

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
REAL ESTATE/FACILITIES COMMITTEE MEETING  
Via Conference Call  
August 8, 2018**

**CALL TO ORDER**

Committee Chair Mosher called the meeting to order at 8:35 a.m.

**ROLL**

**Governors present:** William Mosher, Committee Chair; Mark Gustafson, Committee Vice Chair; Steven Gabel

**Administrators present:** Amy Parsons, Executive Vice Chancellor, CSU System; Jason Johnson, General Counsel, CSU System

**System Staff present:** Melanie Geary, Executive Assistant; Adam Fedrid, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

**Staff and Guests:** Kathleen Henry, President/CEO, CSURF

Committee Chair Mosher convened the meeting and asked for a motion to move into executive session.

**Motion/Action:** Governor Gabel made the motion; the motion was seconded and passed unanimously.

General Counsel Johnson read the meeting into executive session for the purposes of discussing the purchase or sale of property and to receive legal advice, all confidential as set forth in the meeting notice.

The meeting convened in executive session at 8:37 a.m. and reconvened in open session at 9:04 a.m.

With no further business to conduct, the meeting adjourned at 9:05 a.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
CSU-Global Campus, Greenwood Village  
August 9, 2018**

**CALL TO ORDER**

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

**ROLL**

**Governors present:** D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; Dennis Flores; Steven Gabel; Mark Gustafson; William Mosher; Dean Singleton (via telephone); Susan Belpert, Faculty Representative, CSU-Pueblo; Margarita Lenk, Faculty Representative, CSU; Tristan Syron, Student Representative, CSU; Wes Taylor, Student Representative, CSU-Pueblo

**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, 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; Henry Sobanet, Chief Financial Officer, CSU System

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

**Guests present:** Mohamed Abdelrahman, Provost, CSU-Pueblo; Tanae Acolatse, Program Chair, Accounting, CSU-Global Campus; Harriet Austin, Biology Professor, CSU-Global Campus; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Karen Ferguson, Provost and Vice President of Strategic Innovation, CSU-Global Campus; Mark Gill, Chief of Staff, CSU; Kathleen Henry, President/CEO, CSURF; Margaret Henry, Treasurer, CSU System; Donna Souder Hodge, Associate Professor of Rhetoric and Special Assistant to the President for Visioning, CSU-Pueblo; 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; Charles Lively, Program Chair, Information Technology, CSU-Global Campus; Kelly Lyell, Reporter, *Coloradoan*; Tom Milligan, Vice President for External Relations, CSU; Paul Niedermuller, Clifton Larson Allen; Joe Parker, Athletic Director, CSU; Paul Plinske, Athletic Director, CSU-Pueblo; Michael Skiba, Program Chair, Criminal Justice, CSU-Global Campus; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus; Niki Whitaker, Chief of Staff, CSU-Pueblo

Chair Munn convened the meeting and reviewed the meeting agenda.

**PUBLIC COMMENT**

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

**BOARD CHAIR'S AGENDA**

Chair Munn welcomed Dr. Belpert, the new CSU-Pueblo faculty representative, and General Counsel Johnson administered the oath of office.

Chair Munn congratulated Dr. Takeda-Tinker who will be receiving the Girl Scouts of Colorado Women of Distinction Award on October 2.

*Excellence in Undergraduate Teaching Award:* Chair Munn explained the award was established by the Board to honor excellence in undergraduate teaching at each of the three campuses. Dr. Ferguson introduced Dr. Austin, the award recipient for CSU-Global Campus. Chair Munn presented the award and Dr. Austin expressed appreciation for the recognition.

## **ATHLETIC REPORTS**

Dr. Frank commented on how AGB best practices recommend annual athletic status reports to governing boards to assure that institutional controls are in place. Dr. Mottet introduced Dr. Plinske, the new Athletic Director at CSU-Pueblo.

*CSU-Pueblo:* Dr. Plinske reported that, during the summer, the coaches and staff underwent an intensive planning session to identify strengths, weaknesses, opportunities and threats that were used to develop a strategic plan with mission and vision statements that align with the university's visioning process. He reviewed the five core areas of the strategic plan with goals and statistics on academic performance, financial status, and gender equity and diversity. The average GPA for student-athletes at CSU-Pueblo in FY 2017-18 was 3.031 which is higher than the general student population. Overall, 33.4% of the student-athletes are female and 49% are ethnic minorities.

The Athletic Dept. operates on a \$7.4 million budget with multiple forms of revenue, i.e., ticket sales, contributions, donor support, student fees, and university support. The FY 2018-19 goals include improved academic performance and retention; two new educational sessions to help with mental health issues; and six hours of community service per student-athlete. Interspersed in the presentation were highlights on four student-athletes who have achieved outstanding success on the field and in the classroom. Dr. Plinske responded to questions on infrastructure, increasing costs, the prevalence and support for mental health issues, and ticket sales.

*Colorado State University:* Mr. Parker provided an overview of the past year for academic performance by graduation rates, academic progress rates, team GPAs and individual accomplishments with 138 student-athletes recognized as Mountain West (MW) Academic All-conference and 89 earning MW Scholar-Athlete awards. He highlighted FY 2017-18 team and individual accomplishments with two MW championships, participation in eight NCAA postseason competitions, and four Rams named as MW Athlete of the Year.

