

BOARD OF GOVERNORS
October 4-5, 2018
Colorado State University, Michael Smith Natural Resources Building

THURSDAY, OCTOBER 4, 2018

Board of Governors Breakfast, <i>Conifer Room, Michael Smith Natural Resources Building</i>	8:00 a.m. – 9:00 a.m.
COMMENCE BOARD MEETING – CALL TO ORDER, <i>Horsetooth Rock, Room 345</i>	9:00 a.m. – 5:00 p.m.
1. PUBLIC COMMENT	9:00 a.m. – 9:15 a.m.
2. BOARD CHAIR’S AGENDA	9:15 a.m. – 9:20 a.m.
3. AUDIT AND FINANCE COMMITTEE <u>Jane Robbe Rhodes, Chair</u> <i>Audit Items</i> <ul style="list-style-type: none">• Status of FY 2018-2019 Audit Plan• Audit Reports and Recommendations• Internal Audit Strategic Plan• Action on Updates to the Internal Auditing Charter <i>Finance Items</i> <ul style="list-style-type: none">• State Budget Update• Campus Budget Presentations with Tuition Discussion• Action on CSU System Amended Two-Year Cash List	9:20 a.m. – 10:20 a.m.
BREAK	
4. COLORADO STATE UNIVERSITY REPORTS <ul style="list-style-type: none">• Student Report – Presented by Tristan Syron• Faculty Report – Presented by Margarita Lenk• President’s Report – Presented by Tony Frank	10:30 a.m. – 12:00 p.m.
LUNCH	12:00 – 12:45 p.m.
5. ANNUAL CAMPUS SAFETY REPORTS <ul style="list-style-type: none">• Colorado State University-Pueblo• Colorado State University	12:45 p.m. – 1:15 p.m.
6. CSU-GLOBAL CAMPUS REPORTS <ul style="list-style-type: none">• Student Report – Presented by Dorothy Axelson• Faculty Report – Presented by Barry Smith• President’s Report – Presented by Becky Takeda Tinker	1:15 p.m. – 1:45 p.m.
7. EXECUTIVE SESSION	1:45 p.m. – 2:30 p.m.
8. REAL ESTATE/FACILITIES COMMITTEE <u>Bill Mosher, Chair</u> <i>Executive Session</i>	2:30 p.m. – 3:15 p.m.

Open Session

- Action on CSFS Gunnison Property Acquisition
- Action on Program Plan/Acquisition of Real Property – 2243 Centre Avenue Building
- Action on Program Plan – South Campus Animal Research Facility

BREAK

9. CHANCELLOR’S REPORT 3:30 p.m. – 4:00 p.m.

10. STRATEGIC MAPPING UPDATE 4:00 p.m. – 4:15 p.m.

11. ACADEMIC AND STUDENT AFFAIRS COMMITTEE 4:15 p.m. – 4:30 p.m.

Dennis Flores, Chair

- New Degree Programs
 - CSU-Global Campus Program Name Change: Masters of Science in Criminal Justice
 - CSU-Global Campus Program Name Change: Bachelors of Science in Criminal Justice
- Faculty Handbook Changes
 - CSU-Pueblo: Section 2.9.4 – Addition of the Titled Faculty Performance Review Policy

12. CSU-PUEBLO REPORTS 4:30 p.m. – 4:50 p.m.

- Student Report – Presented by Wes Taylor
- Faculty Report – Presented by Susan Belport

BOARD OF GOVERNORS DINNER (*social event*) *Jay’s Bistro, 135 W. Oak Street, Fort Collins* 6:00 p.m.

FRIDAY, OCTOBER 5, 2018

Board of Governors Breakfast, *Conifer Room, Michael Smith Natural Resources Building* 8:30 a.m. – 9:00 a.m.

RECONVENE BOARD MEETING, *Horsetooth Rock, Room 345* 9:00 a.m.

13. CSU-PUEBLO REPORTS (*continued*) 9:00 a.m. – 9:30 a.m.

- President’s Report – Presented by Tim Mottet

14. ACADEMIC AND STUDENT AFFAIRS COMMITTEE (*continued*) 9:30 a.m. – 10:00 a.m.

- CSU Online Report

15. APPROVAL OF CONSENT AGENDA 10:00 a.m. – 10:05 a.m.

A. Colorado State University System

- Minutes of the August 8, 2018 Real Estate/Facilities Committee Meeting
- Minutes of the August 9, 2018 Board and Committee Meetings
- Minutes of the August 10, 2018 Board and Committee Meetings
- Minutes of the September 10, 2018 Evaluation Committee Meeting

B. Colorado State University-Pueblo

- Faculty Handbook Revision: Section 2.9.4 – Addition of the Titled Faculty Performance Review Policy

C. Colorado State University-Global Campus

- Program Name Change: Masters of Science in Criminal Justice
- Program Name Change: Bachelors of Science in Criminal Justice

16. BOARD MEETING EVALUATION 10:05 a.m. – 10:10 a.m.

17. EVALUATION COMMITTEE (*Executive Session*) 10:10 a.m. – 11:10 a.m.
Nancy Tuor, Chair

18. GENERAL ACTION ITEMS 11:10 a.m. – 11:15 a.m.

ADJOURNMENT 11:15 a.m.

Next Board of Governors Board Meeting: Denver 5-6, 2018, CSU Denver Center

APPENDICES

- I. Construction Reports
- II. Higher Ed Readings
- III. Correspondence

Section 1

Public Comment

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Section 2

Board Chair's Agenda

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Section 3

Audit and Finance Committee

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT and FINANCE COMMITTEE MEETING AGENDA
October 4, 2018**

Audit

1. **Discussion/Presentation** – Status of FY 2018-2019 Audit Plan 5 min.
2. **Discussion/Presentation** – Audit Reports and Recommendations 10 min.
3. **Discussion/Presentation/Action** – Internal Audit Strategic Plan 5 min.

Finance

4. *Discussion/Presentation* – State Budget Update 10 min.
5. *Discussion/Presentation* – Campus Budget Updates with Tuition Discussion 20 min.
6. *Discussion/Presentation/Approval* – CSU System Amended Two-year Cash List 5 min.

Board of Governors

Audit and Finance Committee

October 4, 2018



COLORADO STATE UNIVERSITY SYSTEM

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Item #1

Status of FY 2018-2019 Audit Plan

COLORADO STATE UNIVERSITY SYSTEM

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**Colorado State University System
Department of Internal Audit
Status of FY 2018-2019 Audit Plan**

Institution	Audit Area	Reporting Area	Status	Start Date	Est End Date	Comments
Carry Forward from FY 2017-2018						
CSU	Social Media (IT)	VP External Relations	Report No. 19-03	5/1/2018	8/30/2018	
CSU	Data Security-Advancement	VP Advancement	Report No. 19-01	12/11/2017	8/3/2018	
CSU	Facilities-Campus design and Construction	VPUO				
CSUP	Human Resources (CSU Pueblo)	President	Fieldwork	1/23/2018	11/30/2018	Was on hold for special projects
CSU	Department Codes-Best Practices	Provost				
CSU	VP Enrollment and Access	Provost				
CSU	Athletics Compliance	President	Fieldwork	4/25/2018	10/31/2018	
CSU	CSURF/CSUF Operating Agreements	President/VPUO				
CSU	Health Center-Insurance Billing	VPSA				
CSUS	System-wide Strategic Planning-shared Resources	Chancellor				
CSU	Research Integrity and Compliance Review Office	Provost				
CSU	INTO	Provost	Fieldwork	8/1/2018	11/30/2018	
CSU	Physical Security/Access to Facilities in On-Campus Programs for Children	President/Safety Committee				
CSUP	Accounts Receivable (CSU Pueblo)	VPFA				
CSUP	Payroll (CSU Pueblo)	VPFA				
CSUGC	Cloud Computing	President	Fieldwork	9/25/2018	1/31/2019	
CSU	Special Project – Continuous Auditing	Various	Report# 19-02	N/A	N/A	
New for 2018-2019						
All	Ethical Climate	Chancellor				
CSU	Student Support and Safety/Title IX Controls	VPSA/President				
CSU	Office of Sponsored Programs	VPR				
CSU	Athletics Compliance	President				
CSUGC	Human Resources (CSU Global)	VPFC				
CSUGC	Cybersecurity (CSU Global)	Asst. Dir IT				
All	Continuous Auditing	Various	Ongoing	N/A	N/A	
CSU	CVMBBS Financial and IT Review	Provost	Planning			
CSU	Special Project – College of Business	Provost	Fieldwork	7/2/2018	10/15/2018	
CSUP	Special Project – CSUP Capital Accounts	VPFA	Draft Report	6/20/2018	9/30/2018	
CSU	Special Project – Advancement	VP Advancement	Fieldwork	9/6/2018	11/30/2018	
All	Special Projects – Other	Various	Ongoing	NA	NA	Assessing hotline reports

Item #2

Audit Reports and Recommendations

COLORADO STATE UNIVERSITY SYSTEM

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Colorado State University System

Audit of University Advancement Data Security – Colorado State University

EXECUTIVE SUMMARY

August 3, 2018

**Background Information**

Driven by its mission, “advancing Colorado State University by connecting alumni and donors to their passions,” Colorado State University (CSU) Advancement engages alumni, parents, friends, corporations, and foundations to raise the financial support necessary to advance the University’s mission and vision. It builds relationships and connects donors to students, faculty, and programs that align with the donor’s purposes and unique interests. University Advancement (UA) began fiscal year 2018 with a new Vice President: Kim Tobin. By UA reports, CSU received nearly \$153M in private support for fiscal year 2018 and \$190M the previous fiscal year of 2017.

Though many UA operations are centrally located, development officers and other support staff are located within colleges and functional areas to support specific unit goals. The decentralized operational model can present coordination and messaging challenges. To help mitigate these risks, UA utilizes a central database system which includes donor biographical and demographic data, giving history, event information, and donor communication logs. The database enables UA to interact with donors in a consistent and professional manner despite being decentralized. Data is integral to strategically managing fundraising efforts and UA objectives; therefore, security of its data is also of strategic importance to UA.

Scope and Objectives

This examination covered UA data security practices during the period July 1, 2017 through December 31, 2017. Our objectives were to:

1. Evaluate whether policy and procedures ensure UA complies with state and federal requirements for protected data.
2. Evaluate the adequacy of UA’s system of controls related to third party service vendor organizations.

3. Assess whether UA’s physical security, logical security, data handling, retention, and system change controls ensure data is adequately secured.

Results and Conclusions

The initial risk assessment process calculated this as HIGH risk operation. During the audit, we assessed controls, processes and procedures designed to mitigate risks. Based on the audit, we concluded that the risk mitigation activities provide a MEDIUM residual risk level.

Based on the audit objectives listed above, we made the following recommendations, based on the audit findings:

1. The University Advancement Senior Associate Vice President for Operations should implement controls and procedures that ensure compliance with the institution’s Building Access, Security and Keys Policy (Policy ID #6-6030-007).
2. The University Advancement Senior Associate Vice President for Operations should ensure its Continuity of Operations Plan (COOP) is submitted to the Emergency Management Coordinator for inclusion in the institution's emergency response plan.

We have discussed all findings and recommendations with management, and are satisfied that completion of the proposed actions will mitigate the issues noted. Details may be found in Audit Report 19-01 issued the same date as this Executive Summary.

We would like to express our appreciation to the staff of University Advancement for their assistance and cooperation during the audit.



Colorado State University System

Continuous Auditing – Colorado State University

EXECUTIVE SUMMARY

August 15, 2018

Background Information

Continuous auditing provides timely assurance over processes that are high value or high risk in an environment of regulatory change. The 2018 Global Study on Occupational Fraud and Abuse issued by the Association of Certified Fraud Examiners found that continuous data monitoring, analysis, and surprise audits were correlated with the most significant reductions in fraud duration and some of the largest loss reductions. Continuous auditing through data analytics is an automated method implemented by auditors verifying control effectiveness and assessing risk. Data analytics plays a key role in its performance and enables near “real-time” measurement.

In fiscal year 2017, while performing risk assessments during planned audits, Internal Auditing noted opportunities to reduce risk by using continuous auditing. Internal Auditing began developing the techniques in fiscal year 2018 (FY18) for risks noted in prior year assessments. This report summarizes continuous auditing activities and collaboration with operational units occurring in FY18, as well as the results of those efforts.

Continuous Auditing – Athletics

Internal Auditing identified an opportunity to reduce institutional risk by using continuous auditing techniques. In FY18, it developed a data analytics tool to verify the effectiveness of controls for awarding student-athlete scholarship aid. The tool was implemented by Internal Auditing during the FY18 Fall and Spring academic terms. Based on the results of the data analytics tool, adjustments were made to several student-athlete accounts to reduce the risk of awarding excess aid. The

data analytics tool will also be used to evaluate the sufficiency of the system of control during the FY19 planned audit of Athletics.

Collaboration with the Office of Sponsored Programs

In FY18, Internal Auditing developed a data analytics tool to enable it to more efficiently evaluate within its planned audits whether the system of controls for the institution’s procurement card and travel agency expenditures were functioning effectively. The Office of Sponsored Programs had identified a similar objective of implementing continuous monitoring of expenditures as one of its oversight initiatives. Internal Auditing shared the data from our data analytics tool with the Office of Sponsored Programs on a monthly basis. The Office of Sponsored Programs has a means available to continuously monitor sponsored research procurement card and travel agency expenditures and Internal Auditing has a more efficient tool for assessing engagement level risk.

Details may be found in Audit Report 19-02 issued the same date as this Executive Summary.

We would like to express our appreciation to Athletics, the Office of Sponsored Programs, the Travel Desk, and the Procurement Card Administration management and staff for their assistance and cooperation during the continuous auditing process.

Susy Serrano – Director, Internal Auditing



Social Media – Colorado State University

EXECUTIVE SUMMARY

September 19, 2018

Background Information

The Colorado State University Division of External Relations builds a strong, compelling, and effective brand position for the institution. Social media is one of the tools it uses to engage with current students, prospective students, alumni, donors, and friends. A strong social media presence is vital to CSU as the Colorado “University of Choice.” The strategic importance of engagement and perception of the institution is reflected in both the Colorado State University System Strategic Initiatives and the institution’s current Strategic Objectives.

The Social and Digital Media team of the Division of External Relations supports the institution’s need for a strong presence in the social media realm. It encourages decentral organizations (colleges, departments, programs, groups, and other entities) to foster enriching relationships in digital and social spaces.

The institution uses many different social media platforms to engage users and form social communities. The majority of these accounts are run by decentral organizations. This enables decentral organizations to customize content for its social communities. About 550 organizations have social media accounts that are officially recognized by the institution as representing its interests.

Scope and Objectives

This examination covered social media practices during the period July 1, 2017 through June 30, 2018. Our objectives were to:

- Determine if there is an adequate system of control to ensure governance of social media.
- Determine if there is an adequate system of control to ensure security of social media.
- Determine if there is an adequate system of control to ensure regulatory compliance.

Results and Conclusions

The initial risk assessment process calculated this as a HIGH risk operation. During the audit, we assessed controls, processes and procedures designed to mitigate risks. Based on the audit, we concluded that the risk mitigation activities provide a MEDIUM residual risk level.

The system of internal control is generally adequate for the institution’s social media. A summary of the conclusions for each of the three objectives is as follows:

- **Governance:** Internal Auditing determined there are documented policies and procedures, and controls are functioning effectively to mitigate risk to a reasonable level.
- **Security:** Internal Auditing determined there are documented policies and procedures. We made two recommendations to strengthen internal controls in this area and to mitigate risk to a reasonable level.
- **Regulatory and Legal Compliance:** Internal Auditing determined there are documented policies and procedures, and controls are functioning effectively to mitigate risk to a reasonable level.

We made the following recommendations based on the audit findings:

1. The Director of Social and Digital Media should ensure that an accurate social media database is maintained.
2. The Vice President for External Relations should ensure continuity data is submitted to the institution’s Emergency Management Coordinator for inclusion in the Emergency Response Plan.

Susy Serrano – Director, Internal Auditing

Item #3

Internal Audit Five-Year Strategic Plan

COLORADO STATE UNIVERSITY SYSTEM

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WHY A STRATEGIC PLAN?

- ▶ Internal Auditing (IA) under new leadership.
- ▶ Follows completion of FY2018 Quality Assurance Review.
- ▶ Positions the CSU System IA Office to achieve its mission of serving as an assurance and consulting activity.
- ▶ Provides direction, accountability, and mechanisms to measure progress.



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METHODOLOGY

- ▶ Applied the Institute of Internal Auditors' Practice Guidance, Developing the *Internal Audit Strategic Plan*.
- ▶ Performed SWOT Analysis, drawing on feedback obtained during 2018 Quality Assurance Review:
 - ▶ Board of Governors
 - ▶ Senior management
 - ▶ Auditees
 - ▶ Internal Auditing Staff
- ▶ Evaluated critical success factors (positioning, processes, people.)
- ▶ Benchmarked with other university Internal Auditing offices.
- ▶ Developed objectives and initiatives—each initiative ties to one or more elements of the SWOT analysis.



