a 3% cap for tuition increases. Significant changes to PERA calculations based on life expectancy, inflation and the rate of return will result in a larger unfunded liability which will impact state agencies and Standard & Poor's recently issued a negative outlook for the state's rating. Various recommendations for the PERA liability have been suggested and legislation is expected in the coming session to address the matter.

The Governor's capital construction prioritized list of projects includes the CSU Water Resource Center and the NWC land acquisition to be funded through certificates of participation (COPs). The list also includes recommendations for controlled maintenance, IT capital projects and other capital construction of which there are three other CSU and one CSU-Pueblo projects.

FY19 Campus Budget Updates

Colorado State University: Ms. Johnson recalled that the draft budget presented in October had six different scenarios and the draft has been updated based on potential additional state funding with the 3% tuition increase cap. Another modification is inclusion of additional resources relative to the proposed improvements for the Agricultural Experiment Stations and Agricultural Extension that will be discussed in the Real Estate/Facilities Committee meeting. The faculty and staff compensation total has been adjusted to 3% for all employee classifications with the caveat that resources may be allocated differently relative to the living wage initiative for the lowest paid employees and the administrative professional compensation study that is currently in the process of being completed. Other adjustments from the previous draft budget include allocations for quality enhancements and multi-year strategic initiatives. Suggestions were made to include additional scenarios and benchmarks from the prior year budgeting process.

CSU-Pueblo: Mr. Spiecker explained the draft budget is modeled with a 3% tuition increase across all categories and there will be ongoing transfers from the Extended Studies cash fund balance as a revenue source to sustain the E&G fund balance. The university did not meet the fall enrollment target and necessary base adjustments in the FY18 budget are projected in the \$700,000 to \$1.1 million range, depending on the spring enrollment that is currently tracking positively. Discussions are ongoing to utilize the 3% salary increase allocation in the draft budget for COLA, merit and equity adjustments. There is also a 1% placeholder for potential fringe benefit adjustments for PERA contributions.

Responding to a question, Dr. Frank and Ms. Johnson explained the internal formula utilized by the CSU System to distribute the state funding and fees for service (COF) to CSU and CSU-Pueblo. In conjunction

with the implementation of the State Funding Formula, the State segregated the funding for the CSU Agencies (CSU Forest Service, the PVM program and the Extension and Agricultural Experiment Stations) along with CU's Medical Campus into a separate source under Specialty Education Programs (SEP). Adjustments have been made during the past three years to provide additional resources to CSU-Pueblo to support their financial sustainability plan approved by the Board.

CSU-Global Campus: Ms. Johnson reported there were no adjustments from the previous meeting for draft FY19 E&G budget.

Approval of CSU Graduate Program Differential Tuition: The action item pertains to an adjustment of the previously approved graduate tuition differential for the Masters of Addiction Counseling and other minor adjustments for coding and naming conventions. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Flores seconded; and the motion carried unanimously.

FY18 First Quarter Financial Statements: Ms. Johnson explained the report includes a consolidated CSU System (CSUS) statement as well as individual campus and CSUS statements. She described the layout and formatting adjustments that have been made to include both percentage and dollar variances with actual results for FY17. There are no significant variances at the consolidated level. Based on the fall 2017 student tuition and fees, there is a modest increase at CSU netted against a negative variance at CSU-Pueblo and an expectation of a slight shift downwards for CSU-Global Campus. Dr. Takeda-Tinker remarked on how resources and expenditures are being monitored to ensure there is no impact on student engagement.

FY17 Draft CSUS Financial Statements: Ms. Johnson indicated that, due to timing, a draft of the audited financial statements was being presented to the Board prior to the mandatory review and approval of the report by the Legislative Audit Committee in early December which must occur before formal release of the audit report. The BKD auditor will present the official report at the February Board meeting that will include the OMB circular compliance report. There is an unqualified clean opinion; a \$54 million improvement in unrestricted net assets after adjustments for GASB 68; and a \$168 million increase in the unfunded liability for the CSUS related to PERA. Due to materiality, the three foundations and postemployment benefits trusts are presented as discrete entities.