Mr. Parker reviewed the expenditures and revenues in the FY 2017-18 financial statement for the Athletics Dept. and the separate pro forma income statement for the new Canvas Stadium that was prepared to create transparency. The revenues for the new stadium exceeded the CSL feasibility study and are more than adequate to cover the debt service payment. The revenues will also enable \$500,000 to be contributed to the campus for academic purposes; \$1.1 million for the Athletics general operations budget; and \$3 million to be set-aside in reserves for future needs.

Dr. Frank explained the stadium operations report is the first official report with the year-end numbers now available and is not materially different than the pro forma presented at the May Board meeting. An action item for the reserves will be presented the following day. He then remarked on several questions that are often received, i.e., the variance in the NCAA annual expenditure reports from the Athletics budget; the numerous audits that occur both internally and externally; the CSU Athletics budget compared to peers; and the amount of university support for Athletics and the return on investment.

In response to questions, Mr. Parker clarified that the miscellaneous revenues for the stadium are generally from fees for special events held at the venue, concessions and novelty sales. When asked about academic performance, he responded the Student-Athlete Support Services unit is undergoing a re-envisioning exercise to understand how to serve the student-athletes better with enhanced programming, and coaches are being asked to help identify outstanding student-athletes for recognition.

## EVALUATION COMMITTEE

Chair Munn indicated there would be an adjustment to the agenda with a brief convening of the Evaluation Committee. **Motion/Action:** Governor Flores moved 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 discussing and evaluating professional staff employees and to receive legal advice, all confidential as set forth in the meeting notice. The executive session convened at 10:10 a.m. and concluded at 10:20 a.m. followed by a break. The open public meeting reconvened at 10:32 a.m.

## AUDIT AND FINANCE COMMITTEE

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

*Status of FY 2018-19 Audit Plan and Reports Issued:* Ms. Serrano reported executive summaries were provided in the meeting materials for audit reports issued since the previous meeting for CSU Automatic Journal Entries with no findings and no recommendations; CSU Veterinary Teaching Hospital with one recommendation; and the CSUS Internal Audit Quality Assurance Review – Self Assessment that was presented in May. The CSU Data Security and Advancement audit was completed with two recommendations and the executive summary will be provided at the next meeting. Ongoing audits include CSU-Pueblo Human Resources; CSU Social Media; and CSU Athletics Compliance.

New audits underway include CSU INTO to examine the partnership, ensure controls are in place, and to mitigate financial risks. Dr. Miranda described the relationship and purpose of the INTO joint venture. Ms. Serrano stated the CSU Veterinary Medicine and Biomedical Sciences audit to follow-up on FY 2015 financial controls and to conduct an IT risk assessment has been initiated. Special projects have been started for the CSU College of Business and for CSU-Pueblo capital accounts. When asked about the carry forward audits and resources, Ms. Serrano responded there has been staff turnover during the past year and the department is now fully staffed.

*Past Due Recommendations:* There are currently three overdue recommendations at CSU and one at CSU-Pueblo with no concerns on the progress that has been made for these audits. Following up on questions from the previous meeting relative to the past due recommendation for the CSU Risk Management and Insurance audit, Ms. Johnson explained how CSU opted out of the State Risk Management Pool and is self-insured. AON, the insurance broker, was initially engaged to assist with determining risk tolerance to ensure the level of insurance reserves was adequate. No additional work was conducted with AON and the next steps in the evaluation process were completed internally.

Ms. Johnson presented an insurance reserves schedule broken out between liability and property that was prepared with claims data from 2009 through 2017, the deductible amounts and the cap limits. She reviewed the methodology utilized to develop the recommendations for the reserves levels in the event of catastrophic claims. In addition to the annual E&G budgeting process to determine funding amounts with increasing premiums, the Risk Management Office annually assesses the cash-funded auxiliaries for the

insurance coverage to pay claims with any residual amounts at year-end placed into the reserves. Facilities Management continually works to mitigate risks and ensure a safe campus.

*New Auditor Partner Presentation:* Ms. Johnson introduced Mr. Niedermuller, a principal in the new external auditing firm hired through the State Auditor's Office. Mr. Niedermuller reviewed the scope of the audit process that will culminate in the required audit opinion relating to the financial statements of the CSU System (CSUS) with an additional separate audit report for CSU-Global Campus. There will also be reports for the agreed upon NCAA procedures for CSU and student financial aid. He outlined the responsibilities under the U.S. Generally Accepted Auditing Standards (GAAS); the audit approach; fraud responsibilities for management, the auditor and the Board; four unique 2018 audit topics; and the fieldwork and reporting timeline with the audit results completed in December. In response to questions, Mr. Niedermuller commented on liabilities incurred under GASB 75 pertaining to post-employment benefits as a member of PERA.