STRATEGIC OBJECTIVES

Objective 1:	Improve alignment of Internal Auditing activities with CSU System strategic plans.
Objective 2:	Elevate the profile of Internal Auditing by increasing visibility and becoming a resource for the CSU System Campuses.
Objective 3:	Maximize Internal Auditing resources by improving the alignment of audit work with the most significant risk areas.
Objective 4:	Ensure excellence in all aspects of audit work to maximize value to the CSU System.
Objective 5:	Foster the ethical climate established by the board and Senior Management.
Objective 6:	Optimize human capital by recruiting, retaining, and developing top-performing audit staff.
Objective 7:	Ensure appropriate coverage of IT risks across the CSU System.



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INTERNAL AUDITING STRATEGIC OBJECTIVES, INITIATIVES, AND ACTIVITIES	SWOT	FY	FY	FY	FY	FY
	Metrics	19	20	21	22	23
Objective 1: Improve alignment of Internal Auditing activities with CSU System strategic plans.						
Initiative A: Increase auditors' awareness of the CSU System strategic plan.	T3, O1					
1. Implement process to educate auditors on the initiatives of the CSU System strategic plan and the university specific strategic plans.	4x/year					
2. Begin rotating auditors through BOG meetings. a. Assign one auditor to attend each Board meeting in person or electronically. b. Assigned auditor will educate other auditors regarding Board items related to the strategic plan.	6x/year					
Initiative B: Incorporate System initiatives into audit work.						
T1, O1						
1. Incorporate System initiatives into the annual audit plan. a. Develop a visual dashboard comparing the annual audit plan to the System strategic plan. b. Present dashboard to BOG along with the proposed audit plan.	1x/year					
2. Incorporate System initiatives into audit engagements. a. Consider System initiatives when conducting engagement level risk assessments. b. Develop a visual to be used within audit reports demonstrating how the audited unit fits into the university specific strategic plan and the System strategic plan.	100% of audits					
Objective 2: Elevate the profile of Internal Auditing by increasing visibility and becoming a resource for the CSU System campuses.						
Initiative A: Educate CSU System employees of IA services.	O2, O3, O4, QAR R.2					
1. Explore the possibility of presenting at the University Employee Orientations and, if approved, develop a presentation.	100% UEO					
2. Present at the Professional Development Institute at CSU.	1 PDI					
3. Brainstorm ways to share information with CSU Pueblo and CSU Global with relevant parties.	1 PDI					
4. Implement information sharing ideas on IA services for CSU Pueblo and CSU Global.	1/institution					
5. Add training course to CSU's Online Training Course.	1/institution; 1 online course					



INTERNAL AUDITING STRATEGIC OBJECTIVES, INITIATIVES, AND ACTIVITIES	SWOT	FY	FY	FY	FY	FY
	Metrics	19	20	21	22	23
Initiative B: Participate in University/System/Campus Committees.	O3, O4, QAR R.2					
1. Identify committees to participate in and the staff member(s) to participate in the committee.	1 committee per auditor					
2. Perform ongoing review of campus committee coverage and consider new committee coverage.	1x/year					
Objective 3: Maximize Internal Auditing resources by improving the alignment of audit work with the most significant						
Initiative A: Perform risk assessments on each audit.	W1, W2, O1					
1. Add the visual dashboard from Objective 1 to the engagement-level risk assessment to show why the audit was selected.	100% of audits					
2. Include IA strategic plan initiative as a risk category in the engagement-level risk assessment.	100% of audits					
3. Develop the audit program based on the engagement-level risk assessment.	100% of audits					
Initiative B: Standardize engagement-level risk assessment for use in all audits (may need to be campus specific).	W1, W2, O1					
1. Develop a template and procedures for performing an engagement-level risk assessment.	Template & Procedures					
2. Provide staff training for the engagement-level risk assessment process and risk assessment resources.	100% of staff					
Initiative C: Provide standard risk language to be included in the audit report.	W1, W2, O1					
1. Integrate language in the audit report as to why the audit was selected.	100% of reports					
2. Integrate in audit reports that audit work performed was based on risk level assessed.	100% of reports					
Initiative D: Continual improvement of the engagement-level risk assessment based on staff feedback.	W1, W2, O1					
1. Formally solicit input into the engagement-level risk assessment annually.	1x/year					
2. Encourage and evaluate recommendations for continuous improvement of the engagement-level risk assessment.	1x/year					
3. Incorporate feedback on engagement-level risk assessment process and procedures prior to implementation of revisions to the process.	1x/year					

INTERNAL AUDITING STRATEGIC OBJECTIVES, INITIATIVES, AND ACTIVITIES	SWOT	FY 19	FY 20	FY 21	FY 22	FY 23
	Metrics					
Objective 4: Ensure excellence in all aspects of audit work to maximize value to the CSUS.						
Initiative A: Implement a Quality Assurance and Improvement Program for IA.	W3, O3, O5, W11					
1. Identify IA quality assurance characteristics for measurement.	Completed list	■				
2. Implement IA quality assurance measurements.	Audit manual addition		■			
3. Analyze IA quality assurance measurements to determine improvements needed.	Audit manual procedure			■		
4. Determine IA's reporting process for quality assurance measurement.	Audit manual addition				■	
Initiative B: Ensure that QAR audit (report 18-06) recommendations not addressed elsewhere in the strategic plan are implemented.	QAR R.4 & R.6					
1. Incorporate a formal definition of the nature of assurance and consulting services into the audit charter.	Revised & approved charter	■				
2. Include a step in the audit program to submit the audit program to the auditor's supervisor for review and approval at the conclusion of the planning phase of the audit.						
Objective 5: Elevate fraud awareness across the CSU System						
Initiative A: Foster the ethical climate established by the Board and Senior Management.	W2, O3					
1. Conduct an ethical climate audit at each of the campuses by staff certified fraud examiners that assesses the ethical climate at each of the institutions and provides recommendations for improvement.	Completed audit reports for each institution.				■	
Initiative B: Elevate the awareness of the Compliance Reporting Hotline.	W2, O3					
1. Consult with senior management to discuss opportunities for training, electronic information dissemination, and/or printed materials.	Increase in number of hotline calls/year.				■	
Initiative C: Educate CSU System employees on fraud risk and controls.	W2, O2, O3					
1. Provide fraud awareness training across the institutions based on assessed fraud risk across the institutions (may be combined with other trainings).	2 trainings/year					
Objective 6: Optimize human capital by recruiting, retaining, and developing top-performing audit staff.						
Initiative A: Create recruiting packet for distribution during in-person interviews to highlight benefits of CSU System employment beyond base compensation.	W13					
1. Create an executive assistant recruiting packet. Evaluate and update the packet at the start of each search.	1x pre-search	■				
2. Create an auditor recruiting packet. Evaluate and update the packet at the start of each search.	1x pre-search		■			

INTERNAL AUDITING STRATEGIC OBJECTIVES, INITIATIVES, AND ACTIVITIES	SWOT	FY 19	FY 20	FY 21	FY 22	FY 23
	Metrics					
3. Evaluate each search process using the following statistics: <ul style="list-style-type: none"> - Number of applicants. - Number of candidates chosen for first round of interviews. - Did the top choice applicant accept the position? 	1x post-search					
Initiative B: Create staff recognition program.	W8, W13					
1. Determine what types of staff recognition programs the department could offer, including budgetary restrictions.	Report to director					
2. Develop a staff recognition program that complies with guidelines determined above.	Documented recognition program					
3. Roll out the staff recognition program.	Roll out by 8/1/22. Evaluate 1x/year.					
Initiative C: Perform skills gap analysis and provide training opportunities to cover those areas.	W4, W6, W7, O5					
1. Determine what skill gaps might exist currently within the department and areas that are at risk for having skill gaps due to turnover. <ul style="list-style-type: none"> a. Review current skill set and certifications of internal auditing staff. b. Determine major risk areas for CSU or areas that CSU has expressed they would like more coverage of. c. Research what other internal audit departments offer. 	1x/5 years or evaluated at times of turnover or emerging risk					
2. Develop an education and training plan template based on identified gap areas, current staff interest, career growth, and succession planning needs. Plan could include cross training, additional CPE, campus training courses, or certifications.	Training plan					
3. Pursue trainings and certifications based on developed plan.	Report CPE and certifications 1x/year.					
Initiative D: Improve the current performance evaluation system to provide for more frequent evaluations and more competency-specific evaluations.	W5, QAR R.1					
1. Integrate the IIA internal auditor core competency framework into position descriptions.	Revised PDs					
2. Implement mid-year performance evaluations for all staff while continuing to provide more frequent, direct feedback through weekly one-on-one meetings and engagement-level coaching.	Update and implement new procedure in Audit Manual					

INTERNAL AUDITING STRATEGIC OBJECTIVES, INITIATIVES, AND ACTIVITIES	SWOT	FY	FY	FY	FY	FY
	Metrics	19	20	21	22	23
Initiative E: Provide for continuity of operations and succession planning for the IA director position.	W7, QAR R.3					
1. Develop documented standard operating procedures for the IA director position.	Documented SOP					
2. Train the management team in the unique duties of the IA director position.	100% managers					
Objective 7: Ensure appropriate coverage of IT risks across the CSU System.						
Initiative A: Assess IT risks as part of every assurance engagement.	W4, QAR R.5					
1. Develop a mechanism to evaluate IT risks for engagements.	IT Profile	Completed FY18				
2. Implement IT risk assessment in every assurance engagement.	100 % audits					
Initiative B: Balance IT audit coverage with consulting projects.	W12					
1. Ensure IT audits are completed throughout the fiscal year.	2 IT audits/year					
2. Continue participating in IT committees and collaborating with central IT to identify consulting projects appropriate for IA participation.	1 committee per auditor					

**Board of Governors of the
Colorado State University System
Meeting Date: October 4-5, 2018
Action Item**

MATTER FOR ACTION:

Approval of revised CSUS Policy 111: Audit Charter

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System (Board) hereby approves and adopts revised CSUS Policy 111: Audit Charter.

EXPLANATION PRESENTED BY: Susy Serrano, Director, Internal Auditing, Colorado State University System.

Colorado State University System Policy 111: Audit Charter sets forth the roles, responsibilities, and authority of the Internal Auditing function within the Colorado State University System. On May 1, 2018, Internal Auditing issued audit report 18-06, Quality Assurance Review – Self Assessment with Independent Validation.” Within the report, the external validator made a recommendation that, “The Director, Internal Audit should revise the current charter to define assurance and consulting services and have the changes approved by the Board of Governor’s Audit and Finance Committee.” Accordingly, the audit charter has been updated to reflect these definitions, as well as to remove the signature lines within the charter, as the charter is approved through this action item. Upon the approval of these changes, the Policy and Procedures Manual will be amended accordingly, both in the official hard copy maintained in the CSU System Office and on the CSUS website.

This item is recommended by the Board of Governors Audit and Finance Committee.

Approved

Denied

Board Secretary

Date

Audit Charter

This Charter shall be effective this 4th day of October, 2018

Purpose and Mission

The purpose of the Colorado State University System (System) Internal Audit (IA) department is to provide the Colorado State University System Board of Governors, the Chancellor, and senior management with independent, objective assurance and consulting services designed to add value and improve the System's operations. The mission of IA is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. IA helps the System accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes. This IA Charter of Operations is intended to supplement Article VIII of the Bylaws relating to the Director of IA and is authorized by Article XII of the Bylaws.

Assurance and consulting services are defined by the Institute of Internal Auditors (IIA) as follows:

- *Assurance services*: An objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organization. Examples may include financial, performance, compliance, system security, and due diligence engagements.
- *Consulting services*: Advisory and related client service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organization's governance, risk management, and control processes without the internal auditor assuming management responsibility. Examples include counsel, advice, facilitation, and training.

Standards for the Professional Practice of Internal Auditing

IA will govern itself by adherence to the mandatory elements of IIA's International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing, and the Definition of Internal Auditing. The Information Systems Audit and Assurance professionals will additionally adhere to the mandatory standards of the Information Technology Assurance Framework (ITAF) and the Code of Ethics of the Information Systems Audit and Control Association (ISACA). Members of the IA Department are responsible for maintaining the high standards of conduct, independence, and character necessary to provide proper and meaningful internal auditing for the System.

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Authority

The Director of IA will have unrestricted access to, and communicate and interact directly with, the Chancellor and Audit and Finance Committee, including in private meetings without management present.

The Audit and Finance Committee authorizes the Director of IA and IA staff to:

- Have full, free, timely, and unrestricted access to all functions, records, property, information systems, consultants, contractors, and other personnel pertinent to carrying out any engagement, subject to accountability for confidentiality and safeguarding of records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques required to accomplish audit objectives, and issue reports.
- Obtain assistance from the necessary personnel of any of the System institutions, as well as other specialized services from within or outside the organization, in order to complete the engagement.

Independence and Objectivity

The Director of IA will ensure that IA remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing, and report content. If the Director of IA determines that independence or objectivity may be impaired in fact or appearance, the details of impairment will be disclosed to appropriate parties.

The Director of IA will report functionally to the Audit and Finance Committee and administratively (i.e., day-to-day operations) to the Chancellor. The Director of IA is ultimately accountable to the Board and shall have a direct reporting relationship to the Board through its Audit and Finance Committee. The following activities undertaken by the Audit and Finance Committee are examples of functional reporting to the Board:

- Approving the IA charter.
- Approving the risk-based internal audit plan.
- Approving IA's budget and resource plan.
- Receiving communications from the Director of IA on IA's performance relative to its plan and other matters.
- Approving decisions regarding the appointment and removal of the Director of IA.
- Approving the remuneration of the Director of IA.
- Making appropriate inquiries of management and the Director of IA to determine whether there is inappropriate scope or resource limitations.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product,

that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing any operational duties for the System, its campuses, or its affiliates.
- Initiating or approving transactions external to IA.
- Directing the activities of any System employee not employed by IA, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist internal auditors.

Where the Director of IA has or is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards will be established to limit impairments to independence or objectivity.

Internal auditors will:

- Disclose any impairment of independence or objectivity, in fact or appearance, to appropriate parties.
- Exhibit professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid being unduly influenced by their own interests or by others in forming judgments.

The Director of IA will confirm to the Audit and Finance Committee, at least annually, the organizational independence of IA.

The Director of IA will disclose to the Audit and Finance Committee any interference and related implications in determining the scope of internal auditing, performing work, and/or communicating results.

Scope of Internal Audit Activities

The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to the Audit and Finance Committee, the Chancellor, senior management, and outside parties on the adequacy and effectiveness of governance, risk management, and control processes for the System. IA assessments include evaluating whether:

- Risks relating to the achievement of the System's strategic objectives are appropriately identified and managed.
- The actions of the System's officers, directors, employees, and contractors are in compliance with the System's policies, procedures, and applicable laws, regulations, and governance standards.
- The results of operations or programs are consistent with established goals and objectives.
- Operations or programs are being carried out effectively and efficiently.
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact the System.
- Information and the means used to identify, measure, analyze, classify, and report such information are reliable and have integrity.
- Resources and assets are acquired economically, used efficiently, and protected adequately.

The Director of IA will report periodically to senior management and the Audit and Finance Committee regarding:

- IA's purpose, authority, and responsibility.
- IA's plan and performance relative to its plan.
- IA's conformance with The IIA's Code of Ethics and Standards, and action plans to address any significant conformance issues.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other matters requiring the attention of, or requested by, the Audit and Finance Committee or senior management.
- Results of audit engagements or other activities.
- Resource requirements.
- Any response to risk by management that may be unacceptable to the System.
- The Director of IA considers relying upon the work of other internal and external assurance and consulting service providers as needed. IA may perform advisory and related client service activities, the nature and scope of which will be agreed with the client, provided IA does not assume management responsibility.
- Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during engagements. These opportunities will be communicated to the appropriate level of management.

Responsibility

The Director of IA and the IA staff have the responsibility to:

- Submit, at least annually, to senior management and the Audit and Finance Committee a risk-based internal audit plan for review and approval.
- Communicate to senior management and the Audit and Finance Committee the impact of resource limitations on the internal audit plan.
- Review and adjust the Internal Audit plan, as necessary, in response to changes in the System's business, risks, operations, programs, systems, and controls.

- Communicate to senior management and the Audit and Finance Committee any significant interim changes to the Internal Audit plan.
- Ensure each engagement of the Internal Audit plan is executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with applicable conclusions and recommendations to appropriate parties.
- Follow up on engagement findings and corrective actions, and report periodically to senior management and the Audit and Finance Committee any corrective actions not effectively implemented.
- Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld.
- Ensure IA collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the Internal Audit charter.
- Ensure trends and emerging issues that could impact the System are considered and communicated to senior management and the Audit and Finance Committee as appropriate.
- Ensure emerging trends and successful practices in internal auditing are considered.
- Establish and ensure adherence to policies and procedures designed to guide IA.
- Assist in the investigation of significant suspected fraudulent activities within the System and notify the Chancellor and Audit and Finance Committee of the results.
- Assist in assessing and addressing reports generated through the Compliance Reporting Hotline.
- Ensure adherence to the relevant policies and procedures of the System and its campuses, unless such policies and procedures conflict with the Internal Audit Charter. Any such conflicts will be resolved or otherwise communicated to senior management and the Audit and Finance Committee.
- Ensure conformance of IA with the Standards, with the following qualifications:
- If IA is prohibited by law or regulation from conformance with certain parts of the Standards, the Director of IA will ensure appropriate disclosures and will ensure conformance with all other parts of the Standards.
- If the Standards are used in conjunction with requirements issued by other authoritative bodies, the Director of IA will ensure that IA conforms with the Standards, even if IA also conforms with the more restrictive requirements of the other authoritative bodies.