CSUS Board Reserves Report: Ms. Johnson reviewed the Board reserve reconciliation report that outlines the distribution from the previous year and the initiatives in the requested distribution for the current year. She then reviewed the actual reserves calculation report with adjustments for GASB 68; the Maximum Available Unrestricted Net Assets (MAUNA); the primary reserve calculations for the campuses; the retention of institutional reserves; and the calculation for E&G Board reserves available for deployment. CFI calculations are made for each campus to ensure accreditation compliance of financial sustainability of each institution.

Dr. Frank commented on how the Board reserves policy delineates acceptable uses of the funds. There will be an opportunity at the upcoming June retreat to discuss balancing adequate reserves with opportunities to best serve students. Dr. Mottet expressed appreciation to the Board for the \$2.9 million of support for CSU-Pueblo and remarked that the institution is working hard to right-size the institution. **Motion/ Action:** Governor Flores moved to approve the withdrawal from the Board reserves. Governor Gustafson seconded and the motion carried unanimously.

CSURF Capital Lease Renewal: Ms. Johnson explained the action item is an annual renewal of the \$1 million line of credit that CSURF manages on behalf of the CSUS. Items financed through the line of credit are individual acquisitions by the campuses in the amount of \$50,000 or less. Currently there are four different leases totaling \$150,000. **Motion/Action:** Vice Chair Tuor made the motion; Governor

Jordan seconded; and the motion carried unanimously. Ms. Johnson noted that CSURF also assists with a municipal leasing program on behalf of the CSUS. Previously the Board decided that the cap for this mechanism is one-third of 1% of revenues which is calculated annually. The cap is currently \$4.4 million; the amount of annual lease payments for this particular leasing mechanism currently approximates \$2.5 million which is part of the debt portfolio.

National Western Center (NWC) COP Site Lease and Sub-lease Approval: Ms. Henry reported the financing for the NWC projects is being initiated through the State Treasurer's Office by execution of the COPs as lease purchase agreements authorized through HB 15-1334. The COPs are a financing mechanism utilized by the state that are structured as lease payments, not principal and interest or bonds. The COP "lease payments" are subject to annual appropriation by the state, and therefore do not constitute a multi-year fiscal obligation.

The first issuance in the amount of \$50 million in the Series 2017 COPs will be used to fund a portion of the Equine Veterinary Teaching Hospital, the Translational Medicine Institute and the Health Education Outreach Center, all projects on the CSU campus. The resolution authorizes CSU to enter into a site lease and sublease mechanism wherein the state will lease the property from the investors and pay an annual rent with CSU as a sub-lessee. The property being subleased is the property that is being financed and the collateral for the transaction. Ms. Johnson pointed out that CSU has the ability through this sublease agreement to step in should the state fail to make payment. The projects being funded through the COPs are key to the academic and programmatic mission. **Motion/Action:** Governor Jordan moved to approve; Vice Chair Tuor seconded; and the motion carried unanimously.

Approval of Collateral for COPs under SB 17-257: Ms. Johnson explained that the state under SB 17-257 has requested all higher education institutions to identify buildings that could be used to collateralize lease-purchase agreements for capital construction, controlled maintenance and transportation projects. The ten CSUS buildings on the list meet the specified criteria; are ancillary, i.e., not facilities where students are taught; and are not facilities listed in any prior bond documents nor directly related to generating any other revenue streams that have been pledged for bond holders. There are no restrictions on the buildings and the potential exists for controlled maintenance funding. The CSUS has the ability to step in should the state default and the ability to exchange a collateralized building. **Motion/Action:** Governor Johnson moved to approve; Governor Gustafson seconded; and the motion carried unanimously.

Approval of Thirteenth Supplemental Resolution: Ms. Henry explained the tax bill currently under consideration in the U.S. Congress could potentially eliminate tax-exempt advance refundings and private activity bonds which has resulted in a rally in the municipal bond market with rates decreasing and an opportunity to refund bonds. Approximately \$325 million of existing CSUS bonds have been identified that could net potentially \$400,000 annually in debt service savings. The state intercept program would be utilized in the bond issuance. The Standard & Poor's rating for the CSUS has been affirmed and a ratings call with Moody's has been scheduled. The intent is to be in the market prior to the end of the year. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Flores seconded; and the motion carried unanimously.