*Upcoming GASB Pronouncements:* Ms. Johnson provided historical context on the GASB issuances and pronouncements and the FASB updates since codifying 168 standards in 2009. There are nine new GASB pronouncements of which six will impact the CSUS. She differentiated between GASB 68 that is directly tied to the pension plan and GASB 75 that pertains to the post-retirement health benefit plan and explained the two impacts of GASB 75 which will ultimately have an impact on the unrestricted net financial position of the CSUS. GASB 84 will be implemented in 2020 and have an impact on fiduciary activities, i.e., student organization funds. GASB 87 that will be implemented in 2021 pertains to lease accounting with no differentiation between capital and operating leases that generally are for a period of twelve months or more with an expected impact on the balance sheet. Work has already begun to create a full inventory of leases to properly implement GASB 87.

*State Budget Update:* Ms. Johnson reported the Colorado economy continues to grow with the expansion expected to weaken in 2020 due to rising interest rates, increasing inflation and tighter labor markets. An additional \$1 billion in new money has been projected in the latest state revenue forecast. The DHE has begun drafting a preliminary FY 2020 budget with a higher than usual level of uncertainty due to the upcoming change in state leadership. Mr. Sobanet reflected on growth in the state's general fund for the current year and speculated that modest adjustments above the base is the best expectation at this point for next year as the state will be approaching the limit that will require rebates.

*Campus Budget Presentations:* Ms. Johnson explained the CSU and CSU-Pueblo reports have similar formats with two schedules. Information is still being garnered from the state and the fall census will provide better enrollment information.

Colorado State University: Ms. Johnson reviewed the new resources and potential impacts in the initial draft FY 2020 static, inflation-only budget with flat enrollment, 3.4% tuition increase and 3.4% salary increase based upon the inflation rate for the Denver-Boulder-Greeley area. The new expenses include increasing mandatory costs, such as utilities, with several new facilities becoming operational. The potential financial impact on students was reflected in the base assumptions on the schedule. The second draft FY 2020 static budget reflect the impacts if there was no additional new revenue.

Dr. Frank reflected on the challenges to provide an affordable, world class education with a static budget and no tuition increase; the DHE's funding formula that does not account for quality enhancements; and the timelines for the budget planning process during a gubernatorial election year. Budget updates will be provided at each upcoming Board meeting.

CSU-Pueblo: Mr. Spiecker reviewed the new resources, expenses and assumptions in the draft FY 2020 static, inflation-only budget that was prepared based on FY 2017-18 actual revenues with placeholders of

a 2.5% enrollment decline based upon historical trends and a to-be-determined reduction for the one-time funds received in FY 2019. A major variable under new expenses that needs further refinement is the projected increases in utilities. Mr. Spiecker responded to questions on the base used for the projected enrollment decline; the terminology and use of one-time funds; and the consistency between the initial draft and final approved budget. The second draft static budget was prepared with no new resources and no salary increases.

CSU-Global Campus: Mr. Warr noted that CSU-Global Campus does not receive state funding and the budget is developed on the basis of twelve monthly course starts. He reviewed the fundamental assumptions with targets for new student enrollment, no tuition increases, and stable retention and graduation rates. The budget forecasting is developed on the context of efficient operations to best serve students with metrics for each department and constant monitoring of expenditures as enrollment grows. Curriculum development and instruction costs in the current fiscal year reflect significant investments associated with implementing the CSU-Global Campus 2.0 initiatives. The efficiency model will be adjusted when the projects are completed to ensure costs are properly aligned.

*Approval of Institutional Plan for Student Fees for CSU and CSU-Pueblo*: Dr. Frank commented on how the Board is required by statute to annually approve the institutional plan for student fees. Students at CSU and CSU-Pueblo have a meaningful voice in the assessment of fees through a transparent process. The ASCSU annually certifies the recommendations from the Student Fee Review Board that is chaired by the ASCSU Vice President with input from various other fee review boards and assistance provided by the Office of the Vice President of Student Affairs before approval by the campus president. A similar process that engages student leadership and representatives of the student body is also undertaken at CSU-Pueblo.

Ms. Johnson reported the plans are annually updated and, after Board approval, the plans are submitted to the state through the DHE. Both institutions have spent the summer working on the plans that have small editorial adjustments and no major changes. **Motion/Action**: Governor Flores made the motion to approve the institutional student fee plans. Governor Gabel seconded and the motion carried unanimously.

*Approval of Prioritized State-Funded Capital Information Technology Projects*: Ms. Johnson explained this is a relatively new process for the state and higher education wherein the Joint Technology Committee (JTC) has adopted a similar process to the Capital Development Committee with submittal of projects for committee consideration. CSU-Pueblo has received funding through the JTC for the last three years. She summarized the projects on the CSUS FY 2019-20 capital IT projects list, and the CSU and CSU-Pueblo proposals. **Motion/Action**: Governor Jordan moved to approve; Governor Flores seconded; and the motion passed unanimously.

*Approval of Updates to CSUS Board Reserves Policy 205*: Ms. Johnson recalled that the Board at the June retreat reviewed the existing policy. Based upon the recommendations from the retreat, the policy has been amended to more succinctly state the purpose of the reserves and to reduce the number from four to three primary and strategic areas of focus for utilization of the reserves. There were also a few minor editorial revisions. The suggestion was made to provide a redlined version to highlight the changes. **Motion/ Action**: Governor Mosher moved to approve; Governor Gabel seconded; and the motion carried unanimously.