Reporting

A written report will be prepared and issued by the Director of IA or designee following the conclusion of each audit. A copy of each audit report will be forwarded to the Chancellor, the Audit and Finance Committee and to other affected parties. The Director of IA or designee may include in the audit report the auditee's response and corrective action taken or to be taken in regard to the specific findings and recommendations. Management's response should include a timetable for anticipated completion of the

corrective action to be taken and an explanation for any recommendations not addressed by corrective action.

Quality Assurance and Improvement Program

IA will maintain a quality assurance and improvement program that covers all aspects of IA. The program will include an evaluation of IA's conformance with the Standards and an evaluation of whether internal auditors apply The IIA's and ISACA's Code of Ethics. The program will also assess the efficiency and effectiveness of IA and identify opportunities for improvement. The Director of IA will communicate to senior management and the Audit and Finance Committee on IA's quality assurance and improvement program, including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every five years by a qualified, independent assessor or assessment team from outside the System.

▼

~~Approval/Signatures~~

~~_____~~

~~Internal Auditing Director Date~~

~~_____~~

~~Audit and Finance Committee Chair . . Date~~

~~_____~~

~~Chancellor Date~~

Item #4

State Budget Update

The Colorado economy continues to show strong performance and the revenue forecasts reflect this. The September economic presentations were optimistic relative to recent years.

Both Legislative Council and OSPB raised their forecasts for General Fund revenue. The OSPB unified General Fund outlook indicates that appropriations could grow by 4.6% if the State chooses to fund enrollment and inflation for K-12 education.

The Department of Higher Education indicated it wants to revisit the funding model during early calendar 2019 for review for the FY 2020-21 budget request. We are still working to understand the scope of this effort.

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS



Item #5

Campus Budget Updates with Tuition Discussion

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS



FY20 Incremental E&G Budget - V.2.0
Colorado State University - Fort Collins
 Friday, September 21, 2018

August - Inflationary

	Rate = 3.4% RUG State = 3.4%	Rate = 1% - RUG State = FY19 Amt (8.4%) Salary/Benefit Pool = 3%	Rate = 3% - RUG State = FY19 Amt (8.4%) Salary/Benefit Pool = 4%	Rate = 5% - RUG State = 5.4% of FY19 Base Salary/Benefit Pool = 5%
New Resources				
Tuition				
Undergraduate-Enrollment Growth				
Increase in FTE	\$ -	\$ 1,984,000	\$ 1,984,000	\$ 1,984,000
Change in mix - RES vs. NRES	-	9,219,000	9,206,000	9,192,000
Undergraduate Rate Increase				
Resident	5,568,000	1,627,000	4,883,000	8,140,000
Non-Resident	4,262,000	4,083,000	4,083,000	4,083,000
Graduate Rate Increase				
Resident	500,000	453,000	453,000	453,000
Non-Resident	717,000	644,000	644,000	644,000
Professional Veterinary Medicine Rate Increase	1,381,000	953,000	953,000	953,000
Differential Tuition	1,306,000	720,000	720,000	720,000
Total Tuition	\$ 13,734,000	\$ 19,683,000	\$ 22,926,000	\$ 26,169,000
State Funding Impact	4,524,000	10,376,000	10,376,000	7,185,000
Facilities and Administrative Overhead	-			
Other	-			
Total New Resources	\$ 18,258,000	\$ 30,059,000	\$ 33,302,000	\$ 33,354,000
Financial Aid	4,666,000	6,976,000	7,628,000	8,279,000
Net New Resources	\$ 13,592,000	\$ 23,083,000	\$ 25,674,000	\$ 25,075,000
New Expenses				
Multi-Year Central Investments in Strategic Initiatives	\$ -	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000
Faculty/Staff Compensation	11,537,000	13,205,000	17,285,000	21,364,000
Academic Incentive Funding	2,376,000	2,781,700	2,781,700	2,781,700
Mandatory Costs	2,979,000	5,133,500	5,133,500	5,133,500
Quality Enhancements	-	143,000	143,000	143,000
Reallocation	-	(2,730,000)	(2,730,000)	(2,730,000)
Total New Expenses	\$ 16,892,000	\$ 20,529,200	\$ 24,609,200	\$ 28,688,200
Net	\$ (3,300,000)	\$ 2,553,800	\$ 1,064,800	\$ (3,613,200)

1% RUG Increase = student share \$94/yr.
 1% Increase NRUG = student share \$273/yr.

1% RUG Increase = \$1.5M
 1% NRUG Increase = \$1.3M
 1% Salary Increase = \$4.1M

Base Assumptions

Resident Undergraduate See Above %; \$X/yr.
 Non-Resident Undergraduate 3%; \$819.8/yr.
 Resident Graduate 3%; \$306.4/yr. and Resident Professional Veterinary Medicine 5%; \$1,651/yr.
 Non-Resident Graduate 3%; \$751.20/yr. and Non-Resident Professional Veterinary Medicine 2%; \$1,132/yr.
 Differential Tuition - UG ~ 3% (est. round to whole number)
 Salary/Benefit Pool - Faculty/AP See Above
 Salary/Benefit Pool - SC See Above
 Internal Reallocations 1%
 Fees TBD

FY20 Incremental E&G Budget - V.2.0
Colorado State University - Pueblo
Wednesday, September 19, 2018

August - Inflationary

Rate = 3.4% RUG
 State = 3.4%

Rate = 1.0% RUG
 State = FY19 Amt (8.4%)
 Salary/Benefit Pool = 3%

Rate = 3.0% RUG
 State = FY19 Amt (8.4%)
 Salary/Benefit Pool = 4%

Rate = 5.0% RUG
 State = 5.4% of FY19 Base
 Salary/Benefit Pool = 5%

New Resources

Tuition

1	Undergraduate Rate Increase				
	Resident	\$ 648,000	\$ 204,000	\$ 613,000	\$ 1,021,000
2	Non-Resident and WUE	242,000	76,000	228,000	381,000
	Graduate Rate Increase				
3	Resident	28,000	8,000	26,000	44,000
4	Non-Resident and WUE	12,000	4,000	12,000	20,000
5	Resident Teacher Education Program	7,000	2,000	6,000	11,000
6	Differential Tuition	12,000	4,000	12,000	20,000
7	Projected Enrollment Change (3.2% decline)	(800,000)	(1,034,000)	(1,055,000)	(1,075,000)
8	Total Tuition	149,000	(736,000)	(158,000)	422,000
9	Change in State Funding (3.4%)	628,000	1,553,000	1,553,000	998,000
10	Total New Resources	\$ 777,000	\$ 817,000	\$ 1,395,000	\$ 1,420,000

Financial Aid

11		38,000	(184,000)	(40,000)	106,000
12	Net New Resources	\$ 739,000	\$ 1,001,000	\$ 1,435,000	\$ 1,314,000

New Expenses

13	Multi-Year Central Investments in Strategic Initiatives	-	-	-	-
14	Faculty and Staff Compensation	1,324,000	1,255,000	1,640,000	2,025,000
15	Fringe Benefit Increase (1.2% increase)	432,000	462,000	462,000	462,000
16	Mandatory Costs*	500,000	500,000	500,000	500,000
17	Quality Enhancements	-	-	-	-
18	Reallocation	-	-	-	-
19	Total New Expenses	\$ 2,256,000	\$ 2,217,000	\$ 2,602,000	\$ 2,987,000

Net

20		\$ (1,517,000)	\$ (1,216,000)	\$ (1,167,000)	\$ (1,673,000)
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1% RUG Increase = student share increase of \$79/year
 1% NRUG Increase = increase of \$239/year

1% RUG Increase = \$204k
 1% NRUG Increase = \$76k
 1% Salary Increase = \$385k

Base Assumptions

Tuition See Above % For All Tuition Categories; \$X/yr.
 Salary Increase Faculty / Administrative Professionals See Above
 Salary Increase State Classified Staff - See Above
 Equity Adjustments = \$0
 Internal Reallocations TBD
 Fees TBD

* This line includes anticipated increases for the following expenses: utilities, maintenance costs, statewide indirect costs, library subscriptions, sheriff's contract, payments to risk management (liability and property insurance), information technology inflation, system costs, audit expenditures, and fees for collections.

FY2020 Incremental Educational & General Budget | As of September 2018



New Resources

Tuition (net)

Undergraduate Growth	\$7,966,938
Graduate Growth	\$2,963,377
Total	\$10,930,315

New Expenses*

Student Support and Outreach	\$3,129,996
Instruction & Academic Support	\$249,293
Technology Operations and Innovation	\$890,826
General & Administrative	\$121,757
Total	\$4,391,872

Net

Total	\$6,538,443
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Projections

12,600

New student enrollment target projection

\$350 / \$500

New Student Undergrad/grad tuition rate per credit

72% / 28%

Undergrad to grad ratio projection

* Expense ratios consistent with FY 2019 budget

Item #6

Approval of Amended Two-Year Capital Construction Cash Project List for CSU

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS



**Board of Governors of the
Colorado State University System
Meeting Date: October 4-5, 2018
Action Item**

MATTER FOR ACTION:

Approval of the FY 19-20 2-year Cash List for CSU

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the attached FY 19-20 2-year cash list for CSU.

FURTHER, that staff is authorized to submit any and all documents required by the Department of Higher Education, Governor's Office, and General Assembly.

EXPLANATION:

Presented by Lynn Johnson, Chief Financial Officer, Colorado State University.

The 2-year cash list is submitted to the state annually for capital projects that are currently underway or expected to begin in the next two years. The FY 19-20 2-year cash list includes previously approved projects, as well as the 2243 Centre Ave. purchase for \$9.2M and the South Campus Laboratory Animal Research Facility for \$7M. Both are requesting program plan approval at this meeting.

This item is recommended by the Board of Governors Audit and Finance Committee.

Approved

Denied

Board Secretary

Date

FY 19-20 2-year cash list for CSU

CSU FY 2019-2020 2-year Cash List

Project Name	Cash Funds	BOG Program Plan Approval	Project Status
South Campus Infrastructure	\$11,300,000	Oct-15	pending
JBS Global Food Innovation Center	\$20,000,000	Aug-16	underway
Temple Grandin Equine Center	\$8,500,000	Aug-16	pending
Richardson Design Center Tenant Finish	\$19,100,000	Aug-16	underway
High Plains Campus Expansion (Rocky Ford)	\$2,000,000	Dec-17	underway
Western Campus Expansion (Orchard Mesa)	\$9,650,000	Dec-17	underway
Center for Vector-Borne Diseases	\$25,000,000	Dec-17	underway
2243 Centre Ave Purchase	\$9,200,000	pending	pending
South Campus Animal Research Facility	\$7,000,000	pending	pending

Section 4

Colorado State University Reports

- Colorado State University Student Representative's Report
- Colorado State University Faculty Representative's Report
- Colorado State University President's Report



Syron-Sullivan Board of Governor's Report

as of September 18, 2018

LETTER FROM THE PRESIDENT

Throughout the course of our term, Kevin and I have continued to make strides on our campaign platforms while tackling some unforeseen obstacles and challenges. Our pledge to the Student Body was simple — focus on parking, U+2 reform, and informative class registration. Since the beginning of our term we have put an emphasis on these areas and have seen a lot of progress. We have continued the theme of being present and approachable to students, with an increase of event, programming, and marketing presence. We have approached obstacles with both vigor and rationality. We believe the first five weeks of school demonstrate the mentality of the administration; which is characterized by James Mattis when asked what keeps him up at night, “Nothing, I keep others up at night.”

THE FIRST 100 DAYS

“All this will not be finished in the first one hundred days. Nor will it be finished in the first one thousand days... nor even perhaps in our lifetime on this planet. But let us begin.” - John F. Kennedy

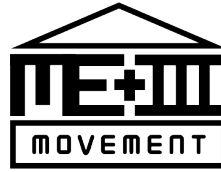
TAILGATING

Last report, we outlined a complex improvement plan outlining logistical failures of the initial tailgates on campus last year and offered our vision for the student tailgating lot. After two games, we can finally say the plan was a massive success. The estimates from the first game range from 1,000-1,500 people in attendance. The marketing and integration of Registered Student Organizations with Club Sports and individual students led to an unexpected, miraculous outcome. Some issues arose at the first tailgate which resulted in lower participation for the second tailgate. The second tailgate had about 30 percent of the first game's attendance. This was a big wake up call for us and we analyzed the reasons for this. The whole university saw a big decline in tailgating compared to the first game. We believe the student tailgating lot particularly suffered due to Fraternity and Sorority Life fencing

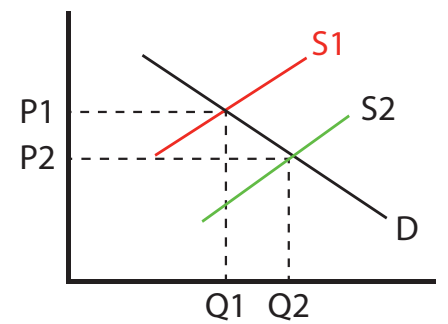
restrictions and regulation from the police. The fencing policy is a Fraternity and Sorority Life tailgating rule which requires fraternity tailgates to have a definite entry and exit point. As a result, fraternities are fencing off four parking spots and are expected to fit all their tailgating participants into the area. Secondly, the heavy police presence made students anxious and eager to leave, as well as the MIPs being distributed. When two fraternities did not come back to the student tailgate, they stated these as their reasons. This results in more students at private houses for tailgates, which we believe creates a less optimal atmosphere. Our solution is simple. I am requesting an entire section to be fenced off to create a centralized area for the Greek community. In addition to this, we are exploring a 3rd party security to monitor the tailgating instead of the police.

HOUSING ORDINANCE

Beyond the accomplishments of this summer, we have continued to make progress in this area. The survey testing neighborhood quality was released September 14th. We added a question to the survey asking about extra bedrooms in houses to begin to collect data on “housing efficiency.” The results from this question will give an indication of unused bedrooms that could be allocated to minimize the negative externality on the housing market. Additionally, we printed buttons, stickers, and t-shirts to promote the ME+3 movement. To spread the word about the survey we held a canvassing initiative and visited around 500 houses. To ensure as many community members are aware of the initiative as possible we have rented a plane with a banner to fly over Fort Collins and encourage participation in the survey.



41 FORT COLLINS HOUSING MARKET



Price Decrease and More Availability



DECRIMINALIZING LAWS

Progress has also been made on research related to noise and nuisance violations. since the last report. The City Council and administration have been very interested in these laws and how they affect students. I recently learned more about out how Boulder handles these matters and met with the Boulder County District Attorney and CU Boulder’s Restorative Justice Program Director. I brought up the potential I see in their Restorative Justice Programs in my meeting with the Mayor and City Manager, who requested I compile all the notes and paper work examples for their review. From there, I will create a proposal with the goal of allowing students who receive harmless noise violations or other minor infractions to “undo the harm they have done to society” through the Restorative Justice Program rather than leave them with a heavy charge and a criminal record.

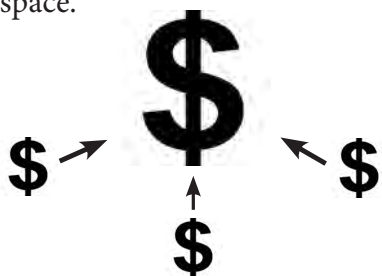


PARKING

Our progress on parking has regressed. We initially thought the parking meters could be turned off during non-enforcement hours which are free. However, the cost associated with turning them on and off may be too high. I am still waiting for budget assumptions, but at the very least we made an agreement to re-sign the meters to emphasize the free hours after I referred to the signs as “unethical advertising.” Additionally, some progress was made to have the Moby Parking Lot cost to go down to \$1.00 an hour, in addition to the Research Parking Lot. I would like to expand the parking lot app to account for available parking spots in “open air lots” (not garages or most two-hour parking). Currently the app shows available parking for the areas that require a pass. I would like to see all lots available on the app. Further, the freshman parking idea is losing ground. I do not plan on calling these minor wins with parking to be all the progress we can make— the pressure to improve parking will continue to be applied.

FOOD INSECURITY

The Health Department has seen massive improvements in the 5 weeks since we have had a director. Director Hank Stowers took the direction of “no more snack pantry” to new levels. We have expanded the food banks to be more than bars and fruit snacks. We now have pastas and canned goods, encouraging more of a healthy diet for students with food insecurity. Starting off by meeting campus and community partners, Director Stowers is attempting to get various sources working with his department. Additionally, he is negotiating to match funding with companies and one shelter has agreed to donate the same amount of money we spend on food for our programs to the food shelter. Walmart is currently considering this, but we are optimistic. The amount of canned goods we are providing to the community has cluttered the office and I am now happily in the market for shelving space.

SAVE THE 'SKELLAR

Most of this report has included updates and progress on topics introduced last time. Kevin and I pride ourselves in sticking to our campaign platform. While we believe in delivering promises, we also believe in acting on current student issues. “Save the Skellar” began when students approached us because the on-campus bar got rid of pitchers. This administration firmly believes “there is no problem too big to solve and no issue too small to ignore.” We began our response to this issue by asking “why?” The answer came down to two main reasons. The first is liability and that pitchers could lead to underage drinking and removal of their liquor license. We are doing research around what other on-campus bars do and what qualifies liquor license removal. Secondly, the Skellar wants to create a “micro-brewery feel.” They believe students support this and microbreweries don’t sell pitchers. This is not what students want. As the Student Body President, I feel safe speaking on behalf of the vast-majority of students when I say, they want the pitchers back. We will be analyzing to see if these measures produce increased profits. At the very least we would like the cost per ounce, no matter how it is served, to remain the same.

