

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM RETREAT
Occhiato Student Center, Colorado State University-Pueblo, Pueblo, Colorado
February 7, 2018**

CALL TO ORDER

Dr. Frank called the retreat to order at 1:35 p.m.

ROLL

Governors present: D. Rico Munn, Chair (via telephone); Nancy Tuor, Vice Chair (via telephone); Jane Robbe Rhodes, Treasurer; Dennis Flores; Kim Jordan; 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: Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Nancy Hurt, Managing Director, REO, CSURF; Rick Kreminski, Executive Director, Research and Sponsored Programs and Director, Institute of Cannabis Research, CSU-Pueblo; Cheryl Lovell, CSU System; Tom Milligan, Vice President for External Relations, CSU.

Dr. Frank explained the retreat would focus on university partnerships, both international and domestic, and examine the trends and issues for potential partnerships within the state of Colorado.

INTERNATIONAL PARTNERSHIPS

Colorado State University: Dr. Miranda provided an overview of the Office of International Programs; the number of international student enrollments; the growth of education abroad by U.S. students; location and relationships with international partners that have often grown out of research opportunities; the international co-curricular and academic programs available; campus partners that include the Semester at Sea, INTO and Todos Santos; and the national recognition of CSU's internationalization programs. There are extensive collaborations with China and other options are under consideration, such as a potential joint college with Qingdao University that would provide academic and research opportunities as well as expanding connections and raising CSU's global profile. The initial due diligence will be undertaken and the project will be thoroughly vetted before agreements are executed. Governor Lenk shared positive comments on the potential Qingdao University partnership based upon a site visit.

CSU-Pueblo/Taiwan Partnership: Dr. Mottet commented on the Office of International Programs at CSU-Pueblo; the university's history of exchange programs; and the composition of the university's current 110 international students, of which 27 are Chinese. The goal is to add an additional 20 for fall 2018 and,

as part of this initiative, he will visit Tith Tunghai University in Taichung to continue discussions on a potential partnership that has not yet been formalized.

CSU-Global Campus/Saudi Electronic University (SEU): Dr. Frank commented on the strong relationship CSU has with Saudi Arabia that has created a steady pipeline of students and good connections.

Dr. Takeda-Tinker described how the CSU-Global Campus and SEU partnership evolved; the program growth that has occurred through a hybrid approach of online courses with on-ground facilitation; and the leadership structure. CSU-Global Campus' responsibilities include curriculum, academic and tech support; faculty management and training; mentoring of facilitators; and reports on learning outcomes, grades and plagiarism. The SEU account is managed through a hierarchical structure with leadership visits. Billing and payment processes have been outsourced to Beyond Campus Innovations (BCI) for the actual execution on instruction and curriculum development. There are currently over 1,000 students for \$2.5 million in total billing. Dr. Takeda-Tinker commented on the challenges for an outsource provider to meet client demands and expectations.

Partnerships with Mexico: Dr. Frank remarked on how CSU's partnerships with Mexico have evolved from a series of scientific projects and reflected on the challenges with establishing the relationships that are often dependent upon existing U.S.-Mexican relationships and available funding. The development of the CSU Todos Santos Center has evolved differently through academic collaborations.

Ms. Parsons reported the CSU Todos Santos project is the university's only physical campus outside of the U.S. She reviewed the existing academic Baja California Sur (BCS) partnerships that have helped established CSU's credibility and expanded the mission of outreach and extension. Details were provided on the most comprehensive partnership with UABCS that includes exchange students, program collaboration, and the new CSU-Pueblo Institute for EcoTourism with coursework planned for CSU-Pueblo, CSU and UABCS students. CSU also has over 20 other BCS partnerships with K-12 schools, non-profits and governmental agencies.

Dr. Frank provided an historical context on the overall vision built upon investments for faculty research, student exchanges and international partnerships, beginning in 2007 with China, India and Mexico. The international partnerships for the CSU System have expanded over the past decade and now include all three campuses. Discussion followed on resources, capacity and expansion at Todos Santos; the positive feedback from faculty on the international collaborations; the opportunities for first-time, authentic international experiences for students; and the decline in new international applications at CSU with a fairly constant overall international student population.

The retreat recessed for a break at 2:38 p.m. and reconvened at 2:57 p.m.

DOMESTIC PARTNERSHIPS

Dr. Frank reflected on the paradox of how it is often easier for universities to acquire international partnerships than domestic partnerships, particularly due to accreditation requirements for dual academic degrees.

Unizin Consortium: Dr. Miranda reported CSU was one of the four original founding members of the consortium that was created to share and co-design learning objects and management systems, and to create cost savings. He provided an overview of the integrated software platform, the repository for resources, and the learning analytics available. The CSU bookstore and faculty are looking at both installing and retrieving content. A list of the current consortium members was provided.

Beyond Campus Innovations (BCI): Dr. Takeda-Tinker reviewed the reasons BCI was created and the relationship to CSU-Global Campus; the BCI corporate structure; the BCI and CSU System Foundation board membership; the leadership and staff organizational structure; the mission and core values; BCI's unique market position; and the revenues and distribution schedule. An overview was provided on size and scope of the eLearning Industry; the educational services process through CSU-Global Campus and BCI work teams; and the FY17 BCI accomplishments with completion of multiple course development projects, such as the SEU work that was contracted through CSU-Global Campus described earlier in the retreat.

Dr. Takeda-Tinker presented statistics for the applicant-to-student application process that is coordinated between CSU-Global Campus and BCI applicant advisor teams that begins with the initial outreach to develop leads and culminates with CSU-Global Campus class registrations and readiness. Goals in the BCI FY17-19 strategic plan include expanding the client base; creating educational opportunities focused on market-demand; building the marketing infrastructure and capacity for scalability; and hiring a new President/CEO.