*CSUS Treasury Update*: Ms. Henry recounted how the Board at the May meeting approved the investment policy which incorporates a three-tiered approach and the size of each tier is measured using the lowest cash point for the CSUS to ensure daily liquidity is maintained. The Investment Advisory Committee (IAC) at its June meeting reviewed the fund recommendations presented by Callan, the

investment consultant, and selected three equity and one fixed index fund for the initial, long-term Tier III investment of \$220 million that will be made over a four-month period commencing in July 2018. The IAC also selected money market funds for Tier I to satisfy requirements for the self-liquidity commercial paper program.

*Update on Commercial Paper Program:* Ms. Henry reported the first \$10 million of the \$50 million authorization was issued in June to provide bridge financing for pledge payments related to the JBS Food Innovation Center project.

*Approval of the Fourteenth Supplemental Resolution:* The Fourteenth Supplemental Resolution will authorize CSU to move forward with issuance of up to \$30 million in long-term bonds to fund the Center for Vector-borne Infectious Diseases (CVID) facility on the Foothills Campus. Originally, consideration was given to having Tetrad, the P3 partner, provide the financing. The decision was ultimately made to move forward with a taxable, long-term debt issuance to receive more favorable financing terms with the possibility of gaining state intercept approval. **Motion/Action:** Governor Gabel moved to approve; Governor Mosher seconded; and the motion carried unanimously. Dr. Frank commented that both of the Fourteenth and Fifteenth resolutions were modeled to have non-substantial impacts to the CFI and bond ratings.

*Approval of the Fifteenth Supplemental Resolution:* Ms. Henry explained the generic resolution will allow refinancing of notes issued under the commercial paper program with long-term bonds and will not add to existing debt. **Motion/Action:** Governor Flores made the motion to approve. Chair Munn seconded and the motion passed unanimously.

## **CSU-GLOBAL CAMPUS 2.0 PRESENTATION**

Dr. Takeda-Tinker reported Dr. Ferguson and key members of the faculty leadership would give an update on the CSU-Global 2.0 (2.0) curriculum and learning experience initiatives. The presentation began with a video that explained why and how 2.0 will help CSU-Global Campus remain a world leader in providing online education to prepare working professionals for the future through innovative technologies and evolving platforms, new business models, student support, and community collaboration and partnerships.

Dr. Ferguson explained the academic leadership has been focused on personalization, digitalization, industry-relatedness and engagement to provide an unprecedented online learning environment. A video was presented to describe how the 2.0 courses are characterized by strong connections to industry, the application of learning and workplace theories, personalized learning, enhanced technology, and reduced textbook costs. Dr. Ferguson noted that each of the 2.0 goals can be applied uniquely across disciplines and the program chairs would provide specific examples of how different technologies are being integrated and connected to industry.

*Accounting:* Dr. Acolatse commented on how the program is using an innovative approach to embrace automation, business intelligence, and data analytics. Emerging industry trends predict there will be less routine accounting tasks and automation will play a much larger role. A module zero which is the Microsoft Excel tutorial has been incorporated into all courses and simulations of real world situations are being utilized.

*Information Sciences and Data Analytics:* Dr. Ferguson on behalf of Dr. Lisa Bryan indicated the focus has been on creating partnerships with tool vendors and to integrate industry tools into courses to complete assignments and learn skills with practical applications. An interdisciplinary advisory board from a broad range of industries has been created to provide input that is utilized to update assignments.

*IT and Computer Science:* Dr. Lively explained how a programmatic advisory board and an assessment of the projected industry growth have fueled curriculum modifications with the integration and utilization of industry-specific platforms. There is a new web development specialization and educational partnerships have been developed to matriculate new students and share resources. Examples of curricular innovations were provided for the ITS320 basic programming course with interactive elements and the CSC475 platform-based development course.

*Criminal Justice:* Dr. Skiba remarked that the 2.0 vision was to create a highly academic environment which is dynamic and engaging. Examples were provided on how videos are incorporated to create personalized learning; interactive learning through digitalization; industry relevance with exclusive industry partnerships; and an increased sense of community through newsletters, honor society and social media.

Dr. Ferguson explained 2.0 has been focused on creating the right balance between the ideal learning environment with the right level of support and engagement. She responded to questions by explaining how all of the programs go through a program analysis and design cycle with every course revised every 18 to 24 months, depending on the discipline, and the related costs have been built into the annual budget. There have been one-time costs associated with tools that are being integrated into the programs.

The meeting recessed for lunch at 12:48 p.m. and reconvened at 1:06 p.m.

## **EVALUATION COMMITTEE**

Chair Munn asked for a motion to convene in executive session. **Motion/Action:** Governor Robbe Rhodes moved; Governor Mosher seconded; and the motion unanimously passed. The meeting convened in executive session at 1:07 p.m. and then adjourned for the day upon completion of the committee meeting.