AMERICANS WITH DISABILITIES ACT AUDIT AND INTERNATIONAL DAYS

Our Director of Diversity and Inclusion and Deputy of International Affairs have begun two work on two major promises. First to find, expand, and create criteria for an ADA audit; rank the audit, and then present some of the “worst offenders” to University Facility Fee Advisory Board and ASCSU’s Senate for funding. Second, discussions related to creating an event called International Days, which would highlight our cultural clubs on campus in an attempt to better include communities on campus. This would ensure all students feel at home and accepted.

A PROTECTED HOMETHE TEST BANK

ASCSU has a test bank which allows students to drop off old tests and come in to look at tests to help prepare for an exam. The most up to date test is 2012 - this is unacceptable. The use of paper tests for this purpose is also outdated, students should not have to come into the office to get these resources when, realistically speaking, most studying is done at night. We have created a new position with the goal of updating this system and getting it online. Once we have a platform for test to be accessed, we need to market the resource to students. This means getting students to drop off their old exams and contacting professors for theirs. We will collaborate with Fraternity and Sorority Life community who all have their own test banks to centralize the system. Finally, the program will be extended to include notes as well.

Report by the Faculty Representative from CSU – Fort Collins to the Board of Governors

October 4-5, 2018 Fort Collins, CO.

Respectfully submitted by Prof. Margarita Maria Lenk, CSU Faculty Representative to the Board of Governors.

Faculty at Colorado State University at Fort Collins are working on increasing student success through high impact course innovations practices, many of which involve increasing first four weeks feedback, and increasing student engagement in a variety of contexts and purposes, both of which are further incentivized by a wide variety of TILT office support. We are also looking for higher education market changes and where new curricula or programmatic revisions are needed. Special kudos to the faculty who have been working on the GT Pathways project for university core courses, as that progress has been going very well.

Faculty Council has been working on the following topics in August and September 2018:

- Continuing discussions regarding Freedom of speech and expression guidelines,
- Improving student course evaluations and faculty service evaluations,
- Training faculty and department supervisors on alternative teaching performance evidence sources,
- Changing the manual regarding non-tenure track faculty promotional paths, and closely following the first year of the new contract faculty policies to catch and correct unanticipated consequences of the new policies in the manual.
- Reviewing the impacts of the new anti-bullying policy.
- Have requested an accounting of the INTO program with respect to the money generated, enrollment numbers, and matriculation to graduation metrics.
- Celebrating the incoming freshmen class diversity, up to 27%, the record high GPA/SAT scores, and the high first generation student numbers (also 27% of incoming freshmen).
- Encouraging the training of all instructors on early identification of students in mental and emotional stress, and suicide prevention through our “Notice & Respond” program.
- Approved using the Lory Student Center as an election polling location.

Personally, I am again serving on the CSU Executive Director of Human Resources search committee. We are utilizing the assistance of a professional consulting firm to be able to reach the best candidates for this job. This is a very important hire for CSU, as there are many large-scale automation projects currently in process and many centralized/decentralized HR processes.

COLORADO STATE UNIVERSITY PRESIDENT'S REPORT

Board of Governors of the Colorado State University System
October 5, 2018

I. MAJOR HONORS AND AWARDS

A. Magazine ranks CSU No. 1 in Colorado

Colorado State is Colorado's top-ranked university in *Washington Monthly's* annual assessment of colleges and universities, announced Aug. 29. CSU stands 91st nationally among all universities and 54th among public institutions in the publication's rankings, which reward "smart, well-run colleges" that enroll students from all walks of life and help them earn a high-quality diploma at an affordable price. The rankings also assess how well universities instill a sense of public service and responsibility while also producing important research. CSU ranked No. 6 nationally in a new category *Washington Monthly* calls "student voting," which rewards universities for offering programs that encourage students to become involved citizens, including registering to vote. CSU received high marks for its long association with the Peace Corps and commitment to its Army and Air Force ROTC programs. *Washington Monthly* is an independent, non-profit publication supported by donors and foundations including the Bill and Melinda Gates Foundation, the Carnegie Corporation, the Coca Cola Foundation, the Ford Foundation and the W.K. Kellogg Foundation.

B. CSU jumps to No. 4 on Sierra magazine's "Cool Schools" green ranking

Colorado State University ranked fourth (up from No. 11) on this year's "Cool Schools" sustainability ranking from the Sierra Club's official magazine, *Sierra*, released Aug. 29. Scores were based on the STARS report created by the Association for the Advancement of Sustainability in Higher Education (in which CSU ranks at the platinum level), along with additional Sierra Club criteria. It is open to all two- and four-year undergraduate colleges and universities in the U.S. and Canada. *Sierra* received submissions from a record 269 schools in 36 states, the District of Columbia, and Canada.

C. CSU makes Princeton Review's Green Honor Roll

CSU made *The Princeton Review's* 2019 Green Honor Roll, a list of 26 schools that received the highest possible score of 99 in the organization's Green Rating tallies. The magazine noted: "Colorado State University is 'an institution that is determined to engage and challenge its students, preparing them for post-graduate life beyond the university.'"

II. STUDENT SUCCESS

A. Record-breaking freshman class continues 11 straight years of enrollment growth

Colorado State University welcomed a record-breaking 5,423 new students while marking 11 consecutive years of record enrollment this fall. CSU's enrollment for 2018-19 is 33,877 students, an increase of 464 total students from 2017-18. The first-year class grew by 299 students over last year. The academic profile of the freshman class remains strong with an average GPA of 3.64; 470 students – 9 percent of the class – were accepted into CSU's Honors Program. The class includes 3,414 in-state students and 2,009 from outside Colorado. The freshman class is 27.3 percent ethnically diverse, and 22 percent are first-generation students. Out-of-state freshman enrollment increased 18 percent, including a 26 percent increase in students from California, Texas, and Illinois, the three states that consistently send the largest number of students to CSU.

B. Michael Smith Natural Resources Building welcomes Warner College Rams

The new home of Colorado State University's Warner College of Natural Resources, the Michael Smith Natural Resources Building, is open for the fall semester with new classrooms and meeting rooms, ample open study space for students, and a multitude of connections to the natural world. The approximately 50,000-square-foot addition to the existing building was completed in mid-August. The addition was made possible through the generous support of a number of donors and funders. College namesake and alumnus Ed Warner helped set the wheels in motion for the building nearly a decade ago, and energy entrepreneur Michael Smith gave the final critical donation to begin construction; the building now bears his name. CSU students also gave significant funding to the project through the University Facilities Fee Advisory Board, which funded the large general assignment classroom and Sagebrush Study Room on the first floor.

C. Record number of students living on campus this year

A record 8,100 students moved into University residence halls and apartments this fall – about a third of the residential instructional enrollment this semester. Most but not all of the students living in University Housing are first-year students. The addition of on-campus apartment living at Aggie Village and other social and academic benefits have brought many older students back to on-campus living.

D. CSU hosts Veterans Symposium and welcomes a boom in veteran enrollment

CSU's commitment to veterans was evident in a 41.3% increase in new student veterans at CSU compared to fall 2017. This semester, CSU welcomed 178 new student veterans and dependents, compared to 126 last year. This commitment was showcased at the highly regarded CSU Veterans Symposium Sept. 7, which provided more than 120 veterans and community members the opportunity to discuss issues facing veterans and to gather important information to help them navigate their post-service lives. The biennial Veterans Symposium featured top Lt. Gen. James Dickinson, Commander of Space and Missile Defense Command/Army Forces Strategic

Command (and CSU alumnus). The symposium emphasized the value of veterans and the leadership skills they bring to higher education, and to private and public employment.

E. CSU opens new state-of-the-art track

CSU's Jack Christiansen Memorial Track, last renovated and dedicated in 1990, had fallen into disrepair after 28 years of service. When a \$2.4 million renovation project was approved two years ago, CSU Athletics set out to make sure the track was the best around. The track, which re-opened this fall, is the only track certified by the International Association of Athletics Federations and the only NCAA-sanctioned facility in the region.

III. INNOVATION AND RESEARCH

A. Research expenditures set all-time high

Final FY18 research expenditures at Colorado State totaled a record \$374.9M, an increase of 10.8 percent over FY17 and the highest level ever achieved by the University. Overall awards increased 7.8 percent, and federal awards were up about 4 percent. This marks the 11th consecutive year CSU research expenditures have topped \$300 million. (The actual total dollar amount for research expenditures was slightly higher—\$375.9M—in 2012, but that year's total included Colorado State Forest Service funds for firefighting, which are not typically considered in this calculation. Those funds are no longer included in CSU's total research expenditures, so this year's total is a more accurate reflection of the research performance of our faculty.)

B. New Colorado law allocates \$1.2 million to bolster CSU cybersecurity education

A new Colorado law intended to strengthen data privacy measures for both businesses and government includes funding for Colorado State University to enhance its cybersecurity education initiatives. A \$1.2 million appropriation in the new law, titled "Cyber Coding Cryptology for State Records," will go to CSU's efforts to train students and the workforce in modern cybersecurity practices and procedures. The bill includes more than \$5 million in such appropriations to several Colorado institutions of higher education. Gov. John Hickenlooper signed the law May 30, following a series of national and state data breaches that compromised financial and personal information. Among them was a breach of 2,000 computers at the Colorado Department of Transportation earlier this year.

C. Keck Foundation grants CSU \$1 million to make and measure nanoscale spin waves

A CSU research team led by Kristen Buchanan, associate professor of physics, has received a three-year, \$1 million grant to revolutionize nanoscale electronics using the phenomenon of spin waves as a means to transmit signals. If the team is successful, they will lay the groundwork for low-power, non-volatile storage of electronic information, or applications like quantum computers and nanoscale oscillators. Buchanan leads a research group at CSU that makes spin waves and uses light to study them. But the researchers are limited in the length scales they can study by how tightly they can focus their light to see them. The funding from the W.M. Keck Foundation will enable them to extend their scientific reach to the nanoscale.

D. CSU partners to understand impacts of oil and gas development on air quality

The City and County of Broomfield, like many parts of Colorado, is experiencing an oil and gas boom. With more than 80 new wells slated for drilling in Broomfield, city officials and many citizens are seeking scientific answers to questions about air quality. To get those answers, the city in August awarded a three-year, \$1.7 million contract to Ajax Analytics – a Colorado State University technology spinoff company – and a CSU Department of Atmospheric Science research group to provide new insight into emission sources, emission rates and health exposures related to oil and gas activities. Working together, the team will provide round-the-clock air monitoring and analysis. Their goals are real-time air quality awareness for Broomfield staff and citizens and a comprehensive, multi-year report that paints a cohesive picture of local air quality. Fort Collins-based Ajax Analytics grew out of the Colorado Water Watch, a CSU-led groundwater monitoring project funded by Noble Energy and the state of Colorado. The lead scientist on Colorado Water Watch, Professor of Civil and Environmental Engineering Ken Carlson, is Ajax Analytics' chief scientific officer.

E. Simple paper test detects false or substandard antibiotics

A Colorado State University laboratory is putting chemistry to work to identify falsified or substandard antibiotics, offering a practical solution to a very real problem. The World Health Organization estimates that up to 10 percent of all drugs worldwide could be falsified, with up to 50 percent of those some form of antibiotics. The CSU researchers have created a paper-based test that can quickly determine whether an antibiotic sample is appropriate strength or diluted with filler substances like baking soda. Similar to the mechanism of a home pregnancy test, a strip of paper turns a distinctive color if a falsified antibiotic is present. It's the latest paper-based chemical assay developed in the lab of Chuck Henry, professor in the Department of Chemistry. Researchers including first author Kat Boehle, a recently graduated Ph.D. student, describe the invention in *ACS Sensors*.

F. Dismantling the dark, underground world of illicit supply chains

Colorado State University Professor Steve Simske is trying to diffuse the threat of illicit supply chains by understanding how they work and how to stop them. Simske and collaborators from South Dakota School of Mines and Technology are among nine recipients of a new National Science Foundation grant to support early-stage scientific research for studying and dismantling illicit supply networks. The team received \$300,000 over two years to conduct proof-of-concept research, through an NSF program called EAGER (Early-concept Grants for Exploratory Research). A longtime HP Fellow and research director at HP Labs, Simske joined the faculty of CSU in January as a professor in mechanical engineering and systems engineering. For his NSF project, he will build upon previous work he did at HP, which helped reveal hundreds of millions of dollars in counterfeit HP products.

G. Aircraft campaign investigates chemistry of wildfire smoke

Throughout late July and August, a multi-agency, multidisciplinary team led by Colorado State University scientists traveled to Boise, Idaho, to conduct 15 to 20 smoke-observation flights. The project—the Western Wildfire Experiment for Cloud Chemistry, Aerosol Absorption, and Nitrogen, or WE-CAN—is primarily supported by the National Science Foundation. The goal was a comprehensive, systematic understanding of the chemistry of wildfire smoke. The research team is focused on three sets of scientific questions related to wildfire smoke: Increasing the understanding of the amount and types of reactive nitrogen in smoke plumes; quantifying and understanding emissions and evolution of fine particulate matter and optical properties of the smoke; and identifying how smoke plume particles affect the behavior and formation of liquid and ice clouds.

IV. COMMUNITY IMPACT

A. CSU holds groundbreaking ceremony for new Western Colorado Campus

Colorado State University's Western Colorado Campus groundbreaking ceremony Aug. 8 kicked off the beginning of construction for the university's new campus. The Western Colorado Campus, located at the university's existing facility in Orchard Mesa, will provide residents of Colorado's Western Slope with greater access to CSU resources and a better opportunity to interact with the state's land-grant university. The investment in CSU's Western Colorado Campus will provide a new facility for research, extension, and engagement for the local community. The campus will provide administrative oversight and intellectual leadership for CSU's Agricultural Experiment Stations (AES) in Western Colorado — Fruita, Orchard Mesa, Rogers Mesa, and Yellow Jacket. The Western Colorado Campus also will house the Western Slope Veterinary Diagnostic Laboratory, Colorado State Forest Service field office, the CSU Extension Western Regional Office, and the CSU Regional Engagement Center.

B. New Arkansas Valley Campus breaks ground

The groundbreaking ceremony for Colorado State University's Arkansas Valley Campus in Rocky Ford Sept. 4 signified greater access to research and resources for residents of Eastern Colorado. The Arkansas Valley Campus will be the administrative home and intellectual leadership center for the Agricultural Experiment Stations in southeastern Colorado. Activities there include optimization of crop production systems, novel horticultural crop development, agricultural water efficiency, and agricultural water quality research. The campus will serve the eastern plains from its home in Rocky Ford and will house the regional Veterinary Diagnostic Laboratory, CSU Extension Southeastern Colorado regional personnel, and Otero County Extension personnel.

C. National Western Center goes on the road

The Colorado State University System is conducting monthly listening tours to gather ideas from people around the state about the type of educational programming they would like to see at the future National Western Center (NWC). The tours are a brainchild of Christie Vilsack, a lifelong educator and the former first lady of Iowa, who, along with her husband and former U.S. Secretary

of Agriculture, Tom Vilsack, joined CSU in April 2017 as special advisors for the NWC. The tours also provide the opportunity for CSU to share its vision for the National Western Center beyond the Denver metro area, where it is most well-known. Darlene Carpio, regional director for U.S. Senator Cory Gardner, helped organize stops in Yuma County and expressed her appreciation for the tour.

D. School is Cool helps more than 2,500 young students

In August, nearly 200 people volunteered their time to help make CSU's School is Cool backpack drive a success. In its 27th year, the program created and run by CSU staff and faculty volunteers delivered 2,529 backpacks to underprivileged students in Poudre School District. Since its creation, School is Cool – a uniquely CSU program – has donated nearly 50,000 backpacks to local schoolchildren.

V. FISCAL STRENGTH

A. CSU kicks off 'Proud To Be' marketing campaign at first football game

Colorado State University alumni are featured in a new marketing campaign called "Proud To Be," launched at the first home football game against Hawaii Aug. 25. The 30-second commercial debuted on the RamVision video board at Canvas Stadium, spotlighting a variety of alumni in their career environments, quietly singing the CSU chant, "I said I'm proud ... to be ... a CSU Ram." In the coming months, there will be a rollout of mini-documentaries profiling the individuals featured in the campaign and the various careers, lifestyles, and passions they have pursued since graduation. To learn more and view video from the campaign, visit proudtobe.colostate.edu.