Dr. Frank commented on the challenges in setting up an independent CSU System Foundation as a 501(c)3 non-profit and the for-profit BCI entity. When asked about marketing and raising additional capital, Dr. Takeda-Tinker explained BCI does not have the financial capital for large marketing campaigns. Dr. Frank noted there were various options to add capital and commented on the need to retain the independent firewall from the foundation.

Other Consortia: Dr. Miranda provided examples of other consortia that included the Great Plains Idea Consortium for land grants in the western part of the U.S. that share agricultural curriculum; and the Consortium of Academic Reach Back to Subject Matter Expertise under the direction of the Dept. of Defense (CARBS) and composed of CSU and seven other institutions. Dr. Frank noted there were also several academic consortia such as those based upon athletic conferences.

COLORADO PARTNERSHIPS

Dr. Frank provided an historical perspective of higher education in the state of Colorado and the structure and membership of the CSU System (CSUS). He then delineated several issues that would need to be considered should the CSUS be asked to consider adding another institution, i.e., role and mission alignment, financial considerations, mutual benefits of scale, cultural fit, and system membership versus consortia.

Following general discussion on the issues and challenges, Dr. Frank indicated that legal advice on specific questions could be addressed by General Counsel Johnson during the executive session.

Motion/Action: Governor Flores made the motion to convene in executive session; Governor Jordan seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purpose of receiving legal advice, confidential pursuant to the meeting notice. The retreat convened in executive session at 4:06 p.m. and concluded at 5:02 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Occhiato Student Center, Colorado State University-Pueblo, Pueblo, Colorado
February 8, 2018**

CALL TO ORDER

Chair Munn called the meeting to order at 9:04 a.m.

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; Dennis Flores; Steven Gabel; Mark Gustafson; 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: Brett Anderson, Special Assistant to the President, CSU; Jon Bellum, Provost and Executive Vice President, CSU-Global Campus; Helen Caprioglio, Assistant Provost, CSU-Pueblo; Erin Douglas, Editor, *The Rocky Mountain Collegian*; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Chris Fendrich, Director, Auxiliary Services, CSU-Pueblo; Jane Fraser, President, CSU-Pueblo AAUP; Ryan Garbars, Student, CyberWolves, CSU-Pueblo; Gabriela Garcia, Student, CyberWolves, CSU-Pueblo; David Giordano, Student, CyberWolves, CSU-Pueblo; Mark Gill, Chief of Staff, CSU; Rick Gonzalez; Joshua Greer, Student/Alumni, CyberWolves, CSU-Pueblo; Rhonda Gonzales, Dean of Library Services, CSU-Pueblo; Lisa Hain, Senior Manager, BKD, LLP; 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; Sylvester Kalevela, Dean, CEEPS, CSU-Pueblo; Rick Kreminski, Executive Director, Research and Sponsored Programs and Director, Institute of Cannabis Research, CSU-Pueblo; Derek Lopez, Director of the Center for Academic Excellence; Cheryl Lovell, CSU System; Kelly Lyell, Reporter, *The Coloradoan*, Fort Collins; Rob MaCoy, Partner, BKD, LLP; Alex Marck, Student, CyberWolves, CSU-Pueblo; Robert Mejias, Computer Information Professor, Hasan School of Business, CSU-Pueblo; Tom Milligan, Vice President for External Relations, CSU; Fawn-Amber Montoya, Director, Honors Programs, CSU-Pueblo; Kristy Proctor, Chemistry Professor, CSU-Pueblo; Claire Ramos, Assistant Professor of Biology, CSU-Pueblo; Bruce Raymond, Interim Provost, CSU-Pueblo; Tracy Samora, Director, Alumni Relations, CSU-Pueblo; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Hunter Stephens, Student, CyberWolves, CSU-Pueblo, Austin Tapia, Student, CyberWolves, CSU-Pueblo; Steve Ullman, Student, CyberWolves, CSU-Pueblo; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus; Niki Whitaker, Executive Assistant to the President, CSU-Pueblo; Cora Zaletel, Executive Director of External Affairs, CSU-Pueblo; Mario Zemora, Student, CyberWolves, CSU-Pueblo

During breakfast, Dr. Kreminski provided an overview of the mission, history, steering committee and structure, annual conference, research projects and partnerships of the Institute of Cannabis Research.

Chair Munn then convened the regular meeting and reviewed the work of the previous day's retreat. General Counsel Johnson administered the oath of office to Governor Gabel.

Chair Munn asked for a motion to appoint Governor Jordan as the Board Secretary to replace Governor Johnson whose term ended December 31, 2017. **Motion/Action:** Governor Gustafson made the motion; Vice Chair Tuor seconded; and the motion carried unanimously.

PUBLIC COMMENT

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

BOARD CHAIR'S AGENDA

Chair Munn explained the purpose of the Board of Governors' Excellence in Undergraduate Teaching Award. Dr. Raymond introduced Dr. Ramos, the 2017-18 recipient for CSU-Pueblo, and Chair Munn presented the award.

AUDIT AND FINANCE COMMITTEE

Committee Chair Robbe Rhodes convened the committee meeting and indicated there was one action item. She then asked Ms. Johnson for the finance report.

State Budget Update: Ms. Johnson reported the December revenue forecast indicates the state's economy continues to grow and, with passage of the federal tax cut legislation, an additional \$81.9 million is forecasted for the FY19 General Fund revenues. The Governor has recommended using the additional revenues to increase the state's reserves to 8% with any remaining funds for transportation. The Joint Budget Committee will begin the figure setting process in February and the campuses are preparing revenue calculations based on tuition and fees, COF and fee for service resources.