**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
CSU-Global Campus, Greenwood Village  
August 10, 2018**

**CALL TO ORDER**

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

**ROLL**

**Governors present:** D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; Dennis Flores; Steven Gabel; Mark Gustafson; William Mosher; Dean Singleton (via telephone); Susan Belpert, Faculty Representative, CSU-Pueblo; Margarita Lenk, Faculty Representative, CSU; Tristan Syron, Student Representative, CSU; Wes Taylor, Student Representative, CSU-Pueblo

**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, 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; Henry Sobanet, Chief Financial Officer, CSU System

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

**Guests present:** Mohamed Abdelrahman, Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mike Feeley, Brownstein Hyatt Farber Schreck; Karen Ferguson, Provost and Vice President of Strategic Innovation, CSU-Global Campus; Mark Gill, Chief of Staff, CSU; Kathleen Henry, President/CEO, CSURF; Donna Souder Hodge, Associate Professor of Rhetoric and Special Assistant to the President for Visioning, CSU-Pueblo; 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; Alison Kyles, First Assistant Attorney General, State of Colorado; Tom Milligan, Vice President for External Relations, CSU; Jannine Mohr, Senior Associate Legal Counsel, CSU System; Kelly Ragan, Reporter, *Coloradoan*; Kathay Rennels, Associate Vice President for Engagement, CSU; Kimberly Sorrells, Assistant Attorney General, State of Colorado; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Louis Swanson, Vice President for Engagement, CSU; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus; Niki Whitaker, Chief of Staff, CSU-Pueblo

Chair Munn reconvened the meeting and reviewed the meeting agenda.

**CHANCELLOR'S REPORT**

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

*State Legislative Update:* Ms. Parsons commented the legislative team works with the lobbyists throughout the year and asked Mr. Feeley to recap the most recent state legislative session. Mr. Feeley remarked there were numerous bills related to state revenues and the session was generally successful due to the positive economic times. Higher education received a nine percent increase in revenues and there

were appropriations to help with master planning goals and capital construction, including full funding for the CSU-Pueblo psychology building and partial funding for the CSU Shepardson building.

The first \$90 million draw from the \$250 million authorization for the National Western Center (NWC) certificates of participation was approved with \$50 million for construction on the CSU campus. The passage of SB 18-101 expands CSU-Global Campus' role and mission to serve first-time Colorado freshmen. SB 18-200 addressed the unfunded PERA liability with an annual \$225 million contribution and implementation of measures that will impact a portion of the CSUS employees and retirees. Overall, the CSUS legislative team followed approximately 100 bills through the regular process of weekly meetings and, at times, daily phone calls to have input on legislation that would impact higher education.

Dr. Frank explained that, based on statutory obligations, the current gubernatorial administration will submit a proposed budget through the OSPB for the next fiscal year by November 1<sup>st</sup>. After the election, the new administration will then have an opportunity to address the state budget. Governor Lenk extended an invitation to Mr. Feeley and his team to address the CSU Faculty Council to which Mr. Feeley explained the ongoing efforts to reach out to various CSUS groups.

## **STRATEGIC MAPPING UPDATE**

Ms. Parsons noted there would be a more detailed report presented in October. Based upon the discussion at the June retreat, the work areas for mission projection were revised with the two categories of major projects and workforce. The categories of academic and operational under mission delivery focus on activities to gain efficiencies and add value across the CSUS. In addition to partnerships and engagement, governmental relations was added to mission alignment to reflect the intent to be more proactive with intentional outreach. With more than 30 Metro Denver partnerships, the strategic partnership model is focused on creating multi-faceted relationships.

Ms. Parsons showcased the partnerships that have been created with Urban Peak, the Colorado Ballet, Denver Startup Week, the Big Green, and the Boys and Girls Club of Metro Denver. Event connections and strategic memberships are continually assessed to leverage the CSUS funds. As partners in the NWC project, there has been a focus on partnerships with the Globeville, Elyria and Swansea neighborhoods, such as planned activities at Bruce Randolph School and Clínica Tepeyac. Examples of outreach events provided are the Denver County Fair and the Extreme Community Makeover. Education and career engagement opportunities continue to be developed, i.e., a new Spanish immersion class at the CSU Todos Santos Center. The CSU Todos Santos annual report was included in the meeting materials.

## **EXECUTIVE SESSION**

Chair Munn asked for a motion to move into executive session that will include matters for the Real Estate/Facilities Committee. **Motion/Action:** Vice Chair Tuor moved; Governor Syron seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussions related to purchase or sale of property; consideration of nominations for honorary degrees and proposals for gifts and naming; and to receive the litigation report and legal advice, all confidential as set forth in the meeting notice. The meeting convened in executive session at 9:36 a.m. and recessed for a break at 11:50 a.m. The executive session reconvened at 12:00 p.m. and then the meeting moved back into open session at 12:40 p.m.

## **REAL ESTATE/FACILITIES COMMITTEE**

*Approval of Sale of Hughes Stadium Property:* Committee Chair Mosher convened the committee meeting and explained the first action item was to approve the sale of approximately 161 acres of land

known as the Hughes Stadium property and to authorize the CSU President to select a master developer in accordance with the terms and conditions discussed in executive session. **Motion/Action:** Chair Munn made the motion; Vice Chair Tuor seconded; and the motion carried unanimously.

*Approval of Grant of Easement to Elk Creek Pipeline:* Committee Chair Mosher reviewed the action item to grant a non-exclusive 8.53-acre permanent easement and a temporary 5.53-acre construction easement for a natural gas liquids pipeline to Elk Creek Pipeline, a subsidiary of ONEOK, Inc., through the Eastern Colorado Research Center in Washington County. Compensation for the easement will be \$84,683. **Motion/Action:** Governor Gabel moved to approve; Governor Syron seconded; and the motion unanimously passed.