Re-Adoption of Resolution to Approve an Interest Rate Exchange Agreement: Based on the interest rate exchange agreement discussed and approved at the previous meeting, negotiations are underway with the Royal Bank of Canada as the counter party who has requested that the approving resolution have explicit language on the termination payment being on parity with all other CSUS bond payments. The appropriate language has been added to the resolution being presented for re-adoption. **Motion/Action:** Governor Gustafson moved to approve; Governor Mosher seconded; and the motion carried unanimously.

Upon conclusion of the committee meeting, the Board recessed for a break at 10:55 a.m. and reconvened at 11:06 a.m.

STRATEGIC MAPPING UPDATE

CSU System Update: Ms. Parsons provided NWC mission projection updates on the groundbreaking, the progress on the site planning and place-making, and the process to draw down on the COPs. Updates for Todos Santos included a site visit in October with Drs. Takeda-Tinker and Mottet in attendance; an ASCSU leadership exchange trip; and the receipt of a grant to start an Institute for Sustainable Tourism. Drs. Mottet and Takeda-Tinker commented on the opportunities that could be developed for their respective institutions.

Under mission delivery, the academic collaborations continue with an informal dinner hosted at CSU-Global Campus for faculty from all three of the campuses and progress has been made on the IT integration effort. Governor Flores acknowledged Dr. Frank's assistance to establish a partnership between the CSU School of Veterinary Medicine and a Pueblo veterinarian who received a 2017 American Humane Hero and Caring award.

CSU-Global Campus 2.0 Strategic Plan Update: Dr. Takeda-Tinker indicated specifics for the strategic plan were provided in the written materials. A video was shared to illustrate the 2.0 work that will be accomplished to meet the needs and success of the modern nontraditional student. Through a deliberate process of organizational collaboration, all university activities from student outreach to academic programming will enhance the student learning experience and allow CSU-Global Campus to continue to be a leader in the global marketplace by providing high quality, affordable education through established educational values and innovation.

Operational components have been derived through analysis of eight years of data, experience in working with nontraditional learners, and third party research projections. In addition to proactively ensuring student success in the workplace, 2.0 will feature actions directed towards lifelong learning. The 2.0 data collection will be completed by December 2018 with refinements through June 2019.

Dr. Takeda-Tinker reported the 2.0 work that began 1.5 years ago has already been positive with 19,000 current active students and 1st to 3rd term retention rates at 86% and 90.18% for undergraduates and graduate students, respectively. Discussion followed on the evolving leadership with constant challenges for faculty and staff to accommodate the growth and the changing marketplace and student population; the online higher education competition and CSU-Global Campus' competitive advantages; utilization of adaptive learning technology for customized learning experiences; interventions to ensure student success; alignment with workforce needs; and the CSUS initiative for integration of similar platforms.

CSU-GLOBAL CAMPUS REPORTS

Student Report: Governor Kneiss indicated his written report would stand as submitted and then he commented on the mission of the university to serve working adults that have distinct challenges and needs. A video was shared on the role of higher education in the collective future, the changing higher education landscape, and the obstacles for nontraditional students to complete their degrees.

Faculty Report: Governor Vrba commented on the faculty involvement in HB 17-1004 for military credit transfers. She then introduced Dr. Jaffke who presented on the work of the Innovation Task Force to embrace the entrepreneurial culture and promote innovation at all levels. Dr. Jaffke explained that innovation means more than technology and is necessary to understand the changing needs of students and workplace. She reviewed the innovation process with the submittal of 84 proposals of which 35 are

either in the pilot or implementation phases. Examples were provided on enhancements for textbooks, the student experience, the alignment with industry needs and partnerships, and the monthly speaker series on industry relevant topics.