FY18 2nd Quarterly Financial Statements: Ms. Johnson provided a synopsis of how the schedules are prepared with a combined Colorado State University System (CSUS) overall schedule and separate schedules for the three campuses and the Board of Governors (Board). She explained the impact of the variances on the bottom line and noted the schedules are prepared utilizing Governmental Accounting Standards that align with the year-end audited financial statements. Due to timing related to grants and contracts revenue, there is a net \$900,000 variance for CSU which is a relatively small number compared to the entire campus budget. The Board schedule includes an additional line to segregate the Board-approved reserves transfers. CSU-Global Campus has reduced expenses to adjust for a decline in tuition revenue. CSU-Pueblo has performed better than initially projected with the reduction in enrollment. Overall, the CSUS is on-track with the current fiscal year budget.

Approval of CSU Summer Session 2018 Tuition Rate Change for Nonresident Students: Ms. Johnson explained the proposed modification for the first three residential instruction online credits for nonresident undergraduate and graduate students. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Flores seconded; and the motion carried unanimously.

FY19 Incremental Campus Budgets: Ms. Johnson reported two schedules would be presented for each campus. The first schedule would be an updated draft budget based on the Governor's proposed budget with three scenarios presented for CSU and CSU-Pueblo in order to plan for any changes that may occur

in the legislative session. The second schedule provides a FY19 comparison to the current year's approved budget.

Dr. Frank commented on how the Governor's budget is based largely on the DHE's formula that utilizes calculations from universities' projected expenses to determine allowable tuition rates and does not consider other factors, i.e., access, success outcomes and research, necessary to meet the diverse role and mission of higher education. He noted the Board has the ability to essentially petition the CCHE for higher tuition rates, if necessary, to keep the institutions financially healthy.

Colorado State University: Ms. Johnson reviewed the projected revenues and expenses for the three scenarios in the draft FY19 budget, noting the impact of financial aid, changes in the PVM program basically related to enrollment, and adjustments for persistence rates. Dr. Frank explained how the budgets are conservative and enrollment growth is not budgeted. Any revenues from unbudgeted enrollment growth are set aside in two reserves for enrollment and controlled or deferred maintenance of which the latter has augmented the Facilities' budget to help maintain the campus' physical plant.

Ms. Johnson explained how every five years negotiations are held with the federal government on cost recovery related to research grants. She also noted that 20% of any tuition increase is directed to financial aid to have adequate resources to meet the commitments to students. A majority of recent enrollment increases have been nonresident students with an attractive Triple Crown scholarship program available for qualified applicants. As reflected at the bottom of the budget schedule, CSU will be changing the reporting structure related to certain programs, including the Yellow Ribbon, the Native American, and the 2+2 PVM Alaska programs. Compensation assumptions include a 3% salary increase for state classified; 2.5% for faculty/administrative professional employees; and resources to move forward with the living wage initiative for employees earning less than \$30,000 and the salary equity initiative. Internal reallocation plans will also be developed to meet budget objectives.

The second schedule provides a comparison of the proposed FY19 budget to the current approved budget for FY18 by dollar amounts and percentage. Variances from FY18 include the FY19 proposed 3% tuition increase compared to 5%; 100 new FTE students in FY19 compared to the 500 new FTE in FY18; the related changes in financial aid; and the amounts for faculty and staff salary increases, quality enhancements, and faculty commitments associated with large philanthropic gifts.

Dr. Frank asked for feedback on the new schedule. Discussion followed on developing conservative incremental budgets with base budget expenditures; consistency in budget preparation; underlying annual changes through reallocations; planning for enrollment decreases due to declining high school student demographics; balancing employee salaries and retention with increasing costs of living; and the autonomy of each campus to develop budgets. The suggestion was made to change the parenthesis and colors used for the variances.

CSU-Pueblo: Mr. Spiecker commented on the continuing enrollment challenges and recapped the prior negative E&G fund balance two years ago. A reduction in revenue is anticipated for the current year and adjustments including transfers from Extended Studies have been implemented. Base assumptions for the conservative FY19 budget include a 3% tuition increase; 3% increase in staff and faculty compensation; and a minor reduction in the amount for faculty promotions. The energy performance contract initiated 1.5 years ago appears to have been timely given there may be an unanticipated utility increase. The two alternative budget scenarios could create challenges for the campus and options to address those challenges include reducing expenses and internal reallocations.

In response to questions, Mr. Spiecker replied that a salary equity study finalized in 2016 indicated \$3.6 million was needed to make faculty and administrative professional employee salaries competitive with peer institutions, and \$50,000 and \$100,000 have been directed to the effort in the previous and current

fiscal years, respectively. At the direction of President Mottet, the faculty and administrative professional compensation committees will develop recommendations to present to the campus leadership. The budget presented is based on flat enrollment and numerous initiatives are being undertaken to improve enrollment.

Mr. Spiecker reviewed the variances in the second schedule for the current year compared to the proposed FY19 budget that include a 6% tuition increase versus the proposed 3% increase; the transfer of Extended Studies funds; and adjustments in compensation and fringe rates that are largely driven by health care costs. He provided an overview of the analysis used to evaluate risks associated with the Extended Studies transfers and described the composition of the Extended Studies programs. Dr. Mottet added that a new director of Extended Studies has been hired and the department will be moved to a more visible location on campus.