*Approval of Acquisition of Sanitary Sewer Easement:* Committee Chair Mosher described the sanitary sewer easement to be obtained from the Retting family to benefit the new diagnostic laboratory and classroom building projects at the Western Colorado Research Center. Ms. Johnson explained the location of the easement and how the current sanitation system is inadequate with the new buildings. The cost for the easement will be \$18,340. **Motion/Action:** Governor Syron made the motion; Governor Gustafson seconded; and the motion carried unanimously.

*Approval of Long-Term Lease of .22 Acres of Unimproved Land from Colorado Mesa University:* Committee Chair Mosher explained the 40-year lease with \$0 rent payments will enable the relocation and operation of the incinerator to support the CSU Western Slope Diagnostic Laboratory. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Robbe Rhodes seconded; and the motion unanimously passed.

*Approval of Long-Term Lease from Adams-Arapahoe School District 28J:* Chair Munn abstained from the discussion and action on the lease. Committee Chair Mosher reported the long-term lease from the Adams-Arapahoe School District 28J is for an approximately 25,000 sq. ft. stand-alone building for use by CSU-Global Campus. The new construction project is expected to be occupied by September 2019. The lease agreement stipulates CSU-Global Campus can pay rent to the school district or provide certain in-kind services that are to be negotiated for college credits and programs for students.

Dr. Takeda-Tinker reported the next steps after Board approval is to move forward with approval from the school district board with a potential groundbreaking ceremony scheduled for August 24. The valuable partnership with Aurora Public Schools began in 2016 with the approval of the ability of a K-12 to be a lessor and to be able to accept cash and in-kind payments. CSU-Global Campus will be able to serve both the school district and the entire community at this location. Committee Chair Mosher noted the rent payments of the 10-year lease are based on fair market value. **Motion/Action:** Governor Jordan moved to approved; Governor Gustafson seconded; and the motion carried unanimously among the members who voted.

## ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Flores convened the meeting and asked Dr. Miranda to begin his report.

*Approval of CSU Graduate Certificates:* Dr. Miranda reported there were two graduate certificates for approval on the consent agenda. The Postsecondary Access and Success graduate certificate is a 15-credit program in the School of Education. The Communications in Conservation graduate certificate is a 12-credit program in the Human Dimensions of Natural Resources Department in the Warner College of Natural Resources. There are accreditation and Title IV requirements that necessitate Board approval for certificate programs wherein students will be eligible for federal financial aid.

*Approval of CSU Program Review Schedule:* The list of degree programs to be reviewed in AY 2018-19 that are all in the College of Liberal Arts was provided in the meeting materials. Program reviews are conducted generally on a six or seven-year cycle and, when possible, aligned with specialized accreditations. Approval of the program review schedule is on the consent agenda.

*Approval of CSU Degree Candidates:* Annually the Board is asked to grant each of the three campuses the authority to confer degrees to those students who have satisfied the requirements during the academic year. A report for the number of degrees granted by each institution in the prior academic year was provided in the meeting materials. CSU awarded this past year over 7,500 degrees for the first time in the university's history. Approval of the resolution is on the consent agenda.

*Approval of CSU Faculty and Administrative Professional Manual Revisions:* All of the revisions have been reviewed and approved by General Counsel. Approval of the changes is on the consent agenda. The revisions are summarized below:

- Section D.7.1 – Maximum Employment: The modifications are to conform the statement on summer salary to state law.
- Section I.7 – Student Appeals of Grading Decisions: The revisions require the Chair of the Appeals Committee to communicate the appeal results to all parties including the student.
- Section K – Resolution of Disputes: The amendments generally are to clean-up the language and clarify procedures. The changes do not create or take away any grievance rights.

*Approval of CSU-Global Campus Degree Candidates:* The action item for the consent agenda is similar to the CSU degree resolution. CSU-Global Campus conferred 2,982 degrees in AY 17-18.

*Approval of CSU-Pueblo Review Schedule:* The list of programs to be reviewed during AY 18-19 is consistent with the multi-year program review plan that was put in place the previous year. Approval of the review schedule is on the consent agenda.

*Approval of CSU-Pueblo Degree Candidates:* The report on degrees conferred at CSU-Pueblo includes a comparison to the average number of degrees awarded. There was also a report on the posthumous degree awarded in AY 17-18. Approval of the resolution is on the consent agenda.

*Faculty Activity Reports:* Annually at the August meeting each of the three campuses present faculty activity reports for the prior year. The report format for CSU and CSU-Pueblo is very similar; the format for CSU-Global Campus is different due to the nature of the relationships with the faculty. The reports address the hiring process; annual performance reviews of the faculty; the reappointment process for non-tenured assistant professors; the tenure and promotion process and statistics; statistics on post-tenure review of faculty; workload analysis from the prior year; faculty demographics; and salary and compensation data. A separate CSU promotion and tenure report was also provided that indicates there were 85 cases submitted with 84 approvals and one denial.

In response to questions, Dr. Miranda explained a management plan is developed for faculty whose annual review is rated below expectations for two consecutive years. Dr. Frank commented on how the rigorous hiring and evaluation process generally culminates with few tenure denials and is designed to hold the institution accountable to the citizens of Colorado. The format of the reports can be modified to ensure the Board has the necessary information to perform its duties.