President's Report: Dr. Takeda-Tinker remarked that presentations would be made on the behind the scenes work for CSU-Global Campus 2.0 through December 2018 in the areas of information technology, human resources and finances. Mr. Braidó explained how IT is a proactive partner that provides a platform to address the data needs infused throughout the business and decision-making processes to support student learning, retention and success. He also shared that the department has delivered and will continue to enhance its technology tools to shift from descriptive reporting to a predictive reporting model and to improve student engagement with tools necessary for the workplace.

Mr. Warr described how talent acquisition was the main human resources function with technology and data analytics utilized throughout the hiring processes to attract the best candidates, meet compliance requirements, and onboard new employees. He then provided an overview and video with a budget modeling demonstration that illustrated the corporate performance management tool that provides a data-driven budget with real-time financial data and forecasting.

Dr. Takeda-Tinker reported that, while operating revenues for the first six months of the fiscal year are \$2.5 million below projections, the operating expenses are aligned with per student education costs and operating expenses have been reduced by \$3.1 million, resulting in a net gain or net contribution of \$400,000 with \$11.6 million forecasted for calendar year-end and \$31.8 million for the fiscal year. Accordingly, with Board approval, the institution will move forward with the employee recognitions for the first six months.

The meeting then recessed for lunch at 12:42 p.m. and reconvened at 1:18 p.m.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Flores convened the meeting and reviewed the agenda. He then asked Dr. Miranda to review the proposed new degree programs.

Colorado State University New Degree Programs

Ph.D. in Ecosystem Sustainability and M.S. in Ecosystem Sustainability: Dr. Miranda explained how the Department of Ecosystem Science and Sustainability was established in the Warner College of Natural Resources six years ago with an initial B.S. degree program. Based on the success of this initial degree program, approval is being sought for two new graduate level programs.

M.A. in Counseling and Career Development: There currently is a general M.A. in education with a specialization in counseling and career counseling. The intent is to revise the existing specialization to create a stand-alone degree program with three specializations – career counseling, clinical and mental health counseling, and school counseling – that have a core curriculum, practicums and internships aligned with the new accreditation standards of the accrediting body for career counselors.

B.S. in Data Science: The new interdisciplinary degree program can be completed online and will have four concentrations initially in mathematics, statistics, computer science and economics with the potential to add additional disciplines in the future. A new M.S. program could also potentially be developed at a later time.

Graduate Certificate in Teaching Extension: The proposed new 13 credit hour graduate certificate is designed to allow extension agents from all over Colorado and the nation to take advantage of CSU's expertise.

CSU-Pueblo New Degree Programs: The new degree programs for CSU-Pueblo are two of five that have been discussed during the past two years and have gone through the rigorous curriculum design and approval processes.

B.S. in Early Childhood Education: The courses will be offered primarily in the evening with an online option. The curriculum has been developed cooperatively with community college curriculum and will initially be launched with a 2+2 approach to accommodate transfer students. Revenue generated through tuition should be sufficient to fund the academic program.

M.S. in Athletic Training: The new M.S. degree program will lead to certification as an athletic trainer and will be accredited by the professional organizations. There will be a 3+2 option available for the program with completion of both degrees in five years or a stand-alone M.S. in two years.

Dr. Kreminski commented on how new academic degree programs are positive opportunities for the university. There is the potential to expand with a special education specialization in early childhood education. With 22 athletic programs, there is a high population of undergraduate athletes of whom many are majoring in exercise science. Dr. Mottet added that the new athletic training degree program could also lead to stackable credentialing in occupational and physical therapy for expansion in health sciences and wellness.

Committee Chair Flores indicated that approval of all of the new degree programs is on the consent agenda.

Sabbatical Requests for 2018-19: Dr. Miranda recalled that the Board has delegated the authority to the campus presidents to approve faculty sabbaticals that have been submitted and approved through a robust campus process. Sabbatical reports are presented twice annually. The report presented at this meeting pertains to the requests granted for the coming academic year; the number for CSU is within the normal range and slightly less for CSU-Pueblo. The second report presented annually in August details the sabbatical experiences from the prior academic year.