B. Major Gift Report

Major Gifts – Not Previously Reported

	August 2018		FY19 (July - August)		FY18 (July - August)	
	Amount	Count	Amount	Count	Amount	Count
Contributions	\$2,548,437	2,001	\$3,404,885	3,210	\$7,899,498	3,152
Irrevocable Planned Gifts	-	-	-	-	-	-
Revocable Gifts and Conditional Pledges	\$750,001	2	\$1,050,001	3	\$1,990,001	8
Payments to Commitments Prior to Period	(\$412,703)	225	(\$639,968)	248	(\$1,145,792)	255
Total Philanthropic Support	\$2,885,734	1,917	\$3,814,918	3,131	\$8,743,707	3,046
Other Private Support	\$353,593	257	\$1,232,079	458	\$2,672,268	14
Net Private Support	\$3,239,328	2,136	\$5,046,997	3,504	\$11,415,975	3,059

\$750,000 revocable commitment to support the Dr. Kent M. Burgesser Scholarship Endowment, College of Veterinary Medicine & Biomedical Sciences

Gift to support the C.P. Gillette Museum of Arthropod Diversity, College of Agricultural Sciences

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\$650,000 pledge to support the Gen Kato CSU/Japan Partnership, College of Veterinary Medicine & Biomedical Sciences

\$636,931 gift designated as \$445,851 to support the Kari's Fund for Jess Endowment, College of Veterinary Medicine & Biomedical Sciences; and \$191,079 to support the One Cure for Jess Endowment, College of Veterinary Medicine & Biomedical Sciences

\$600,000 gift designated as \$300,000 to support the Fire Ecology and Management Undergraduate Internship Program, Warner College of Natural Resources; and \$300,000 to support the Class of 73 Scholars, Warner College of Natural Resources

\$529,000 revocable commitment designated as \$250,000 to support the Cathy Stawarski Human Development and Family Studies Master's Degree Scholarship Endowment, College of Health and Human Sciences; \$208,000 to support the Cathy Stawarski Human Development and Family Studies Ph.D. Scholarship Endowment, College of Health and Human Sciences; and \$71,000 to support the Cathy Stawarski Osher Excellence Endowment, Other Areas

\$511,000 gift to support the Kari's Fund for Jess, College of Veterinary Medicine & Biomedical Sciences

\$500,016 pledge to support the Temple Grandin Equine Center, College of Agricultural Sciences

\$500,000 in pledges designated as \$350,000 to support the Phillips Program in Urban Conservation, Research & Interdisciplinary Programs; \$100,000 to support the Phillips-Stencel First Generation Award; and \$50,000 to support the First Generation Program, Student Affairs

\$400,000 revocable commitment to support the Murphy Turner Prion Research Endowment, College of Veterinary Medicine & Biomedical Sciences

Revocable commitment to support the Animal Cancer Center, College of Veterinary Medicine & Biomedical Sciences

\$393,852 planned gift to support the Animal Cancer Center, College of Veterinary Medicine & Biomedical Sciences

\$375,000 revocable commitment designated as \$125,000 to support the Thompson Family Alumni Innovations Endowment, Alumni Relations; \$125,000 to support the Ross and Sue Thompson Business Scholarship Endowment, College of Business; and \$125,000 to support the Thompson Family Athletics Endowment, Athletics

\$363,078 in gifts to support the Mechanical Engineering, College of Engineering

\$350,000 revocable commitment to support the Manuel and Polly Montoya Memorial Engineering Scholarship Endowment, College of Engineering

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\$300,000 revocable commitment to support the Fitz Brothers Land Conservation Fellowship Endowment, Warner College of Natural Resources

\$300,000 pledge to support the Temple Grandin Equine Center, College of Agricultural Sciences

\$250,000 revocable commitment to support the Fitz Brothers Land Conservation Fellowship Endowment, Warner College of Natural Resources

\$250,000 revocable commitment designated as \$125,000 to support the Emma Lathrop Memorial Scholarship Endowment, College of Veterinary Medicine & Biomedical Sciences; and \$125,000 to support the CVMBS Greatest Need, College of Veterinary Medicine & Biomedical Sciences

\$240,000 pledge to support the Ronald W. Miller and Diane Disney Miller Research, Education and Engagement Project, College of Agricultural Sciences

\$200,000 gift to support the CVMBS-Research Sponsored, College of Veterinary Medicine & Biomedical Sciences

\$200,000 in gifts designated as \$100,000 to support One Cure and \$100,000 to support Anesthesia Advancement, College of Veterinary Medicine & Biomedical Sciences

\$150,000 gift to support the Hydrocarbon Research - Department of Civil Engineering, College of Engineering

\$150,000 gift to support the Collaboration on Environmental Research Topics, College of Engineering

\$150,000 gift to support the Associate Curator Support Endowment, College of Liberal Arts

\$150,000 pledge to support the Gordon Smith NASCAR Program, College of Engineering

\$140,000 pledge to support the Richardson Design Center, College of Health and Human Sciences

\$129,432 planned gift to support the Animal Cancer Center, College of Veterinary Medicine & Biomedical Sciences

\$100,000 pledge to support the Temple Grandin Equine Center, College of Agricultural Sciences

\$100,000 gift to support the Energy Institute, Research & Interdisciplinary Programs

\$100,000 gift to support the Center for New Energy Economy-Program, Research & Interdisciplinary Programs

\$100,000 pledge to support the CM Cares Endowment, College of Health and Human Sciences

\$100,000 planned gift to support the University Fund, Other Areas

\$100,000 gift to support One Cure, College of Veterinary Medicine & Biomedical Sciences

VI. NOTABLE HIRES AND PERSONNEL CHANGES

A. Daniels named director of admissions

Heather Daniels has been named the director of admissions for CSU. Daniels came to CSU in 2013 from Willamette University in Oregon, where she had worked in admissions for 11 years. She started her career in admissions at her alma mater, Edgewood College, two years earlier. At CSU, she has helped bring in record-breaking freshman classes five consecutive years and has served as interim co-director of admissions for the past year.

B. Semester at Sea academic award named for Loren Crabtree

Colorado State University and Semester at Sea are honoring the distinguished career and longstanding contributions to international education of former CSU Provost Loren Crabtree with a named faculty award to promote study abroad. Loren W. Crabtree Global Teaching Scholar awards are available to four Colorado State University faculty members on each semester-long voyage. Crabtree was CSU's dean of liberal arts and later provost before he left to become chancellor of the University of Tennessee-Knoxville. He later became president and CEO of Semester at Sea's parent organization, the Institute for Shipboard Education, and was instrumental in CSU becoming the academic partner of SAS in 2016. Under the agreement, CSU provides academic, administrative, and student recruiting support for the shipboard program, now headquartered in Fort Collins. Crabtree retired from Semester at Sea in 2017, but his commitment to engaged learning and teaching to create greater global understanding continues to shape both institutions.

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MATTERS FOR ACTION:

CSU: Delegable Personnel Actions

No action required. Report only.

EXPLANATION:

Presented by Tony Frank, President

At its August 3, 2012 meeting, the Board approved a resolution to expand the delegated and redelegable authority to the institutional Presidents to include approval, in accordance with Board-approved institutional policies: 1) sabbatical leaves and revisions to them; 2) emeritus faculty appointments; and 3) all requests for Leave without Pay, with periodic reports to the Board.

<u>LEAVE OF ABSENCE</u>			
NAME	DEPARTMENT	FROM	TO
Adam Wright	Western Colorado Research Center	06/06/18	06/15/18
Antonelli, Lara	Health Network Medical	05/14/18	05/31/18
Antonelli, Lara	Health Network Medical	06/01/18	06/29/18
Antonelli, Lara	Health Network Medical	07/02/18	07/31/18
Antonelli, Lara	Health Network Medical	08/01/18	08/14/18
Ashby, Christopher	Atmospheric Sciences	06/01/18	08/31/18
Bates, Daniel	Mathematics	08/16/18	05/15/19
Beavers, Andrew	CEMML	03/15/18	03/16/18
Beitler, Cass	Housing and Dining Facilities	06/25/18	Unknown
Biehl, Shannon	Infectious Disease Research Center	08/17/18	08/21/18
Blossom, Casper	CEMML	08/14/18	Unknown
Bontadelli, Johnna	Health Network Medical	05/07/18	05/07/18
Bontadelli, Johnna	Health Network Medical	05/14/18	05/14/18
Bontadelli, Johnna	Health Network Medical	05/21/18	05/21/18
Bontadelli, Johnna	Health Network Medical	06/18/18	06/29/18
Bontadelli, Johnna	Health Network Medical	07/02/18	07/30/18
Bontadelli, Johnna	Health Network Medical	08/27/18	08/31/18
Busch, Carol	Communication Studies	07/31/18	08/03/18
Buxton, Rachel	Fish, Wildlife & Conservation Bio	06/01/18	08/31/18
Charbonneau, Jessica	Health Network Medical	08/01/18	08/10/18
Chavez, Michael	Health Network Medical	07/11/18	07/13/18
Ciuffo, Roger	CEMMI	04/15/18	06/24/18
Clark, Marcy	Health Network Counseling	05/14/15	05/15/18
Cropp, Catherine	Health Network Medical	06/08/18	06/29/18
Cropp, Catherine	Health Network Medical	07/01/18	07/31/18
Cropp, Catherine	Health Network Medical	08/01/18	08/14/18

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<u>LEAVE OF ABSENCE</u>			
NAME	DEPARTMENT	FROM	TO
Dallas, Tiffany	Admissions	07/01/18	07/31/18
Dallas, Tiffany	Admissions	08/01/18	Unknown
Dasher, Donald	CEMML	03/08/18	03/09/18
DeLaTorre, Alyssa	Health Network Counseling	05/14/18	05/15/18
Demers, Dorothy	Health Network Counseling	05/14/18	05/15/18
Dickason, Karen	Health Network Counseling	05/14/18	05/15/18
Elffner, Terri	Health Network Medical	05/02/18	05/31/18
Elffner, Terri	Health Network Medical	06/01/18	06/29/18
Elffner, Terri	Health Network Medical	05/02/18	05/31/18
Elffner, Terri	Health Network Medical	07/05/18	07/30/18
Elffner, Terri	Health Network Medical	07/02/18	08/31/18
Evans, Steven	CEMML	11/01/17	11/08/17
Farias, Maria	Human Development & Family Studies	07/03/18	08/10/18
Feldpausch, Nora	Health Network Medical	07/17/18	07/26/18
Feldpausch, Nora	Health Network Medical	08/09/18	08/09/18
Feldpausch, Nora	Health Network Medical	07/17/18	07/26/18
Franke, Morgan	CEMML	08/09/18	08/15/18
Gaitan, Larry	CEMML	08/16/18	08/17/18
Gan, Ryan	Environmental and Radiological Health Sciences	06/15/18	08/12/18
Gardiner, Kevin	CEMML	08/06/18	Unknown
Gerlitzki, Elizabeth	Health Network Medical	05/14/18	05/31/18
Gerlitzki, Elizabeth	Health Network Medical	06/01/18	06/29/18
Gerlitzki, Elizabeth	Health Network Medical	06/01/18	06/29/18
Gerlitzki, Elizabeth	Health Network Medical	07/02/18	07/31/18
Gerlitzki, Elizabeth	Health Network Medical	08/06/18	08/14/18
Gordon, Steven	CEMML	03/15/18	03/16/18
Gregory, Aja	Office of Financial Aid	04/26/18	04/26/18
Harding, Marie	Women & Gender Advocacy Center	02/01/18	02/28/18
Hoaglund, Elizabeth	Clinical Sciences	06/25/18	07/14/18
Hoenig, Mark	Health Network Medical	05/01/18	05/29/18
Hoenig, Mark	Health Network Medical	06/01/18	06/29/18
Hoenig, Mark	Health Network Medical	07/02/18	07/31/18
Hoenig, Mark	Health Network Medical	08/16/18	08/31/18
Holschbach, Mary	Biomedical Sciences	05/14/18	05/16/18
Hudnut, Paul	Management	08/16/18	02/14/19
Hudnut, Paul	Management	08/16/18	Unknown
Jankowska, Elzbieta	Electrical and Computer Engineering	03/27/18	05/31/18
Jeffryes, Melissa	Health Network Counseling	05/14/18	05/15/18
Jeffryes, Melissa	Health Network Medical	08/16/18	08/31/18
Jesser, Kip	Eastern Colorado Research Center	06/04/18	09/10/18
Jurney, Nicholas	Admissions	08/15/18	Unknown
Jurney, Nicholas	Admissions	07/27/18	07/30/18

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<u>LEAVE OF ABSENCE</u>			
NAME	DEPARTMENT	FROM	TO
Kalahar, Karen	Office of Budgets	03/01/18	04/20/18
Kalahar, Karen	Office of Budgets	06/15/18	06/15/18
Laxague, Jennifer	Health Network Counseling	06/04/18	06/04/18
Laxague, Jennifer	Health Network Counseling	06/18/18	06/18/18
Laxague, Jennifer	Health Network Counseling	06/25/18	06/25/18
Liguori, Michael	College of Agricultural Sciences	04/01/18	Unknown
Lindsay, Audrey	CEMML	04/16/18	Unknown
Lucas, Rachel	Health Network Medical	05/14/18	05/15/18
Mack, Virginia	Health Network Medical	07/10/18	07/31/18
Mack, Virginia	Health Network Medical	08/06/18	08/13/18
Manahan, Theodore	Animal Sciences	05/14/18	08/17/18
Mann, Bruce	Student Leadership, Involvement & Com Eng	03/07/18	03/30/18
Mann, Bruce	Lory Student Center	07/19/18	07/19/18
Mann, Bruce	Lory Student Center	07/25/18	07/25/18
Mann, Bruce	Lory Student Center	07/26/18	07/26/18
Marmulak, Tara	Veterinary Teaching Hospital	02/08/18	02/09/18
Matthews, Jon	Health Network Medical	05/02/18	05/02/18
Matthews, Jon	Health Network Medical	05/09/18	05/09/18
Matthews, Jon	Health Network Medical	05/16/18	05/16/18
Matthews, Jon	Health Network Medical	05/30/18	05/30/18
Matthews, Jon	Health Network Medical	06/06/18	06/06/18
Matthews, Jon	Health Network Medical	06/20/18	06/20/18
Matthews, Jon	Health Network Medical	06/27/18	06/27/18
Matthews, Jon	Health Network Medical	07/11/18	07/11/18
Matthews, Jon	Health Network Medical	07/18/18	07/18/18
Matthews, Jon	Health Network Medical	07/25/18	07/25/18
Matthews, Jon	Health Network Medical	08/01/18	08/01/18
Matthews, Jon	Health Network Medical	08/08/18	08/08/18
Matthews, Jon	Health Network Medical	08/15/18	08/15/18
Matthews, Jon	Health Network Medical	08/22/18	08/22/18
Matthews, Jon	Health Network Medical	08/29/18	08/29/18
McCrumb, Aric	CEMML	08/06/18	Unknown
McFarlance, Zachary	Continuing Education-Admin	03/12/18	Unknown
Metz, Lisa	Walter Scott College of Engineering	04/20/18	06/12/18
Moffie, Heather	English	08/16/18	12/21/18
Morse, Emily	Health Network Medical	05/01/18	05/31/18
Morse, Emily	Health Network Medical	06/07/18	06/07/18
Morse, Emily	Health Network Medical	06/14/18	06/14/18
Morse, Emily	Health Network Medical	07/02/18	07/31/18
Morse, Emily	Health Network Medical	08/17/18	08/31/18
Morse, Emily	Health Network Medical	07/02/18	07/31/18
Nelson, Rachel	Health Network Medical	05/15/18	05/31/18
Nelson, Rachel	Health Network Medical	06/04/18	06/29/18
Nelson, Rachel	Health Network Medical	07/02/18	07/27/18
Nelson, Rachel	Health Network Medical	08/03/18	08/10/18

Board of Governors of the Colorado State University System

Meeting Date: October 4-5, 2018

Report Item

<u>LEAVE OF ABSENCE</u>			
NAME	DEPARTMENT	FROM	TO
Ogg, Alexis	Communications & Creative Services	05/30/18	06/04/18
O'Hara, Leslie	CEMML	08/29/18	Unknown
Opsomer, Jean	Statistics	08/16/18	05/15/19
Orswell, Forrest	Student Legal Services	03/02/18	03/02/18
Orswell, Forrest	Student Legal Services	03/16/18	03/16/18
Orswell, Forrest	Student Legal Services	05/08/18	05/08/18
Orswell, Forrest	Student Legal Services	05/16/18	05/16/18
Orswell, Forrest	Student Legal Services	05/21/18	05/21/18
Orswell, Forrest	Student Legal Services	07/09/18	07/09/18
Orswell, Forrest	Student Legal Services	07/30/18	07/30/18
Ortiz, Brandy	El Centro	07/02/18	07/31/18
Oxenhandler, Jenna	Fot Collins Diag Lab	03/27/18	03/27/18
Petach, Luke	Economics	08/16/18	12/31/18
Rattenborg, Karen	Human Development & Family Studies	10/01/18	12/31/18
Reeb, Matthew	CEMML	08/20/18	Unknown
Schmid, Richard	CEMML	06/01/18	12/01/18
Scholl, Amy	School of Music, Theatre & Dance	08/16/18	12/31/18
Schwartzkopf, Joel	Health Network Medical	05/18/18	05/18/18
Schwartzkopf, Joel	Health Network Medical	06/08/18	06/08/18
Schwartzkopf, Joel	Health Network Medical	07/17/18	07/17/18
Schwartzkopf, Joel	Health Network Medical	07/27/18	07/27/18
Sheehan, John	Soil and Crop Sciences	06/20/18	Unknown
Shutters, Patricia	English	08/16/18	08/16/19
Skach, Sky	Ecosystem Science and Sustainability	04/25/18	06/11/18
Stanley, Mariann	Health Network Counseling	08/16/18	08/31/18
Steinhoff, William	CEMML	06/01/18	06/30/18
Stewart, Holly	Clinical Sciences	06/01/18	07/11/18
Strong, Kathleen	Health Network Counseling	05/14/18	05/15/18
Strong, Kathleen	Health Network Medical	08/16/18	08/16/18
Strutz, Erin	Graduate Program in Public Health SAU	07/06/18	07/31/18
Sullivan, Julie	Ethnic Studies	04/01/18	07/17/18
Sullivan, Julie	Ethnic Studies	05/01/18	05/16/18

Board of Governors of the Colorado State University System
Meeting Date: October 4-5, 2018
Report Item

<u>LEAVE OF ABSENCE</u>			
NAME	DEPARTMENT	FROM	TO
Tegen, Suzanne	Center for the New Energy Econ	05/31/18	06/14/18
Tremola, Giovanni	Clinical Sciences	08/04/18	08/20/18
Trouw, Michael	Economics	08/16/18	12/31/18
VanMeter, Amanda	Laboratory Animal Research	06/01/18	06/30/18
Vesty, Jill	Health Network Medical	05/14/18	05/31/18
Vesty, Jill	Health Network Medical	06/01/18	06/29/18
Vesty, Jill	Health Network Medical	07/02/18	07/31/18
Vesty, Jill	Health Network Medical	08/01/18	08/14/18
Waters, Jacob	CEMML	08/13/18	Unknown
Wedding, Sarah	Human Development & Family Studies	04/19/18	05/02/18
Wernsing, Sarah	College of Liberal Arts	08/16/18	08/23/18
Whitesell, Julie	Health Network Medical	05/14/18	05/31/18
Whitesell, Julie	Health Network Medical	06/01/18	06/27/18
Whitesell, Julie	Health Network Medical	07/02/18	07/31/18
Whitesell, Julie	Health Network Medical	08/01/18	08/14/18
Whitesell, Julie	Health Network Medical	07/02/18	07/31/18
Williamson, Daniel	CEMML	04/01/18	Unknown



Global Preeminence in Agriculture – Safe. Secure. Sustainable.