*CSU-Pueblo 2+2 Horticulture Program:* Dr. Miranda recalled that the Board has expressed interest in the 2+2 programs for agriculture. During the past year, the first program was created with Adams State University. The agreements are now in place with CSU-Pueblo for a 2+2 horticulture program with the

expectations that students will begin coming through the pipeline in the next couple of years and more programs will be developed in the future.

Dr. Mottet introduced Dr. Abdelrahman, the new Provost at CSU-Pueblo. Dr. Abdelrahman expressed his appreciation for the opportunity.

## **CSU-GLOBAL CAMPUS REPORTS**

*President's Report:* Dr. Takeda-Tinker reported FY 2019 will have more intentional integration of industry partnerships with 17 new direct corporate alliances added to the over 500 already established, and four new industry-based pathways towards transfer credit based on certifications; delivery of CSU-Global Campus 2.0 with customized student learning, new learning programs and new technologies; and entry of Colorado freshmen with a multi-dimensional approach that includes specially trained advisors to ensure CSU-Global Campus is the best fit, special orientation modules, and specific academic requirements with a 3-credit per term limit during the first trimester until the first 24 credits are completed. Based upon the legislative 90-day waiting period, the first term for new Colorado freshmen will be offered in November and, with approximately 1,800 inquiries received, the expectation is 150 will be enrolled over the next 12 months.

*Student Report:* Governor Axelson through a video presentation described her personal educational journey to attain a bachelor's degree and subsequent pursuit of a master's degree through CSU-Global Campus. Recent positive shifts have occurred at CSU-Global Campus to improve the student experience and eliminate barriers, i.e., decreased costs and improved access with digital textbooks, incorporation of industry or work-related experiences by faculty, and new courses utilizing more multimedia and interactive tools.

*Faculty Report:* Governor Smith through a video report provided updates on the CSU-Global Campus 2.0 development strategy that incorporates best practices and learning tools; the three options available to faculty for completion of the annual development requirement; the availability of numerous monthly opportunities for faculty engagement; and faculty training to prepare for the transition to a new learning management system. Program chairs and faculty have been working collaboratively to incorporate soft skills into the general education courses by mapping every assignment and discussion board to develop a list of four distinct categories that will be added to the syllabus and noted in the course description.

## **CSU-PUEBLO CAMPUS REPORTS**

*Student Report:* Governor Taylor reported ten students and three advisors attended a NACA leadership conference and the knowledge gained will be used to embrace campus traditions during the upcoming year, i.e., the alumni tailgate bonfire for Homecoming week; a new parade of lights during the holiday season with community participation; addition of a spring formal event that will use the new Occhiato Student Center facilities; and installation of wolf statues on campus to recognize each graduating class. External events to be supported include the annual Packfest hosted by the Student Engagement and Leadership office. Based upon a spring exploratory trip, there have been conversations on how the CSU Todos Santos Center could be promoted for a global experience. Referencing the campus visioning process, Governor Taylor highlighted from a student perspective the strengths, weaknesses, opportunities and threats for CSU-Pueblo.

*Faculty Report:* Governor Belpert commented she had verified that all of the Faculty Senate activities through the spring semester had been reported by her predecessor. She reported the June HLC site visit for the proposed Doctor in Nursing Practice (DNP) resulted in positive feedback and the final report is expected during the fall. The total DNP curriculum plan was developed through campus collaboration and

experiential learning will be available through community partners. Given the HLC timing, the decision was made to re-implement the Nursing master's program and the fall enrollment has been filled. Faculty have been involved with the visioning process that will be the key focus of the upcoming convocation. Governor Belpert will be providing updates during the year on the short and long range goals that had previously been submitted to the Board.

*President's Report:* Dr. Mottet focused his remarks on five of the six university priorities listed in the written report and noted an additional report highlighting newsworthy campus events was also included in the meeting materials. He provided a breakdown of the fall enrollment with improvement in retention and transfer students. Progress has been made to reduce the projected fall enrollment gap with enrollment currently at 86% of goal. Significant progress has also been made through the collaboration of a 25-member university team to balance the budget based upon enrollment.

The first stage of the visioning process to develop the vision, mission and value statements is in process with input sought from stakeholders and the first draft statements will be reviewed during convocation week. Entangled Solutions, a company that specializes in higher education organizational development, is providing guidance. The draft statements will be revised based upon feedback and presented at the October Board meeting. The second stage will be to develop, execute and fund a project management plan that engages stakeholders and maps to the strategic plan with presentation to the Board in February 2019. A status report on the new academic programs funded through CSUS was also provided.

## **COLORADO STATE UNIVERSITY**

*Student Report:* Governor Syron reported the ASCSU under his administration plans to tackle a wide range of projects and goals including, but not limited to, enhance the student tailgating experience; offer same day party registration; address several city laws that impact students, such as noise violations; pursue a change in the housing ordinance from U+2 to Me+3; tackle food insecurity; and reduce the cost of parking. He commented on the financial challenges for students and noted that providing more housing options and reducing housing and transportation costs will lessen the financial burdens.