Academic Program Reviews: Program reviews at CSU are conducted approximately every six years with alignment to specialized accreditations. The program reviews for the last year were for departments within the College of Business that underwent a rigorous AACSB accreditation. CSU-Pueblo conducted reviews for five programs in the disciplines of liberal studies, education, history, mathematics and chemistry. Summary reports for both campuses were provided in the meeting books.

Approval of Academic Calendars: The CSU academic calendar for fall 2022 to summer 2024 and the CSU-Pueblo academic calendar for AY 2018-19 and AY 2019-2020 are extensions of the current calendars with adjustments to align to the days of the weeks. Approval is on the consent agenda.

CSU Faculty Manual Changes: Approval of the following modifications is on the consent agenda.

- Section E.9: The formalization of the use of documented negative behavior in annual evaluations and merit salary decisions.
- Section E.12.1: Clarification and enhancements to describe the evaluation of teaching.
- Section I.8: Clarification of the use of student course evaluations only as a part of a more comprehensive suite of inputs to evaluate teaching.

Enrollment and Student Success Reports: Reports for each of the three campuses, presented annually in December in a standardized format, were provided in the meeting materials.

Colorado State University: Five years of enrollment data was provided on degrees awarded, number of credit hours, headcount, new and transfer undergraduates, and demographics including gender, resident/non-resident, first generation and minorities. Breakouts on individual colleges were also provided. Enrollment changes from fall 2016 to fall 2017 include moderate growth in undergraduate enrollment; a very slight decline in graduate enrollment and transfers; almost 11% increase in minority enrollment; slight increase in international enrollment; and overall growth largely due to continuing students. All colleges generally experienced slight to modest growth, except Liberal Arts that had a decrease which is also reflected nationally. When asked about females outpacing males on most universities, Dr. Miranda responded there was generally a balance in gender with some exceptions in certain disciplines.

Data for student success illustrates that six-year, five-year and four-year graduation were all at a historically high rate and the slight decline in retention is being evaluated. Last year the entering freshmen class was one of the largest increases in history with over 500 students; freshmen enrollment growth was more modest this fall.

CSU-Global Campus: The university continues to experience growth in virtually all demographic areas.

CSU-Pueblo: The data details some of the enrollment issues with erosions in credit hours and FTE. Non-resident enrollment is at a historically high level; retention is holding steady; and six-year and four-year graduation rates were at the highest level in the seven years of data provided.

Dr. Kreminski commented on how the retention and graduation rates correlate strongly with the index and there has been some progression. The Hispanic retention rate is higher than non-white Hispanic students and there is a slight difference in the six-year graduation rate between Hispanics and white students. Dr. Miranda added that the correlation between index and retention is being evaluated with generally good retention at the low and high end of the index and softness in the middle. Students who identify at the low index are often provided extra resources, such as extra credit, co-curricular support and special programs. He also noted that information on accrediting bodies was provided in the meeting materials.

Student Learning Assessment Presentation

Dr. Miranda explained the presentation would be focused not on how to assess a particular student, but on how to assess whether the learning experience is working. Reasons for such assessment include continuous improvement, accountability, and efficacy that can be used to demonstrate the value of the learning experience and the degrees. The curricular design process at all three institutions entails establishing the learning outcomes and then designing and executing the curriculum to achieve the learning outcomes.

Colorado State University: Dr. Jensen explained assessments occur both at the program and institutional levels with co-curricular, university core curriculum and discipline student learning outcomes. She reviewed the various methods of assessment and the utilization of the results for multiple purposes, such as addressing attainment gaps, creating new majors and specializations, and demonstrating the equivalency of online and on-campus courses. High impact practices are incorporated and the link between curricular and co-curricular continues to be strengthened.

Dr. Jensen reviewed the results of the Collegiate Learning Assessment, the National Survey of Student Engagement (NSSE) and first destination survey that overall reflect continued improvement. The data is

available on the CSU Institutional Research website and can be broken out by colleges or departments. Beginning with the Provost's retreat last summer, discussions are underway in the Faculty Council with work by subgroups to begin developing overarching institutional learning outcomes (ILOs). Examples of possible ILOs were provided.