CSU-Global Campus: Mr. Warr reported the proposed FY19 E&G budget presented in December has not been modified and he recapped how the institution made adjustments in the forecast after the first quarter based on growth and retention. CSU-Global Campus has been trending at 10% annual growth and, based on realistic projections, the proposed budget represents a 5% incremental growth. Expenses for student support and outreach, and instruction and academic support are based on enrollment. New strategic initiatives have been adopted and the budget assumptions remain constant with no tuition increase and an undergraduate to graduate ratio of 71%-29%.

There is a 24% incremental variance in existing student credit hour growth reflected in the second schedule comparing the proposed FY19 and FY18 budgets. While first to third term retention of students has actually increased to 84-86%, there has been a slight decrease in the average number of credit hours that existing students are taking. Analyses are being conducted; full employment may be a factor; and enrollment will continue to be monitored. CSU-Global Campus is committed to offering affordable education and offers numerous opportunities for alternative credits which may be a secondary impact. Suggestions were made to provide additional lines to further explain the variances and potential future impacts that may be achieved through shared CSUS resources.

When asked about freshmen enrollment should legislative changes be made, Dr. Takeda-Tinker responded that the FY19 budget is being recast to understand the impact of exceeding a 25% growth in enrollment. Costs per credit hour and the net income margin and contribution have remained constant at between 32% and 33%. More leads would need to be developed for deeper penetration into markets which will be more expensive and could impact the net contribution margin. The institution's focus has been largely on retention and completion for workplace success, and various factors including increasing competition will need to be considered in expanding the enrollment pipeline. The intent is to bring forward options for the Board's consideration. Dr. Takeda-Tinker explained how there are monthly starts for eight-week courses and, based on student enrollment, a proactive approach has been undertaken in advising and re-engaging students for each term to optimize the speed and quantity of credit hours that students are taking towards their degree and certificate completions.

Series 2017 CDEF Refunding: Ms. Johnson explained that the new federal tax package basically eliminated the ability to do advance refunding after December 31st. The Board had authorized up to \$325 million in refunding bonds and, with a favorable market, two separate issuances were completed in December for \$260 million resulting in \$13.6 million or 5.5% net present value savings. The all-true cost approximated a 3.5% interest rate and the CSUS Moody's and Standard & Poor's ratings were used except for the state intercept-backed bonds that necessitated utilization of the state's ratings. A breakdown on the debt service savings by project was provided.

Interest Rate Exchange Contract: The Board had approved entering into an interest rate exchange contract for the outstanding \$66 million variable rate debt on the CSU multi-purpose on-campus stadium.

The 1.91% rate was below the approved amount of up to 2.1% and there is no call feature that would have cost basis points.

CSUS Treasury Update: There were ten respondents to an RFP for an investment consultant and Callan was selected from the four candidates that were interviewed. Since the contract with Callan had not yet been finalized, Callan representatives attended the January 23rd CSUS Investment Advisory Committee as guests to begin developing a work plan that includes a liquidity study to analyze cash flow. The intent is to bring forward a proposed investment policy at the May Board meeting.

NWC Site Lease and Sub-Lease Update: Ms. Johnson recalled how a list of CSU properties was submitted to be used as collateral for the NWC COPs. CSU will receive \$50 million of the \$140 million in the initial COP issuance scheduled for March 2018 with the remaining funds supporting the National Western Center activities in Denver. The list of CSU properties in the site lease and sub-lease will be modified over time to include the specific CSU properties that will benefit from the COPs. The Board does not need to reauthorize the site lease and sub-lease.

Status of FY 2018 Audit Plan: Ms. Serrano reported there currently are eight audits in process and reviewed the status of the CSU Data Security and Advancement; CSU Management of Financial Commitments; CSU-Pueblo Human Resources; CSU Automatic Journal Entries; and the CSU Veterinary Teaching Hospital audits. The self-assessment for the CSUS Internal Audit quality assurance review has been completed; an external validation will be conducted in March or April and will include interviews with the Audit Chair and other individuals. The review should result in recommendations that can be incorporated into the CSUS Internal Audit strategic plan. Progress is also being made in the CSU-Global Campus Conflict of Interest and the CSU Continuous Auditing special projects.

Review of Audit Reports: Executive summaries for the two reports issued since the last meeting were included in the meeting materials. A corrective action plan has been developed and is being implemented by the CSU-Pueblo Office of International Programs to address the eleven recommendations to improve internal controls. Three recommendations were made for the CSU Center for IT Disaster Preparedness audit and several steps have been made to reduce the impact of an adverse event.

Past Due Recommendations: Satisfactory progress is being made on the four overdue recommendations for CSU.

FY 2017 Audit Results: Ms. Johnson introduced the BKD representatives who conducted the external financial and compliance audit of the CSUS and a financial audit of CSU-Global Campus. Mr. MaCoy explained the report was issued in December and required approval by the Legislative Audit Committee before a public presentation was made. Four separate audit projects were completed and an audit opinion was issued for the consolidated financial statements for the CSUS, the three campuses and the CSU System Office, which are the primary statements used by external users and bond rating agencies. A separate audit was completed a few years ago for CSU-Global Campus and the campus has optionally continued to request this separate audit.

Reports were also issued in accordance with Governmental Auditing Standards for internal controls for financial reporting, bond compliance, and student financial aid. There were no material findings related to the financial statements. The State Auditor's Office every year selects the universities to be tested for student financial aid and research and development grants with a report requested this year for CSU's financial aid. An explanation on the major increase in liability related to PERA was provided.

Ms. Hain reported that the previous year there were four findings related to student financial aid at CSU-Pueblo and there were no material findings for the current audit. Actions to address three of the findings have been successfully implemented and progress has been made on the remaining finding. There are

federal reporting requirements for changes in enrollment that have created challenges for numerous universities and new guidelines were issued in late 2017.