*Faculty Report:* Governor Lenk reported there were no faculty meetings since the last Board meeting. She commented on the importance of leadership, both in faculty and administrative positions, and the need to invest resources to develop management skills for both formal and informal leaders to position the university for future generations.

*President's Report:* Dr. Frank indicated the written report would stand as submitted.

Denver Broncos Sports Management Institute (DBSMI): Mr. Milligan commented on how the Denver Broncos are a key partner in the Metro Denver initiatives. He provided an overview of the DBSMI and the minor available in the sports management program that is available to all students with 188 students currently enrolled from five colleges of which 42% are female. There has been a wide range of experiences, internships and practicums available as well as marketing opportunities created through partnerships with the DBSMI. An online master's degree program is also currently being developed.

CSU Extension Annual Report: Dr. Swanson explained the restructuring that occurred in 2010 to create a decentralized Extension model in the Office of Engagement and how services were flipped to be driven by local and regional demand to connect the expertise from across the campus to the local communities. He reviewed the pathways to engagement; the budget; and responses and key metrics of the annual county commissioners survey that has had improved, positive results since the services were flipped.

Examples were provided on Extension services, such as development of apps for the emerald ash borer and Eating Smart; the Denver Veterans to Farmers partnership; the Extension internship program with collaboration of other CSU colleges; educational collaborations; and the Colorado Master Gardener program and the Certified Gardner program offered in conjunction with CSU Online. The CSU Colorado 4-H program is the largest and one of the most important programs that started with youth development in 1910. The program connects urban and rural youth, and is supported by over 11,000 volunteers.

## **ACTION ITEMS**

Chair Munn indicated there were three stand-alone action items.

Vice Chair Tuor remarked that one of the most important Board functions is the annual evaluation of the three university presidents, the Chancellor, the Director of Internal Audit, and the General Counsel. Based upon the Evaluation Committee's work on the previous day, she read into the record a motion as follows: "There is no standard contract for the presidents and each has a unique arrangement with different terms for salary and incentive compensation.

- For Dr. Takeda-Tinker, the recommendation is to award incentive compensation in the amount of \$100,000, which will be directed into her deferred compensation plans up to the limits allowed by federal tax laws and the balance paid as compensation, and to increase her base salary by \$25,000.
- For Dr. Mottet, the recommendation is to award incentive compensation in the amount of \$20,000, which will be paid from the CSU System budget, and he will also receive a \$5,000 increase to his base salary, effective January 1, 2019, which is a two percent (2%) increase.
- For Dr. Frank, in the dual role of Chancellor and President of CSU, the recommendation in accordance with his employment agreement is approval of \$150,000 as incentive compensation, which will be funded by donor-directed monies in the CSU Foundation Leadership Excellence Fund."

**Motion/Action:** Governor Gustafson moved to approve the motion as stated. Governor Robbe Rhodes seconded and the motion carried unanimously.

Chair Munn asked for a motion to approve the acceptance of gifts and the naming in recognition of gifts relating to a lab, workspace and outdoor space within the CSU College of Health and Human Sciences, as discussed in executive session. **Motion/Action:** Vice Chair Tuor made the motion; Governor Gabel seconded; and the motion carried unanimously.

Chair Munn stated the third action item was to approve the allocation of the positive net revenue from Colorado State University's Canvas Stadium operations for fiscal year 2017-2018 as set forth in the written resolution. **Motion/Action:** Governor Robbe Rhodes moved to approve; Governor Gustafson seconded; and the motion unanimously passed.

## **CONSENT AGENDA**

At the request of the Chair, General Counsel Johnson reviewed the list of consent agenda items.

**Motion/Action:** Governor Flores made the motion to approve the consent agenda. Governor Jordan seconded and the action carried unanimously.

With no further business to come before the Board, the meeting was adjourned at 2:21 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
EVALUATION COMMITTEE MEETING  
Colorado State University System, Denver  
September 10, 2018**

**CALL TO ORDER**

Chair Munn called the meeting to order at 9:15 a.m.

**ROLL**

**Governors present:** D. Rico Munn, Chair; Nancy Tuor, Vice Chair and Evaluation Committee Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary (via telephone); Dennis Flores; Steven Gabel; Mark Gustafson; William Mosher; Dean Singleton

**Administrators present:** Tony Frank, Chancellor, CSU System, and President, Colorado State University; Jason Johnson, General Counsel, CSU System

**System Staff present:** Melanie Geary, Executive Assistant; Adam Fedrid, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

Board Chair Munn convened the meeting and Committee Chair Tuor asked for a motion to move into executive session. **Motion/Action:** Governor Flores made the motion; Governor Gabel seconded; and the motion passed unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussing and evaluating professional staff employees and to receive legal advice, all confidential as set forth in the meeting notice. The meeting convened in executive session at 9:16 a.m.

The committee meeting reconvened in open session at 11:35 a.m. **Motion/Action:** Governor Gabel moved that the Board of Governors hereby authorizes the Board Chair and the Chair of the Evaluation Committee, in consultation with the General Counsel, to engage in ongoing contract discussions in accordance with the terms discussed in executive session. Governor Robbe Rhodes seconded and the motion passed unanimously. With no further business to conduct, the meeting adjourned at 11:36 a.m.