CSU-Global Campus: Dr. Ferguson commented on how direct and indirect measures are used to inform the student learning experience and student achievement. Reports are issued twice annually through the six-step learning outcomes assessment process that utilizes a faculty-led, centralized approach to curriculum development with input from industry experts and program advisory boards. The assessment of learning is part of the annual review for all programs that utilizes direct measures and third party tools, such as the Educational Testing Service Proficiency Profile (ETS). Faculty data, such as credentialing and performance, are also part of the review process. Reports extracted from the learning management system can be used to analyze every level of student learning performance compared to goals including retention, persistence and graduation. Data collected from employer and alumni surveys reflect a very high level of satisfaction with CSU-Global Campus graduates.

CSU-Pueblo: Ms. Caprioglio reviewed the seven-step, faculty-lead annual assessment process and described how the results are utilized. The NSSE is administered every four years and there were comparable or higher results than peers for the indicators in the 2014 survey. The 2015 ETS Proficiency Profile demonstrates increased performance from first year to seniors and scores are comparable to means in the peer group. First destination surveys are administered to graduates. The annual assessment process feeds into the academic program reviews that are conducted every five to seven years and scheduled to correspond with program accreditations. The university will be identifying institutional student learning outcomes with the general education student learning outcomes foundational and contributing to other outcomes. A sample curriculum map and examples of ongoing initiatives for student learning outcomes were provided.

REAL ESTATE/FACILITIES COMMITTEE

Committee Chair Mosher asked for a motion to convene in executive session. **Motion/Action:** Governor Flores made the motion; Governor Robbe Rhodes seconded; and the motion was carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussing the purchase or sale of property for public purpose, all confidential as set forth in the meeting notice. The meeting convened in executive session at 2:59 p.m. and reconvened in open session at 3:48 p.m.

Committee Chair Mosher noted there were five action items and asked for a motion to approve the sale of approximately six acres of land on the west edge of the CSU Foothills Campus to the City of Fort Collins to supplement the natural resource area program. **Motion/Action:** Governor Jordan moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

The second matter for action was the sale of approximately four to six acres of land to the Soldier Canyon Water Treatment Authority for the filter plant expansion. **Motion/Action:** Governor Flores made the motion; Governor Gustafson seconded; and the motion carried unanimously.

The third matter for action was a grant of easement to the City of Fort Collins for a bus stop near Centre Avenue and Botanical Lane. **Motion/Action:** Governor Singleton moved to approve; Vice Chair Tuor seconded; and the motion carried unanimously.

The fourth matter for action was approval of the CSU program plan for the Centers for Research, Extension and Engagement. Dr. Frank explained how new base funding approved by the JBC will be leveraged to improve and integrate the Rogers Mesa Agricultural Experiment Station as part of an

interconnected Western Slope agricultural experiment station network that will include the Orchard Mesa and Rocky Ford facilities.

Ms. Johnson reported that an additional bond issuance will be made in the future to cover the construction costs for the new Western Colorado Research Center that will include a new classroom, office building and residence space. Additionally, \$2 million will be deployed towards the consolidation of an Eastern Plains Research Center. Dr. Frank added that the new mini campus locations will allow for efficiencies in backroom operations and cross-training of personnel. **Motion/Action:** Governor Robbe Rhodes moved to approve; Vice Chair Tuor seconded; and the motion carried unanimously.

Committee Chair Mosher indicated the last matter for action was approval of the program plan for the CSU Foothills Campus Research Laboratory. Ms. Johnson explained the need to consolidate the Arthropod-borne and Infectious Disease Laboratory and the Infectious Disease Annex into a new facility that could adequately support the research. The two existing facilities could then be repurposed for more office space. The new facility will be constructed by the P3 developer selected for the South and Foothills campuses; determinations will need to be made on O&M and the financing. Dr. Frank clarified that the facility will be primarily a research building that fits with the university's role and mission, and will probably fall under the General Fund with some indirect cost recoveries. **Motion/Action:** Governor Flores moved to approve; Governor Gustafson seconded; and the motion carried unanimously.