An Update

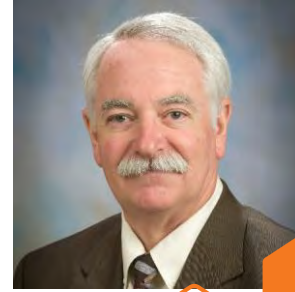
October, 2018



COLLEGE OF
AGRICULTURAL SCIENCES
COLORADO STATE UNIVERSITY

CHARGE:

- Revitalize leadership team
- Develop a strategic vision and plan
- Review Ag Experiment Stations and CAS Extension
- Rebuild external relationships



REVITALIZED LEADERSHIP TEAM

- New Department Heads
- New College Leadership and Structure



5 DEPARTMENTS ⁶¹

- Agricultural & Resource Economics
- Animal Sciences
- Bioagricultural Sciences and Pest Management
- Horticulture and Landscape Architecture
- Soil and Crop Sciences

120 FACULTY

37 NEW FACULTY
(since 2015)

14 NEW LINES
(since 2015)



STUDENTS

1757 Undergraduates

- 60% Colorado residents
- 63% Non-Ag background
- 65% Female
- 25% First generation
- 91% Post-grad placement

**298
Graduate
students**



VISION:

Unquestioned global preeminence in Agri-tech and the Agribiome focusing on the safety, security, and sustainability of food and resource systems to enhance the well-being of humans, plants and animals.

STRATEGIC PLAN

- **Student Success**
- **Research and Engagement Excellence**

Supported by sustainable financial resources, operational efficiencies, and a culture of inclusiveness



BUDGET:

Toward sustainable financial resources

\$11.3M

FY 2018 E&G

\$31.4M

FY 2018 RESEARCH EXPENDITURES

\$97.3M

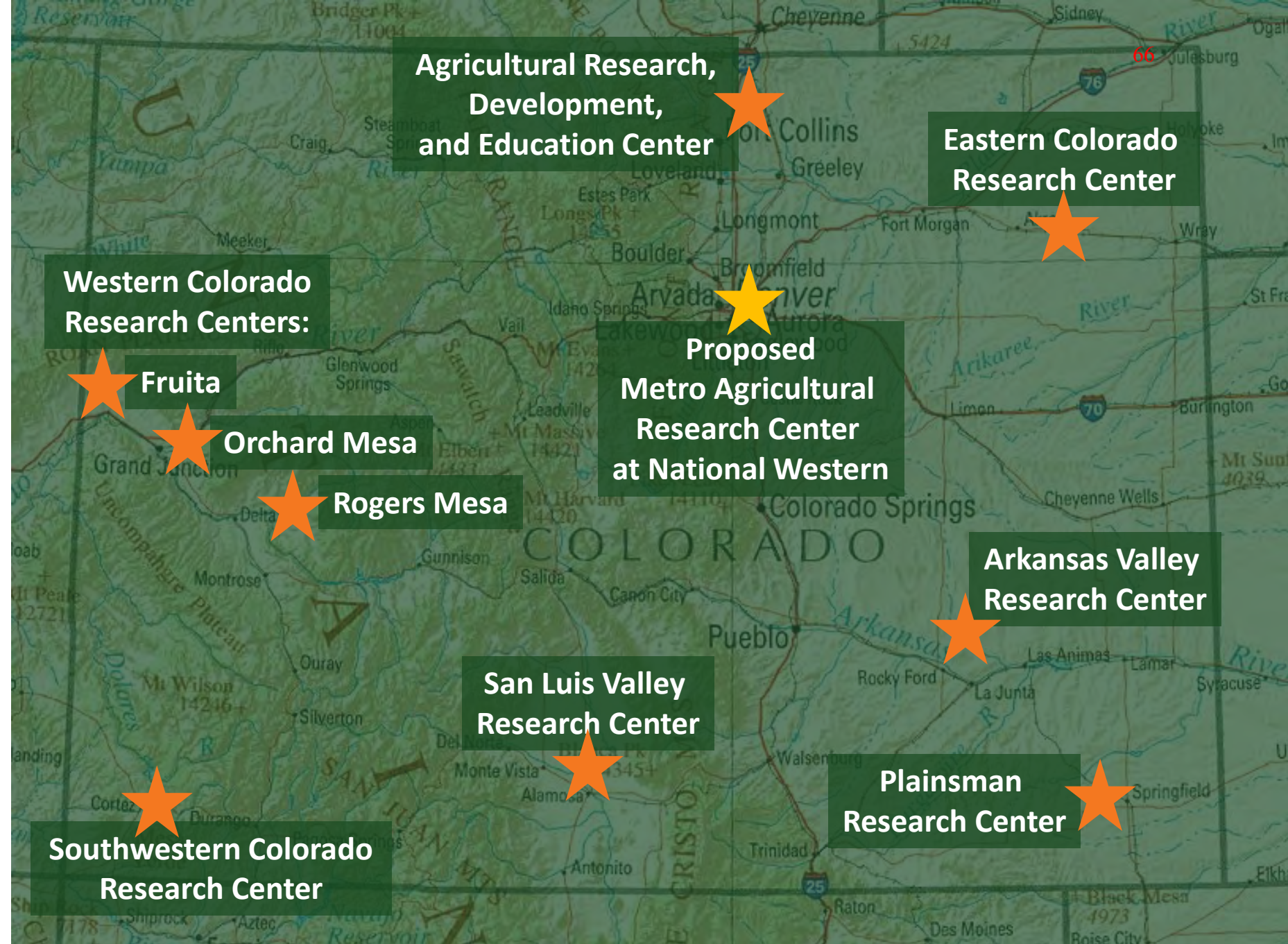
CAPITAL CAMPAIGN (Goal: \$80M)



RESEARCH CENTERS

Scientific Themes:

- Climate Smart Agriculture
- Soil Health
- Biological Invasions
- Water Management
- Community Food Programs





METRO AGRICULTURAL RESEARCH CENTER:

- Promote sustainability in cities
- Reconnect people to their food
- Provide local, healthier food choices
- Create jobs
- Mitigate negative effects of urbanization on the environment





AGRI-TECH:

Innovations transforming
agricultural systems

- Data Science
 - Predictive Analytics
 - IoT
-
- Precision Agriculture
 - High Tech Growth Facilities

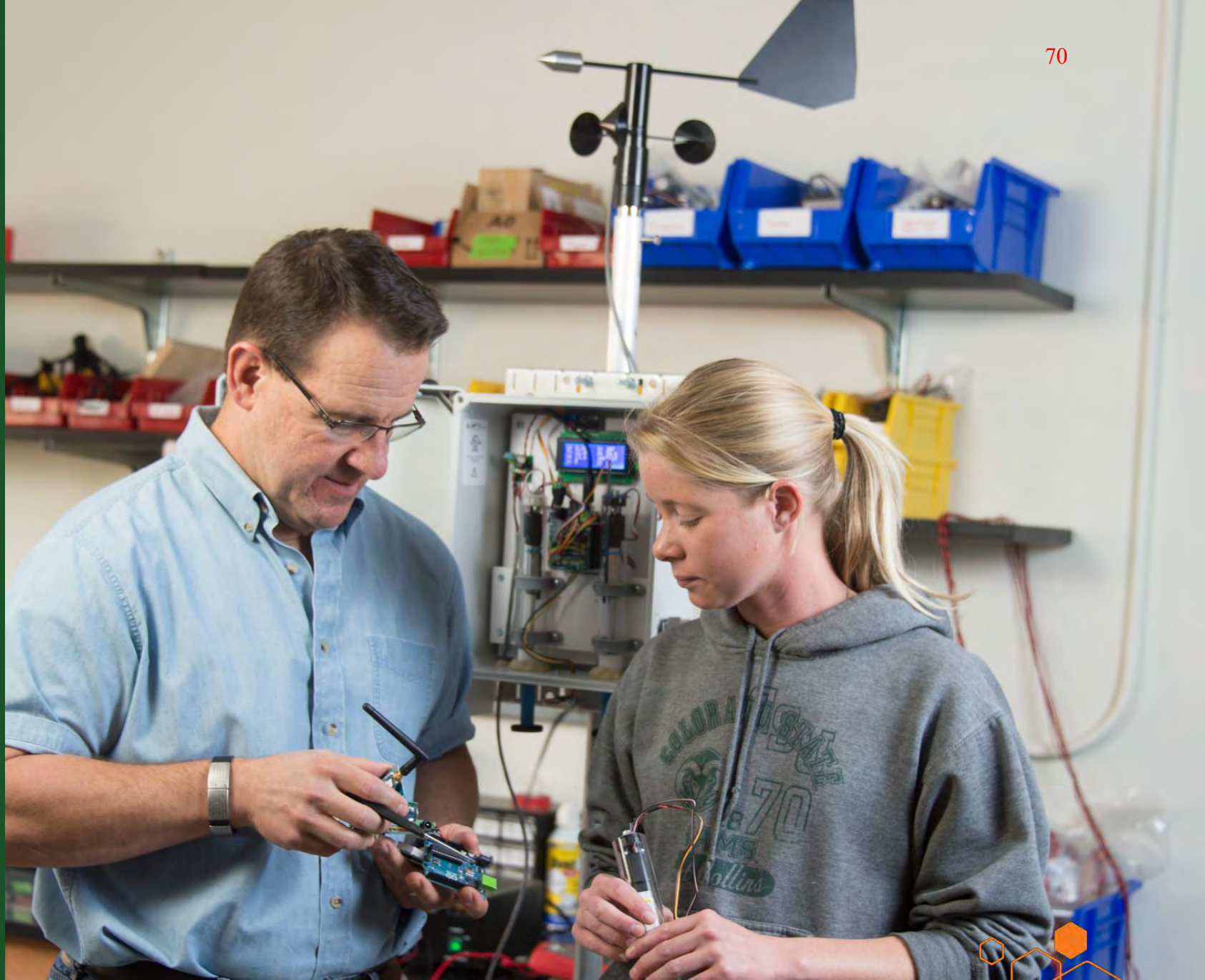
Controlled Environment Agriculture

CAS scientists in Horticulture and Landscape Architecture are studying hydroponic techniques, produce safety, plant photobiology, and lighting optimization to provide practical solutions for growing in the controlled environment.



The Internet of Soil

Faculty in Soil & Crop Science develop and use underground internet-connected sensors to monitor and predict soil moisture for irrigation management.



AGRIBIOME:

A holistic approach to agriculture

A systems-level perspective on how to make our food better through improved productivity and nutrient content

- Cluster hire of interdisciplinary faculty
- Infrastructure investments
- Requires big data
- Links to Global Food Innovation Center & National Western Complex



Colorado's peach trees in peril

Losses to *Cytospora* fungus cost local growers \$6 million annually

Researchers at CSU and the Western Research Center are testing new disease control strategies to save the peach industry.



Crop rotation strategies influence soil microbe content and potato health

CSU Ft Collins and San Luis Valley Research Center scientists are collaborating to determine why potato-damaging nematodes increase in fields after barley rotations.



JBS Global Food Innovation Center

MISSION:

To assure that consumers worldwide have access to a dependable supply of safe and high quality foods

Innovate, Educate, Support, Market



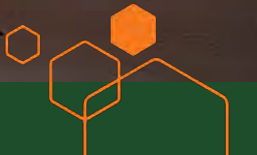
Food Safety & Animal Health

Jessica Metcalf, Animal Sciences, applies her skills in microbiome sciences and her understanding of the 'microbial clock' to estimate time since death...which relates to animal health and shelf life of meats in supermarkets.



Food Quality & Safety

Jessica Prenni and colleagues (CSU) are using novel analytical approaches to understand and predict food quality and detect food pathogens and adulterants.



Craft beer from energy-efficient greenhouses

Bill Bauerle, professor of horticulture at Colorado State University and an expert in “hoponics” – the science and technology of growing hydroponic hops



THE FUTURE

- Western Colorado Campus
- Arkansas Valley Campus
- Agricultural Campus at ARDEC
- National Western Center
- JBS Global Food Innovation Center
- Todos Santos Campus



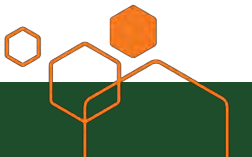
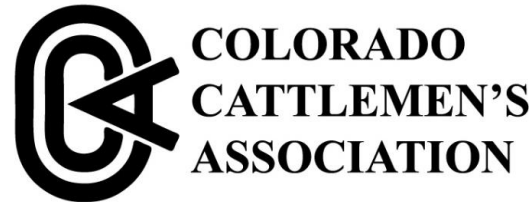
EXTERNAL RELATIONSHIPS

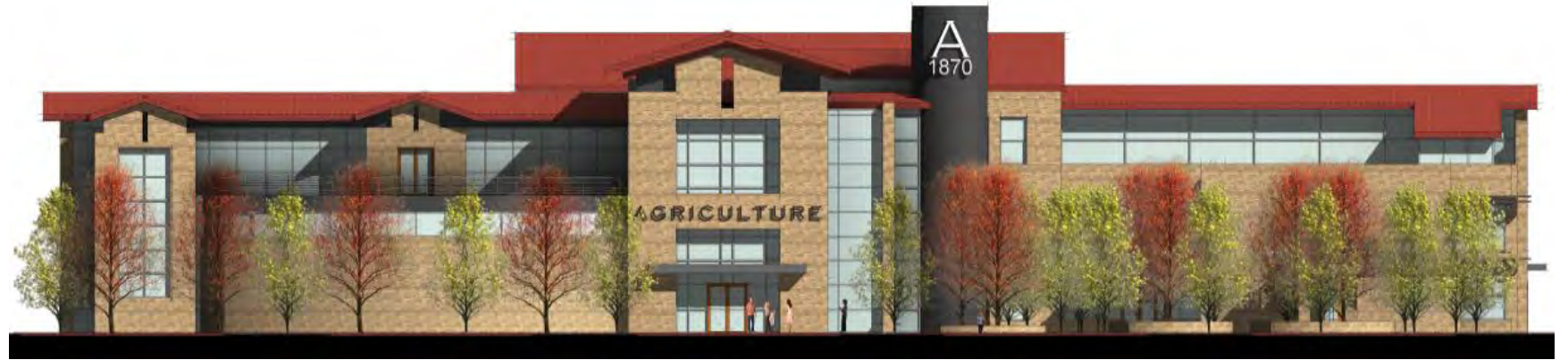
A continuous process

Office of Strategic Partnerships

- Corporations
- Commodity & industry group summits

AgIndustry Leadership Council





**BRANDING THE
COLLEGE OF
AGRICULTURAL
SCIENCES**



A decorative graphic consisting of two orange hexagons. The top one is a solid orange hexagon, and the bottom one is an orange outline hexagon. They are positioned to the right of the main text block.