Mr. MaCoy explained there is a state rotation requirement for external auditors and this was the 10th and final year for BKD to perform the CSUS external audit. He outlined the positive changes that have occurred over the past ten years, i.e., implementation of IT controls; the CSU-Global Campus growth; CSU-Pueblo adopting the same accounting system as CSU; and adoption of new accounting standards including GASB 68 for pension plans with new rules, including OPEB liability, forthcoming. Ms. Johnson thanked Mr. MaCoy and BKD for their work during the past ten years.

STRATEGIC MAPPING UPDATE

CSU-Pueblo 2015-2020 Strategic Plan Update: Dr. Mottet explained there would be a presentation of the strategic plan followed by introduction of the faculty and staff who have been instrumental in bringing the plan to fruition. He then introduced Drs. Gonzales and Kreminski, the co-chairs of the Strategic Plan Implementation Team. Dr. Kreminski recalled that the quantitative-based strategic plan was presented in December 2014 and a request was made at that time to report back on the progress.

Dr. Gonzales reported that, through the work of an initial task force in 2013, campus forums were held with various constituent groups to develop the main goals with a focus on student success. The overarching outcomes for enrollment, retention, and graduation are connected to four goals with incorporated objectives, metrics and strategies. The strategic plan is a living document with annual refinements to ensure continued relevancy. The Cabinet's new jumpstart initiatives have been incorporated into the strategic plan. Members of the Implementation Team work with different campus groups to monitor progress and ensure continuing engagement. An example of a tracking matrix was provided.

Dr. Kreminski explained how the progress on the 35 measures for the overarching outcomes are tracked through a "traffic light" graphic. Due to declines, the enrollment targets were recalibrated and new enrollment strategies have been implemented; the retention and graduation targets remain consistent. An overview on the progress, objectives and measures, and challenges was provided for Goal 1 – excellent academics; Goal 2 – affordable education; Goal 3 –transformational opportunities; and Goal 4 – supportive student life.

Dr. Gonzales summarized the key points of the presentation and thanked the Board for the support to achieve shared success. She then recognized Ms. Holliday and Dr. Lopez who also serve on the Implementation Team.

Dr. Mottet acknowledged the work that has been accomplished to make strategic planning a part of the institution's culture. He commented on the importance of high impact instructional practices and introduced Dr. Montoya whose leadership has provided unique experiences for students across the university in all majors through a partnership with the Smithsonian Institute.

Dr. Montoya presented a video that provided an overview of the Smithsonian internship program with student testimonies on how the program has impacted their lives. She then remarked on how the Smithsonian program illustrates the distinctive partnerships that the university can develop to provide profession-based learning with quality instruction for a diverse student population. The program is an example of a collaborative effort that enhances the workplace for all employees; maximizes resources and organizational efficiencies; establishes marketable programs that positively position the university as a leader; and reflects the vision of the university to transform lives. The university pays the airfare to send six students to Washington, DC, for one month with housing and a small stipend for less than \$20,000. A success story on a specific student who has participated in the program was presented.

Governor Harmon shared comments from two students who said the program was the best experience of their lives and he asked that consideration be given to expanding the program. Dr. Mottet thanked Dr. Montoya for her work.

The meeting recessed for lunch and a tour of the Occhiato Student Center at 12:01 p.m. and then reconvened at 1:30 p.m.

CSU-PUEBLO REPORT

Student Report: Governor Harmon reported the students are pleased with the newly renovated Occhiato Student Center. As members of the Facility Fee Committee, ASG has completed several campus initiatives and would like to provide more signage for the campus. ASG is in discussions with the Black Student Union to collaborate on an event to provide an opportunity for students to discuss social, political and economic challenges. Potential collaboration for events with the ASCSU is also being considered.

Faculty Report: Governor Volk reported there have been discussions with a planned campus-wide vote to be held on a potential fall break. The Chairs Council is examining policies for release time for research and teaching loads to try to create continuity and eliminate discrepancies between the colleges. He shared anecdotes to reflect on how CSU-Pueblo, as a regional comprehensive, fulfills a unique mission that makes a daily difference in the lives of the students. Dr. Volk is working with Ms. Holliday on the Presidential Fellows Program launched by Dr. Mottet and enrollment management projects. He will be spearheading a summer event to bring the community to the campus to develop a college-bound culture.

President's Report: Referencing the six university priorities, Dr. Mottet highlighted from the written report that spring enrollment was down 4.75% or 5% FTE with a slight increase in transfer enrollments and 1% increase in freshmen retention from the fall term. The enrollment financial impact is projected to be a 5% deficit for the fiscal year-end that is being minimized through a variety of interventions that include more robust summer school programming. There is a new enrollment vendor; articulation agreements are being updated; and a new marketing campaign with targeted enrollment messages is being undertaken. A strategic enrollment management report will be provided by Ms. Holliday the next day during breakfast.

Initiatives are in process to maximize organizational efficiencies through the CSU System. Mr. Brett Anderson will be assisting the campus with financial sustainability efforts by conducting assessments in different operational areas, i.e., procurement, human resources, and business financial services. Other updates include there is a campus collaboration to assist the DACA students, and the Executive Vice President/Provost and Athletic Director searches are going well with campus visits anticipated in February and March, respectively.

Dr. Mottet recognized Dr. Mejias, a Computer Information Systems professor in the Hasan School of Business, who is ranked #12 in the nation for teaching excellence in his field. He then introduced Ms. Garcia and Messrs. Garbars, Greer, Giordano, Marck, Stephens, Tapia, Ullman and Zamora, the CyberWolves student team who attended a cybersecurity competition with Dr. Mejias where they ranked 6th. Dr. Mejias listed the other schools in the competition that included the University of Georgia and MIT, and thanked Dr. Mottet and Interim Provost Raymond for their support.