EXECUTIVE SESSION

Vice Chair Tuor asked for a motion to convene in executive session. **Motion/Action:** Governor Mosher made the motion; Governor Jordan seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into the general executive session and the executive session of the Evaluation Committee to discuss consideration of the awarding of honorary degrees; to receive the litigation report and legal advice; and to discuss and evaluate public officials and professional staff employees of the Board, all confidential as set forth in the meeting notice. The meeting convened in executive session at 3:58 p.m. and adjourned at 5:20 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Colorado State University System, Denver, Colorado
December 1, 2017**

CALL TO ORDER

Vice Chair Tuor called the meeting to order at 9:02 a.m.

ROLL

Governors present: Nancy Tuor, Vice Chair; Scott Johnson, Secretary; Jane Robbe Rhodes, Treasurer; Dennis Flores; Mark Gustafson; Kim Jordan; William Mosher; Dean Singleton; Jake Harmon, Student Representative, CSU-Pueblo; Keith Knies, Student Representative, CSU-Global Campus; Margarita Lenk, Faculty Representative, CSU; David Volk, Faculty Representative, CSU-Pueblo; Tony Vrba, Faculty Representative, CSU-Global Campus; Michael Wells, Student Representative, CSU

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CHANCELLOR'S REPORT

Boys and Girls Club Partnership: Ms. Parsons remarked on the mission alignment between CSU and the Boys and Girls Club for educational access and outreach, and then introduced Ms. Porteous. Ms. Porteous provided an overview of the Boys and Girls Clubs' services; the challenges for the children served; and the key indicators of success. She described the multi-faceted partnership with CSU that includes campus tours, scholarship opportunities and academic support, and then concluded her presentation by sharing two success stories. Dr. Frank commented on how student recruitment has shifted from passive to active with the expectation of involvement in more substantive ways through development of partnerships and pipelines to provide opportunities for families. Ms. Parsons explained how CSU financial aid counselors will be training club directors to help families navigate financial aid.

Recognition of Outgoing Board Member: Dr. Frank acknowledged Governor Johnson's eight years of service on the Board and announced a scholarship would be awarded at each of the three campuses in his honor. Governor Johnson expressed appreciation for the opportunity to serve on the Board.

Government Relations Update: Mr. Feeley reported the state legislative session will begin on January 10th and described the ongoing CSUS process to review all legislation for impacts on higher education. He commented on a recent collaborative luncheon held for higher education lobbyists and noted the sexual harassment allegations at the state legislature. Issues to be addressed during the coming session include the unfunded PERA liability, health care and opioid addiction. Dr. Frank and Ms. Parsons commented on the positive working relationship with the federal Colorado delegation. Issues at the federal level that will continue to be monitored include DACA, the Higher Education Reauthorization Act and children's health insurance.

COLORADO STATE UNIVERSITY REPORTS

Student Report: Governor Wells reviewed highlights from the fall semester that included the positive student game day and tailgating experiences; the successful student health fair; and the expanded civic engagement efforts to reach more students. Technology for onboarding freshmen has been implemented to help identify resources available and other technology opportunities will continue to be explored. A focus for the next semester will be on increasing ASCSU communications with the student body.

Faculty Report: Governor Lenk highlighted from the written report the work of Dr. Emily Fisher who received a PROGRESS grant to promote female success in STEM majors and careers. There has been a request for more engagement with the Board, i.e., members consider attending a Faculty Council meeting or attending classes for a day. Governor Lenk commented on the positive work accomplished at the first faculty interchange meeting held at CSU-Global Campus and noted CSU will host the next session. The Faculty Council will continue work on the bullying policy, faculty evaluations and the role of student course evaluations, and the complex issues for non-tenure track faculty. The initial faculty resistance to the new on-campus stadium has dissipated and the recommendation was made to come early on game day to explore the campus activities.