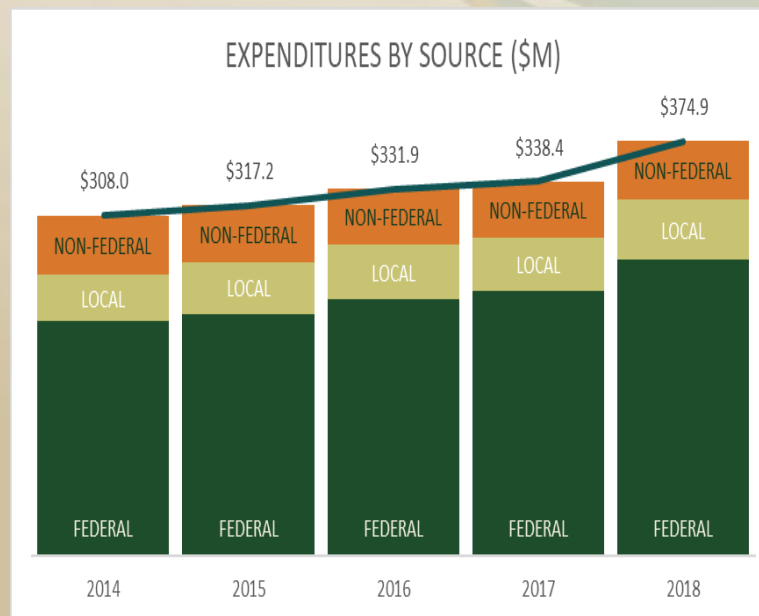
SHARED VALUES OF AGRICULTURE



Research FY18

\$374.9M Research Expenditures

10.8% increase
from FY17



FY18 Research Highlights

Expenditures - \$375M. 10.8% increase over FY17

Overall Awards (Obligations) - \$339M. 7.8% increase over FY17

Federal Awards (Obligations) - \$257M. 3.9% increase over FY17

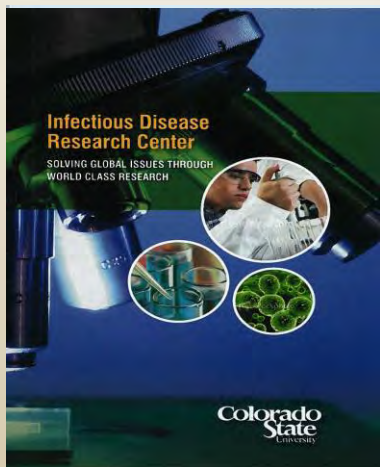
Awards for New Projects - \$158M. 3.3% increase over FY17

Industry Proposals Submitted – \$39.3M. 36.4% increase over FY17



Infectious Disease Translational Expansion Opportunities at Foothills Campus





CSU is a Significant Asset in Our National Priority in BioDefense

- National Focus on Ag BioDefense in Oct 2017 which pointed to need for Ag related stockpiling to thwart \$B losses (\$4B in Avian Influenza 2014)
- Current administration has established interagency strategy Sep 18)
- \$150M in Farm Bill for Vaccine bank BioMARC is poised to pursue
- CSU led coalition with 5 land grants (CERES) formed to pursue opportunities (Sep 20)



CERES

Coalition for Epi Response
Engagement and Science



Advanced Development and Manufacturing for Infectious Disease Countermeasures (Rx, Vx, Dx)



- Created through Federal and State funds in 2006
- BioMARC is an FDA-inspected, not-for-profit service entity at Colorado State University (CSU) that specializes in the commercial pre-clinical (animal) and clinical (human) cGMP production of biological products that require high containment facilities.
- BioMARC offers product lifecycle support for manufacturing in biological therapeutics, vaccines, and diagnostic products.
- This facility serves as training for Biosafety level practices for students and professionals



- **39 Employees and Staff (Includes Director)**
 - All positions including Director are soft money on 3-6 month terms

- **Includes 11 CSU Students which has been average number over last several years routinely employed by BioMARC**
 - Highly sought after positions by CSU undergraduates due to preferential placement in job market opportunities with this experience
 - Provides over \$50K budget annually to student income in first job experience outside of classrooms

- **Functions**
 - Product Development/Manufacturing
 - Facility and Operations
 - Quality
 - Project Management
 - Business Development and Contract Support



- **\$24M** in cumulative contract dollars over the past 6 years
 - **\$8.2M** of F&A overall
- **\$5.1M** of new contracts have been won in the past **11 months**
- Contract Funnel Status*
 - Lead Ins: **\$700K**
 - Scoping Phase: **\$5M**
 - ROM (Rough Order of Magnitude) or Pre-Proposals Sent: **\$7.4M**
 - Formal Proposal Sent: **\$690K**
 - Contract Negotiations: **\$1.3M**

*These figures do not include new contracts won, a \$10M contract opportunity currently in process with Walter Reed Army Institute of Research for production of Dengue vaccine and a \$7.5M contract opportunity in process with CEPI for production of MERS CoV vaccine

- Customer base includes Boston Children's Hospital, Harvard University, CDC, US DoD and several large and small Pharma companies

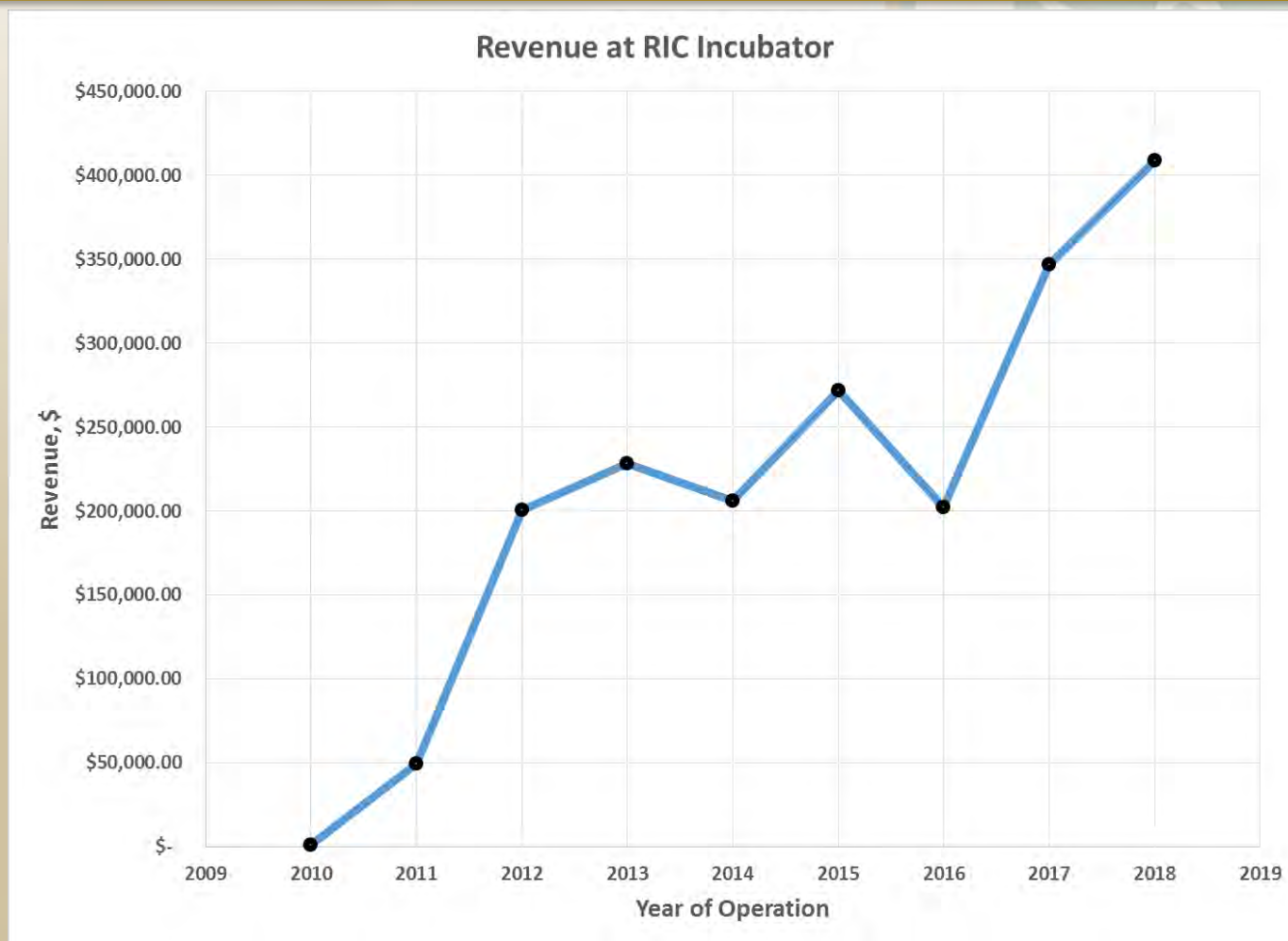


- **Contract opportunities have expanded due to new initiatives in Animal and plant based products**
 - Supporting TMI projects in Cell Therapy with seed funding from State of Colorado Grant obtained in 2017 provides opportunity to expand into new field of cell therapy to support faculty research interests
 - The Ag BioDefense initiatives as part of the Farm Bill provide an opportunity to expand into production of animal vaccines and diagnostics to meet a US public need
 - NSF Planning Grant submission with UC Davis, Tuskegee University and University of Louisville for bioengineering program will lead to competitive 50M grant opportunity
 - The largest animal health company has approached us about space for a 20-30 person operation aligned with animal health opportunities
- **Current BioMARC facilities are primarily used for human product activities**
 - It is not possible due to FDA and USDA requirements to mix animal and human production in the same facilities
 - This will require either re-assignment of space or construction of new space to accommodate these opportunities



RIC Rental Revenue

Colorado State University



Additional Expansion Opportunities Aligned with CSU Mission

Colorado State University

- **Infectious Disease Research Center is launching a student internship program in FY'19**
- **Pilot program intended to offer students an opportunity to train in a Biopharma operation**
 - Classroom and lab practicum offered by BioMARC staff
 - Will run as pilot for 2 years before formalizing in curriculum
- **6 Training slots are available. Interest has come from over 35 students so far in Masters Plan B program for our largest Infectious Disease Department**
 - Additional interest has been expressed from Engineering program for similar slots
 - This program has also obtained interest from external groups with needs in employee training and development
 - We would like to expand this program, which will require additional training space for students



Brand Marketing 2018

Colorado State University

Five-Year Brand Goals

Grow
enrollment

Launch new
fundraising
campaign

Deepen
community
engagement

Shape
perceptions
across
the state



Record freshman classes for four consecutive years



Reached goal with two years remaining



Unprecedented levels of community engagement

70%

of Coloradans rate the quality of education at CSU "Somewhat or Far Above Average"

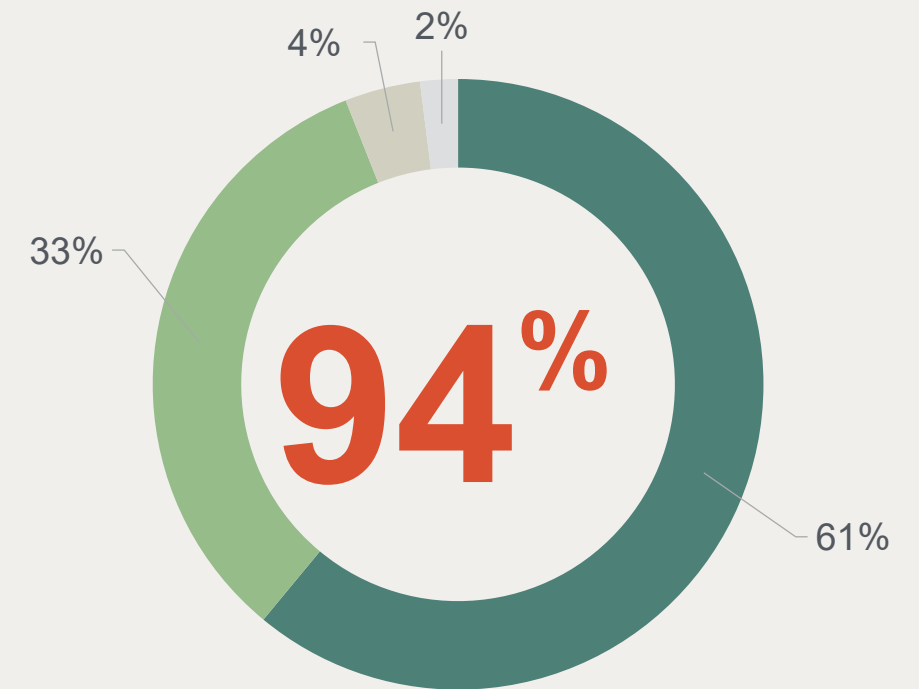
Source: CSU Image and Awareness Survey

How important are each of the following attributes in choosing or recommending a college or university?

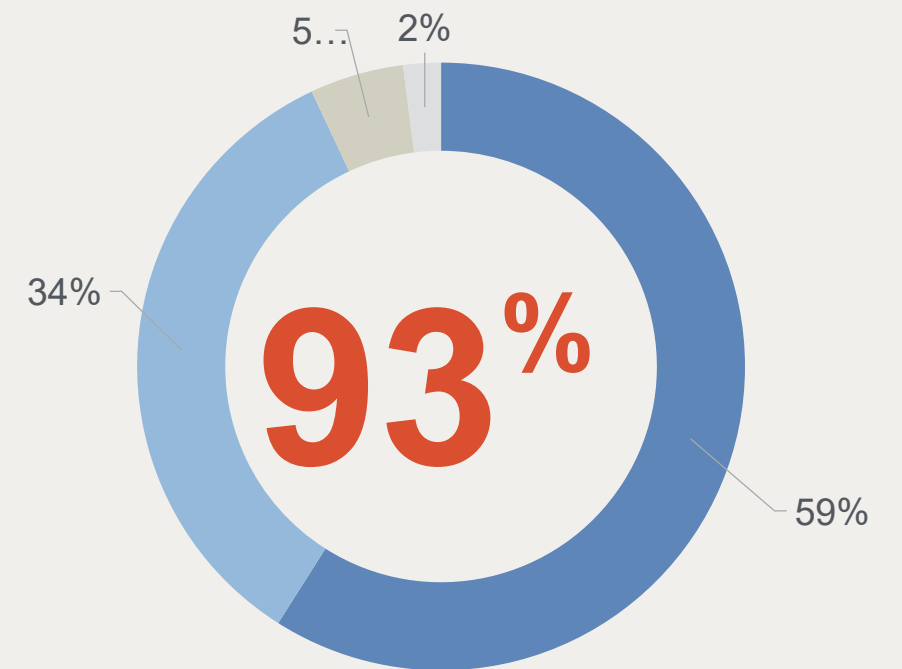
- Extremely Important*
- Very Important*
- Moderately Important*
- Slightly/Not At All Important*
- Combined Top 2 Box Response %: "Far Above Average" & "Somewhat Above Average"*

Source: Qualtrics Primary Research; Q8

General Audience



Prospective Students



Well prepared graduates

2018 BRAND CAMPAIGN

Rams aren't just well prepared,
they're the heartbeat
of our state.



Video

Post

Shares

See metrics for all videos



Colorado State University

Published by Colorado State University [?] · August 24 at 12:30 PM ·

We're Proud To Be CSU Rams 🐏

Here's a look at our new brand campaign. Watch for it on TV while cheering on your Rams this season. #ProudToBe

proudtobe.colostate.edu



281,966 people reached

Boost Again

Recent Activity

Boosted on Aug 24

Audience: United States, 18 - 65+, People who li...
By Kimberly Stern · Completed

View Results

2.9K

121 Comments 1.1K Shares



Like



Comment



Share



Performance for Your Post

281,966 People Reached

127,675 Video Views

8,253 Reactions, Comments & Shares

5,424 Like
2,465 On Post
2,959 On Shares

1,075 Love
597 On Post
478 On Shares

18 Haha
4 On Post
14 On Shares

20 Wow
2 On Post
18 On Shares

8 Sad
0 On Post
8 On Shares

5 Angry
0 On Post
5 On Shares

608 Comments
151 On Post
457 On Shares

1,124 Shares
1,102 On Post
22 On Shares

20,174 Post Clicks

3,618 Clicks to Play
92 Link Clicks
16,464 Other Clicks

NEGATIVE FEEDBACK

22 Hide Post 5 Hide All Posts

8 Report as Spam 0 Unlike Page

376,000¹⁰⁰+ REACHED

30,772 CSU AVG. REACH/POST

183,498 PTB UNPAID REACH

(+496%)

\$2.65 PTB CPM

\$5.23 IND. AVG. CPM

Video

Post

Shares

See metrics for all videos



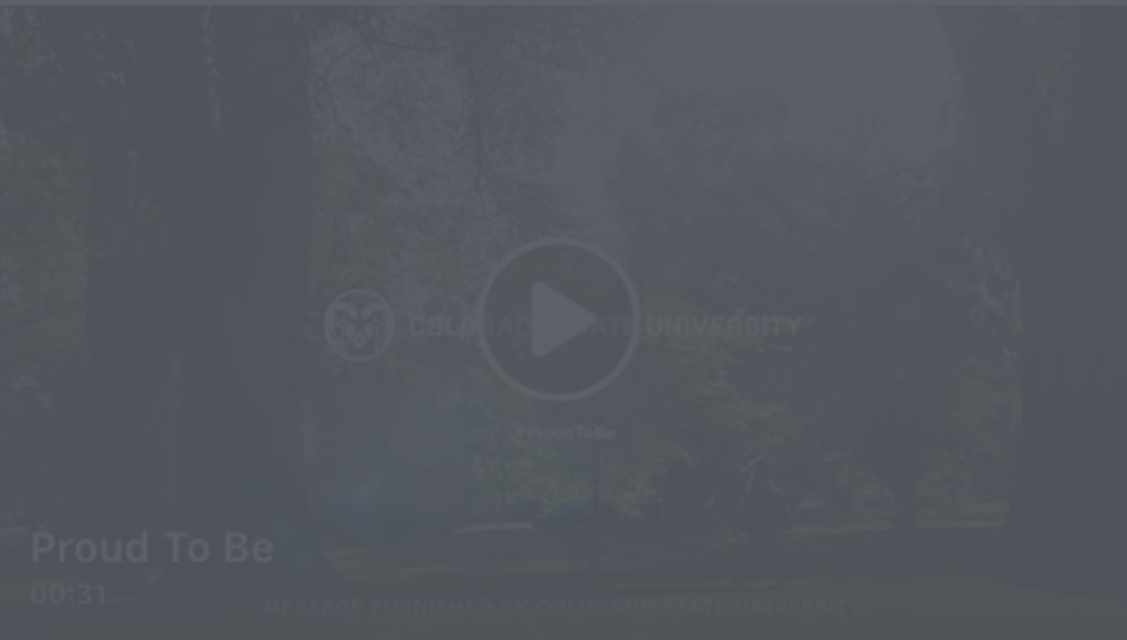
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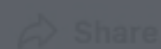
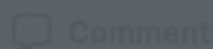
Audience: United States, 18 - 65+, People who li...