Dr. Mottet recognized Governor Harmon and a team of ASG students who spearheaded a Hurricane Harvey relief effort that included collecting \$3,200 and thousands of pounds of clothes, food and toiletries that were delivered to the impacted community by Governor Harmon and his team. Governor Robbe Rhodes added that Governor Harmon and his team will be honored at an upcoming American Red Cross event.

Dr. Mottet reported the housing occupancy rate was 90% for the fall term and 80% for the spring semester at census. The goal for fall 2018 is to stabilize enrollment and have a 90% occupancy rate; by 2020, the target is for 95-97% occupancy. He acknowledged the Board's previous \$1.3 million investment in CSU-Pueblo to address the housing shortfall and the debt service that is paid annually in December.

Governor Harmon amended his report to share that seven DACA students have been identified who did not have the financial ability to put in their applications, at the cost of \$494 per application, by the March 1st deadline to reinstate their immigration status. ASG was able to put together \$3,500 by working with the CSU-Pueblo Foundation and by utilizing funds from the ASG student emergency fund to assist these students. The next step will be to get these students to accept the funds.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Flores convened the meeting and reviewed the agenda. He then asked Dr. Miranda for his report.

CSU New Degree Program – B.S. in Geography: Dr. Miranda explained the new degree program will be offered by the Anthropology Dept. that houses the geographers and currently offers a minor in geography. The intent is to expand the program to a full undergraduate major with faculty collaboration in the Warner College of Natural Resources. Faculty and graduate teaching assistants will be added to address the expected increase in enrollment. A new Ph.D. degree program with a geography focus was previously added to the department. The new undergraduate program is expected to generate more resources and the two degree programs will work well together fiscally. All of the campus approval processes have been completed and Board approval is on the consent agenda.

2016-17 Sabbatical Summaries: Descriptive summaries on the research and curricular projects undertaken during sabbaticals by CSU and CSU-Pueblo faculty the previous year were provided.

Approval of CSU Faculty Manual Revisions: The revised bullying policy in Appendix 7 provides clarification on the procedures and is a distinct policy from the university's harassment policies. Dr. Frank noted the campus climate surveys indicated a bullying policy was a high priority. Best practices and policies from other institutions were used to develop the university's initial policy that has now been modified. The request was made by faculty to include the policy in the faculty manual to ensure broad campus exposure. The policy has been reviewed by the Office of the General Counsel and approval of the faculty manual change is on the consent agenda.

STRATEGIC MAPPING (continued)

Under mission projection, Ms. Parsons highlighted the CSU-Pueblo program development and the creation of the Institute of Ecotourism Studies at Todos Santos through a grant received by Dr. Bowan, and the formation of a Todos Santos CSUS Steering Committee. On academic mission delivery, there was an opportunity for representatives from the three institutions to submit together a grant proposal to the National Association of System Heads that, while not funded, illustrated how initiatives can be scaled across the CSUS. A system-wide enrollment management task force is refining the stop-out process and identifying joint enrollment programs and an ad hoc committee will be making recommendations on student information systems by the end of the semester. Dr. Miranda noted the intent to send a CSU contingent to the upcoming Institute for Cannabis conference.

Other updates include the CSU Industry Partnership Council is being reconstituted with representation from the other two campuses that will provide more opportunities for corporate partnerships. Work

continues on numerous events including the upcoming Girls in Science Day at the Denver Museum of Nature and Science on March 3rd and the Governor's Ag Forum on February 20th.

There were several successful events at the National Western Stock Show that included Dr. Frank's recognition as the Citizen of the West and record attendance at the CSU Day. A video by Mayor Hancock that provided an overview of the National Western Center (NWC) project was shared. Ms. Parsons reviewed the NWC modified east site plan, the CSU locations approved by the steering committee, and the work to be completed in phases three through eight. CSU is working with Denver Water on the design for the CSU Water Resources Center and internally is working on the program plan for the CSU animal health building. The NWC Authority Board was confirmed by the Denver City Council and a subcommittee will be launching the national search for the NWC CEO.

Governor Hickenlooper and Mayor Hancock as well as the gubernatorial candidates have committed to attending the first annual water symposium to be held April 26-27. The Board members were invited to attend the annual AGB national conference in April.

EXECUTIVE SESSION

Chair Munn asked for a motion to convene in executive session, beginning with the confidential matters of the Real Estate/Facilities Committee. **Motion/Action:** Vice Chair Tuor made the motion; the motion was seconded and carried unanimously. General Counsel Johnson read the meeting into the executive session of the Real Estate/Facilities Committee and the general executive session for the purposes of discussions relating to the purchase or sale of property and to receive the litigation report and legal advice, all confidential as set forth in the meeting notice. The meeting recessed for a break and then convened in executive session at 3:38 p.m. The meeting reconvened in the open public session at 4:20 p.m.

REAL ESTATE/FACILITIES COMMITTEE

Vice Committee Chair Gustafson convened the committee meeting and asked for a motion to approve the action item to begin the annexation process of the Hughes Stadium property by the City of Fort Collins. **Motion/Action:** Governor Jordan made the motion; Governor Robbe Rhodes seconded; and the motion carried unanimously. The meeting then adjourned for the day.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Occhiato Student Center, Colorado State University-Pueblo, Pueblo, Colorado
February 9, 2018**

CALL TO ORDER

Chair Munn called the meeting to order at 9:06 a.m.