President's Report: Dr. Frank shared highlights from the written report on the publication of the APLU report on leadership for internationalization; the \$6 million gift from the Bohemian Foundation to create the Bryan Willson Presidential Chair in Energy Innovation; the anticipated early completion of the \$1 billion campaign by 2020; and the positive progress made on the salary equity study.

CSU-PUEBLO REPORTS

Student Report: Governor Harmon reported ASG would be providing coffee and donuts to students as they prepare for finals and the library hours would be extended for extra study time. He was honored to speak at the unveiling of the preferred parking for veterans who received a Purple Heart service award. The ASG constitution has been revised and approved through the senate; the constitution will be forwarded to the CSUS General Counsel for review. The Red Cross of Southern Colorado will be recognizing Governor Harmon and ASG with a community service hero award in February for their Houston hurricane victim relief project.

Faculty Report: Governor Volk reported there was good attendance at the open forums held in October and faculty are excited about the upcoming visioning process. He provided an overview of a civic health and equity initiative wherein he is partnering with a professor at the University of Denver to examine the impact campuses have in their local communities. Metrics will be developed to gauge over time the strength of those impacts. The project entails first identifying and then interviewing the community partners in order to diagram the depth of the relationships that includes student internships. Community engagement is an important part of CSU-Pueblo's mission and can be identified as one of the university's strengths.

President's Report: Dr. Mottet reported the visioning process will begin in January and utilize external facilitators to generate a vision to differentiate the university. The intent is to present the vision in fall 2018 with feedback to be collected from a variety of stakeholders, including the community, employers, alums and the Board. An implementation plan and funding will then be developed.

Dr. Mottet recognized the CSU-Pueblo football team for winning the RMAC championship and for the sportsmanship of the team and coaches after the team was defeated in the NCAA Division II playoffs. He noted the written report showcased twenty events of which seven were awards for faculty and teaching and learning innovations. Six institutional initiatives to jumpstart enrollment, retention, completion and placement rates were reviewed. Investments will be made in a local three-year marketing campaign that is being developed to communicate the vision and elevate the university. Other campus matters to be addressed include assessing infrastructure systems including information technology (IT). A CSUS cross-functional group with participants from the three campuses will conduct an IT audit and develop recommendations for IT integration.

Dr. Mottet commended Governor Harmon and his team who will be recognized by the Red Cross and at the February Board meeting for their hurricane relief efforts. Discussion followed on the ROI and the intent of the proposed local marketing campaign. Dr. Mottet confirmed that enrollment is the driving factor in the marketing campaign and more details will be forthcoming. He concluded his report by acknowledging Dr. Kreminski whose role is shifting from Provost to Director of the Institute of Cannabis Research.

The meeting then recessed for a break at 10:45 a.m. and reconvened at 10:52 a.m.

DENVER 2.0 INITIATIVE

Dr. Frank recounted how the initial Denver Initiative was launched in 2009 to increase CSU's presence in the Denver area with specific strategies and corresponding metrics. Mr. Milligan explained there was significant progress in raising awareness, strengthening market position, and building partnerships. With increasing competition, the determination has been made to reinvigorate the campaign to regain market position for the CSUS and the three campuses.

Mr. Anderson recapped the importance of the Denver Metro area; the focus of the Denver Initiative; the significant progress made during the three-year trial period; and the redirection of funding in 2012 within specific divisions. The Denver Initiative 2.0 will have a dedicated budget for specific activities with key metrics. Discussion followed on capitalizing on CSU's importance in the NWC redevelopment and the use of innovative marketing strategies, social media platforms and strategic partnerships as well as print and television mass media.

APPROVAL OF CONSENT AGENDA

Vice Chair Tuor reviewed the items on the consent agenda and called for a motion to approve.

Motion/Action: Governor Gustafson moved to approve; Governor Flores seconded; and the motion carried unanimously.

Vice Chair Tuor noted the topics for the June retreat that have been identified include the reserves and investment strategies. Board members were asked to provide feedback on other topics for the February mini-retreat to be held at CSU-Pueblo and the regular June retreat.

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