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; Dennis Flores; Mark Gustafson; 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: Brett Anderson, Special Assistant to the President, CSU; Jon Bellum, Provost and Executive Vice President, CSU-Global Campus; Karole Campbell, Principal, Madwoman Marketing; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mark Gill, Chief of Staff, CSU; Rick Gonzalez; 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; Sylvester Kalevela, Dean, CEEPS, CSU-Pueblo; Rick Kreminski, Executive Director, Research and Sponsored Programs and Director, Institute of Cannabis Research, CSU-Pueblo; Cheryl Lovell, CSU System; Kelly Lyell, Reporter, *The Coloradoan*, Fort Collins; Tom Milligan, Vice President for External Relations, CSU; Bruce Raymond, Interim Provost, CSU-Pueblo; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Niki Whitaker, Executive Assistant to the President, CSU-Pueblo; Cora Zaletel, Executive Director of External Affairs, CSU-Pueblo

During breakfast Dr. Mottet introduced Ms. Holliday who provided a CSU-Pueblo strategic enrollment management presentation with an overview on enrollment data, peer comparisons, the strategic enrollment management plan and oversight, initiatives, communications strategies, and marketing plan.

Chair Munn then convened the meeting and commented on the previous day's work and social event.

CHANCELLOR'S REPORT

Dr. Frank allowed the written report to stand as submitted.

Legislative Relations Report: Dr. Frank indicated there was not much to report on the federal level at this time and efforts were being made to remain on top of the DACA issue. Ms. Parsons reported several bills were being tracked at the state level and a legislative session report will be presented at the May meeting.

Founder's Day at the Capitol will be held on February 12th. Governors Robbe Rhodes and Tuor were re-confirmed for a second term and Governor Gabel was confirmed for his first term. Should anything significant develop to impact the proposed FY19 budgets, a teleconference could be scheduled with the Board. When asked about CSUS IT collaboration efforts and state funding, Ms. Parsons answered a system-wide task force has been assembled to evaluate the student information systems at the three campuses with recommendations to be presented by the end of the spring semester and no additional IT state funding is anticipated.

Approval of CSUS Board Policy 129 – Freedom of Speech and Peaceful Assembly: Dr. Frank explained that, in line with AGB best practices, the CSUS level policy essentially sets up an umbrella structure with each of the campuses required to have freedom of speech policies that describe the commitment to the First Amendment and the related safety issues.

General Counsel Johnson reported Policy 129 is a high level policy that recognizes the CSUS commitment to the First Amendment and lays out the principles that ensure the right to engage in free speech and peaceful assembly. The policy directs the campuses to have specific policies, particularly related to managing events in a content neutral time, place and manner, which address security and safety concerns and the impact on the universities' operations. Dr. Frank added that the university is committed to the open debate of ideas. The policy provides both a political and legal backstop for campus decisions and codifies that free speech is welcomed as long as that speech does not intimidate or frighten other voices nor create public safety concerns.

Governor Lenk commented on the importance of creating a campus culture through open forums to support the policies in order to create a stronger voice to impact society. **Motion/Action:** Governor Gustafson moved to approve the policy; Governor Robbe Rhodes seconded; and the motion carried unanimously.

COLORADA STATE UNIVERSITY REPORTS

Student Report: Governor Wells highlighted from the written report the spring semester internal goals to better support the students that include an accountability report to create better transparency; an updated elections code to enhance student engagement; constitutional changes with the assistance of General Counsel Johnson; and an improved website that provides a breakdown of student fees, updated records, and better support for online students. External strategies are being focused on events, event planning and student engagement. Upcoming events include an arts festival to showcase student talent and a diversity symposium which is an event that has been held for the past three years. Discussions are being held with the Motor Pool to expand the Ram Ride and improve the Ram Ride app. A student feedback initiative is also in process that could potentially include online forums.

Faculty Report: Governor Lenk remarked that discussion had already been held at the meeting on the freedom of speech and anti-bullying policies cited in the written report and she noted Dr. Frank's report includes numerous faculty accomplishments. Faculty factoids were presented on the recognition of Dr. Bimper as one of 15 Diverse emerging scholars; the Electrical and Computer Engineering Dept.'s work through an NSF grant to revolutionize engineering education and the launch of a new weather satellite; the success of the College of Business' Summit Club under the direction of Dr. Stein, the faculty advisor; and the expansion of the Human Performance Clinical Research Laboratory in the Exercise and Sports Science Dept. In response to a previous Faculty Council request, Governor Robbe Rhodes will be attending the March Faculty Council meeting and visiting programs.

President's Report: Dr. Frank highlighted from the written report the completion of an economic impact analysis completed by an independent third party; the recognition of the College of Business online MBA

program by *U.S. News and World Report*; and the success of the fall commencement with 1,900 degrees conferred.

CSU Multi-purpose On-campus Stadium Report: Dr. Frank recalled the intent to have a transparent, longitudinal reporting system to initially track the construction costs and then, after the stadium opened, the operational costs relative to the Board-approved pro forma. The operational report for the fiscal year will not be finalized until July 1; there is no expectation of any substantive or material changes from the report presented at this meeting.

Dr. Frank reviewed the FY18 forecasted income statement pro forma with 2016 and 2017 comparisons to Hughes Stadium. While ticket sales exceeded expectations, parking revenues underperformed, partially due to the efforts invested in alternative transportation to ease anticipated parking pressures; potential changes are being evaluated for next year. He explained how the CSL feasibility study was used to evaluate the viability of the project and then a refreshed analysis was used as the basis for Board authorization of the financing in February 2015.

Overall, revenues for FY18 will be up by 36% or \$4.1 million over the CSL model. After expenses, the net revenue is forecasted to be \$13.1 million, or \$3.2 million more than projected in the planning, which will more than cover the bond payment and provide a surplus. The net reserve forecasted for the philanthropic coverage includes pledge payments at various levels over the next decade and could potentially provide future opportunities, such as one-time funding for an academic need. Further discussions on the net reserve could be held after the stadium contingency numbers have been finalized.

When asked about the impact of the 80-20 rule that was eliminated with the new federal tax law, there are no concerns at this time based on discussions that have been held with donors. When asked if the reserve could be utilized for the university's base budget, Dr. Frank explained the challenges with setting the base for recurring budget items utilizing one-time funds. Chair Munn expressed appreciation on behalf of the Board for the successful fiscal management and noted the pro forma could be modified in the future to provide additional transparency.

CSU-GLOBAL CAMPUS REPORTS

Student Report: Governor Knies commented on how the global aspect of the university provided the flexibility for him to travel overseas for work and complete an education assignment to continue his progress for an anticipated March degree completion. He highlighted from the written report the recognition of CSU-Global Campus by *U.S. News and World Report* as #9 for best online bachelor's degrees; the enlightening talks in diverse career fields offered through a series of monthly webinars that can be accessed by students from all three of the CSUS campuses through the passport program; the importance of networking through memberships and participation in professional organizations, and his personal networking opportunity through CSU-Global Campus' partnership with the Society for Human Resource Management; and the revamping of the CSU-Global Campus School Store with new features and a user-friendly interface.

Faculty Report: Governor Vrba shared details from the written report on the Faculty Center for Teaching Excellence that is located in the Schoology platform and provides online resources and support for all faculty; a weekly faculty discussion forum that allows for the sharing of ideas and best practices; and the participation of approximately 200 faculty in a recent virtual all-faculty meeting that included a presentation on retirement benefits and updates on innovations with currently over 30 pilots in progress. She commented on how innovative learning technology has been incorporated into her own courses and the university's efforts to improve student engagement particularly through student demographics.

President's Report: Dr. Takeda-Tinker indicated the written report would stand as submitted. She reported SB18-101 to expand CSU-Global Campus' mission to accept resident Coloradans as freshmen received unanimous approval at the Senate Education Committee and unanimous approval at the second and third readings in the Senate; the bill will now be moving forward to the House.

The enrollment office has a new leadership structure and enrollment results are more reliable with changes that have been implemented with a more customized approach for students. 6,166 new students have been enrolled to-date in the current fiscal year with the expectation of over 9,000 new students by the fiscal year-end for a 6% increase from the previous year. Active student enrollment was slightly over 100% to projection for fall and 88% with the first two spring starts.

Expenses are under control; the net operating margin is at 33% and on-track for the FY18 projections. First to third term retention is between 84-86% with students enrolled in fewer credits for the spring trimester which may be partially due to alternative credit options that contribute to lower costs. There have been 1,671 degrees conferred as of the end of January with a fiscal year target of 2,700. The FY19 budget is being recast on the basis of 25% more new students and more expensive outreach to improve active-student re-enrollment into classes. There are anticipated expenses for a new office location and additional new data warehousing and technology support tools to increase tracking of project outcomes.

The university has received accreditation for the project management degree programs through the Global Accreditation Center and efforts are underway to receive accreditation for the technology and IT degree programs. The university has also partnered with CareerWise through a pilot program that will demonstrate how higher education and apprenticeship programs can work together for work place and academic success. CSU-Global Campus will be accepting transfers of up to 21 Colorado Community College credits; will provide three-credit courses selected by employers for apprentices based on employer needs; and will offer credits for 1,000 hours of structured work based on annual plans that have been approved by the faculty.

When asked about financial benefits through alternative credit for Colorado students, Dr. Takeda-Tinker responded the alternative credits data is being tracked with a report forthcoming at the May meeting that will factor in savings and successful degree completion. The tuition planning process provided by the student advisors includes consideration of other pathways with free access to the course learning shells that include self-assessments, prior to paying for proctored exams.

CONSENT AGENDA

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

Ms. Parsons pointed out that the May 2-3 meeting is different from the usual Thursday-Friday schedule due to adjustments for commencement activities.

Governor Wells shared an idea to utilize students for customized internal IT development that would provide experience for students and benefit the university. Chair Munn deferred the topic to Dr. Frank for follow-up discussions.

Mr. Sneesby was recognized for his 15th anniversary of providing support to the Board of Governors.

With no further business to come before the Board, the meeting adjourned at 10:36 a.m.

**THE BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
SPECIAL MEETING
CSU System Office, Denver and Via Conference Call
April 18, 2018**

CALL TO ORDER

Chair Munn called the meeting to order at 8:31 a.m.

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; Dennis Flores; Steven Gabel; Mark Gustafson; Bill Mosher; Dean Singleton; 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; Jason Johnson, General Counsel, CSU System

System Staff present: Melanie Geary, Executive Assistant

Guests present: None

Chair Munn convened the meeting and an oral call was conducted. He explained the special meeting had been called for a CSU naming opportunity. Chair Munn then asked for a motion to convene in executive session. **Motion/Action:** Governor Tour made the motion; Governor Flores seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of consideration of a proposal of the naming of a building at Colorado State University and to receive legal advice on specific legal questions that may arise during the discussion, confidential as set forth in the meeting notice. The meeting convened in executive session at 8:35 a.m. and reconvened in open session at 9:05 a.m.

Chair Munn asked for a motion to approve the naming opportunity for a building at Colorado State University, as discussed in executive session. **Motion/Action:** Governor Mosher made such a motion; Governor Robbe Rhodes seconded; and the motion carried unanimously. With no further business to come before the Board, the meeting was adjourned at 9:07 a.m.