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5 Angry	0 On Post	5 On Shares

Comments On Post On Shares

1,124 Shares 1,102 On Post 22 On Shares

20,174 Post Clicks

3,618 Clicks to Play 92 Link Clicks 16,464 Other Clicks

NEGATIVE FEEDBACK

22 Hide Post 5 Hide All Posts

8 Report as Spam 0 Unlike Page

376,000+¹⁰¹

REACHED

30,772

CSU AVG. REACH/POST

183,498

PTB UNPAID REACH

(+496%)

\$2.65

PTB CPM

\$5.23

IND. AVG. CPM



RAMS SUCCEED

RAMS SUCCEED.

And success looks a little bit different to every incoming student, every new graduate, every established alum. At Colorado State, we create the environment, learning resources, and experiences students need to realize their visions. Our grads leave campus with everything they need to achieve their dreams.

THIS IS THE CSU EFFECT

+ 31%

CSU grads earn more than the average college graduate.

Source: U.S. Department of Education

83%

graduates are employed in a field related to their career plans.

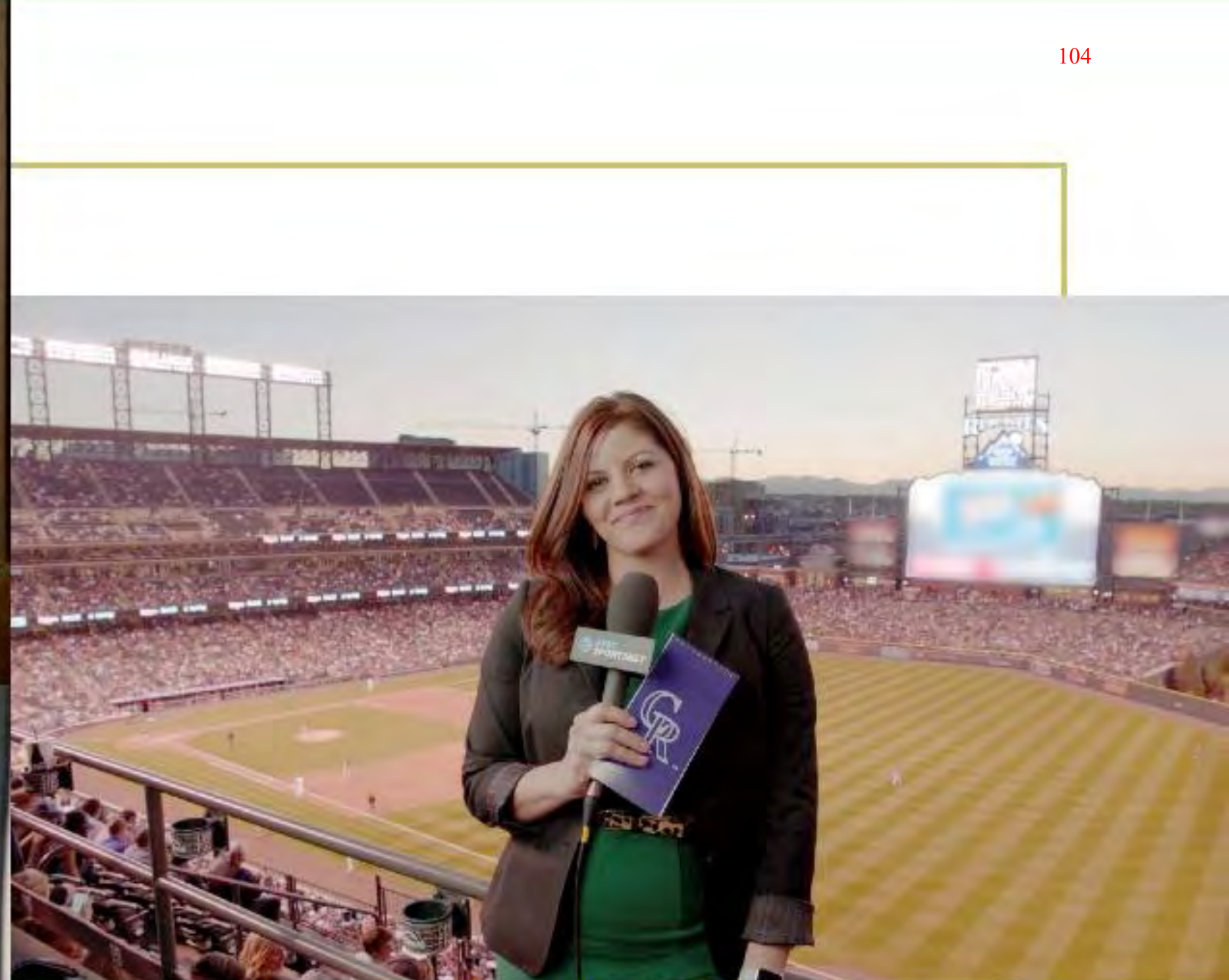
Source: CSU First Destination Report

90%

of graduating seniors rated the entire academic experience at CSU as excellent.

Source: CSU First Destination Report













ANDY BARTLETT,
OWNER/OPERATOR
BARTLETT FARMS

▶ MEET ANDY





Video

Post

Shares

See metrics for all video

Colorado State University

Published by Colorado State University [?] · September 19 at 10:08 AM · 🌐

Our Aggie roots run deep. #ProudToBe

It's Ag Week at Colorado State ➔ <https://col.st/a5gX8>



49,207
People Reached

986
Engagements

1,930
Clicks

[View More Insights](#)

[Boost Again](#)

Recent Activity

Boosted on Sep 19

Audience: United States: Colorado, 18 - 65+, Pe...
By Kimberly Stern · Completed

[View Results](#)

👍❤️😮 485

8 Comments 107 Shares

👍 Like

💬 Comment

➦ Share



Performance for Your Post

49,207 People Reached

20,538 Video Views

986 Reactions, Comments & Shares *i*

765 Like On Post 438 On Post 327 On Shares

80 Love On Post 52 On Post 28 On Shares

1 Haha On Post 1 On Post 0 On Shares

5 Wow On Post 5 On Post 0 On Shares

1 Sad On Post 1 On Post 0 On Shares

1 Angry On Post 1 On Post 0 On Shares

22 Comments On Post 9 On Post 13 On Shares

113 Shares On Post 107 On Post 6 On Shares

1,930 Post Clicks

376 Clicks to Play *i* 33 Link Clicks 1,521 Other Clicks *i*

NEGATIVE FEEDBACK

14 Hide Post 2 Hide All Posts

1 Report as Spam 0 Unlike Page

Insights activity is reported in the Pacific time zone. Ads activity is reported in the time zone of your ad account.

51,000+

REACHED

28,536

UNPAID REACH

\$3.92

CPM

\$5.23

IND. AVG. CPM



Leave your
LEGACY
at CSU

give.
learn.
grow.

Colorado
State




#PROUDTOBE

proudtobe.colostate.edu



Colorado State University





Connie Dohn is an entrepreneur and CFO of Dohn Construction. *And she's proud to be a CSU Ram.*

P R O U D T O B E

proudtobe.colostate.edu

Stephen Brackett is a philanthropist and member of the Flobots. *And he's proud to be a CSU Ram.*

P R O U D T O B E

proudtobe.colostate.edu



Pard Morrison is a renowned sculptor.
And he's proud to be a CSU Ram.

#PROUDTOBE

proudtobe.colostate.edu

Jenny Cavnar is the first woman to call an MLB game in 25 years. *And she's proud to be a CSU Ram.*

#PROUDTOBE

proudtobe.colostate.edu

Why are we ‘Proud To Be?’

CSU is built to help its students succeed.

CSU’s graduation rate is 24% higher than the national median for all universities.

Source: U.S. Department of Education College Scorecard

Over 90% of graduating seniors rated the entire academic experience at CSU as excellent

Source: CSU First Destination Report

CSU prepares its graduates for the real world.

CSU grads earn 31% more than the average college graduate

Source: U.S. Department of Education College Scorecard


89% of graduating seniors participated in CSU’s real-world learning programs.

Source: CSU First Destination Report

I SAID I'M
Est.
PROUD TO BE
A ¹⁸⁷⁰ CSU RAM

CSU GRADUATES EARN
31% MORE than the average
college graduate.

#PROUDTOBE

 COLORADO STATE UNIVERSITY

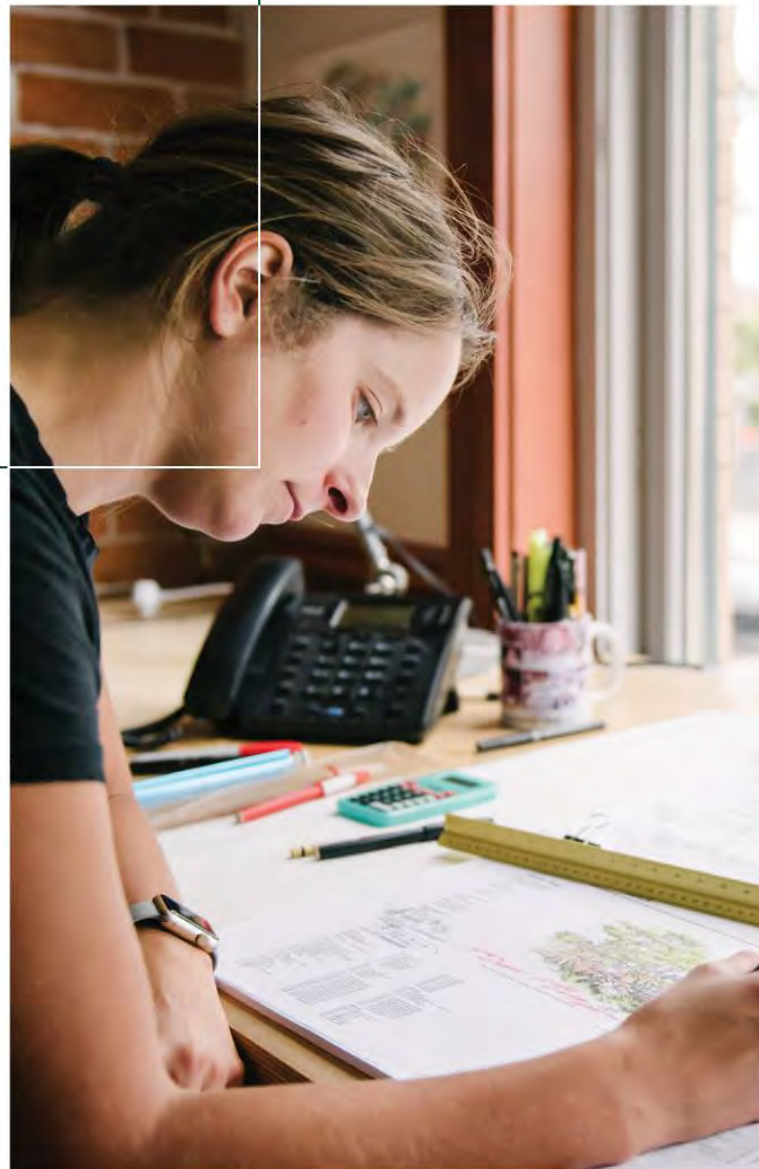
Source: US Department of Education College Scorecard, reflects those who received federal financial aid.



RAMS SUCCEED

Our academic and social support network strengthens students, leading to a graduation rate 24% higher than the average university. That's more Rams working, innovating, and driving the future.

#PROUDTOBE



I SAID I'M
Est.
PROUD TO BE
1870
CSU RAM

OUR GRADS TELL *THE FULL STORY*



#PROUDTOBE

Graduate success starts with a great education. Over 90% of Colorado State's graduating seniors rate their education experience – professors, courses, facilities, student support – as good or excellent.

I SAID I'M
Est.
PROUD TO BE
1870
CSU RAM



Since 1870



COLORADO
A & M



Proud To Be



Colorado
State

CAM
THE
RAM



I SAID I'M
Est.
PROUD TO BE
1870
A CSU RAM



MAY THY
GREEN & GOLD
UNITE US



proud to be



State





Media Mix

- Furnished :30 spots during televised CSU games
- Social media, pre-roll, and digital ads
- Content on Rocky Mountain PBS
- OOH in DEN (DIA)
- RamVision in stadium
- Placements in CSU-focused channels – Digital signs, magazines, publications
- Spring launch of full media plan in support of enrollment cycle



Thank You

State Your Purpose

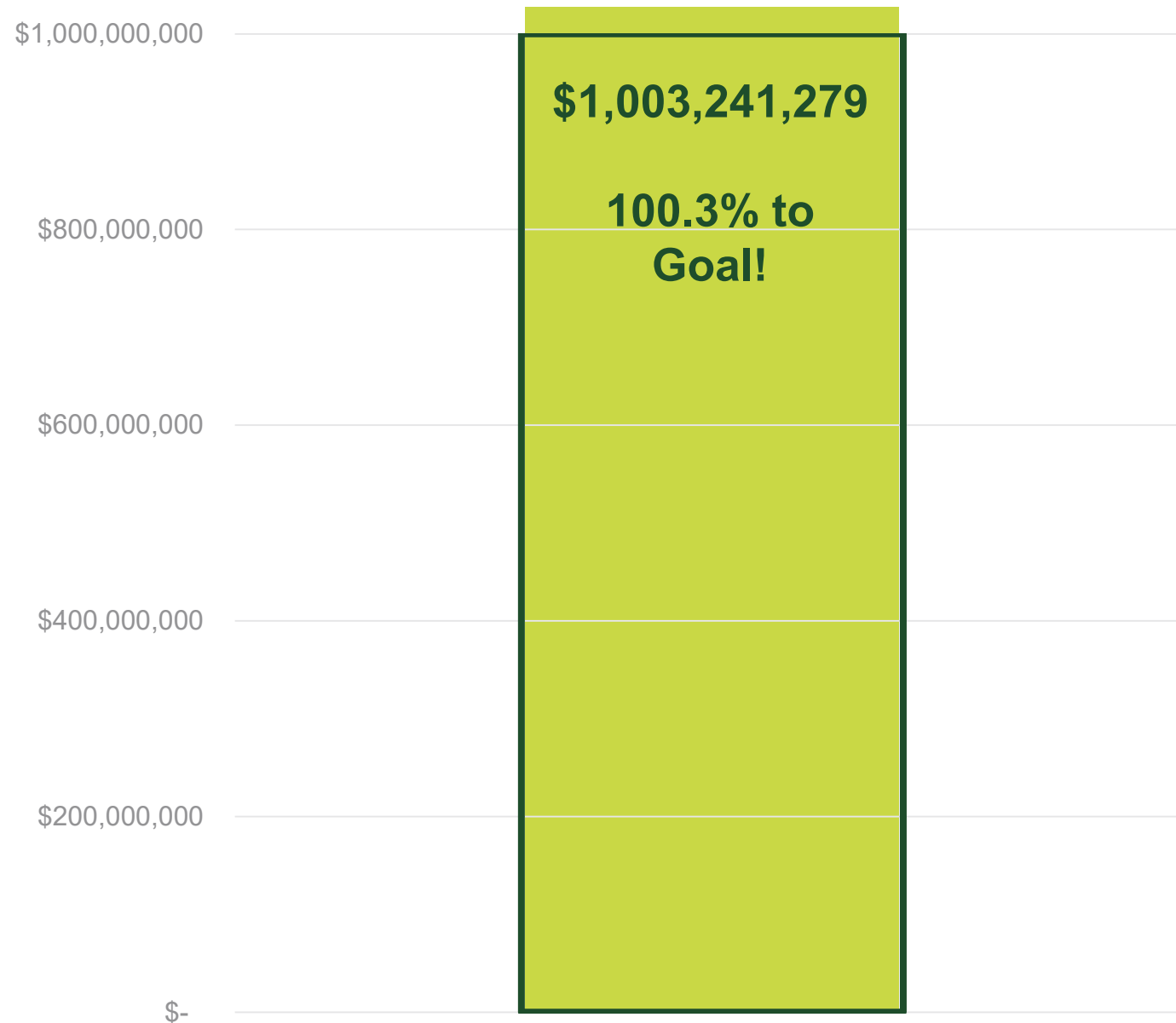
Campaign Update

Kim Tobin, *Vice President for Advancement*

STATE YOUR PURPOSE

· THE CAMPAIGN FOR COLORADO STATE UNIVERSITY ·

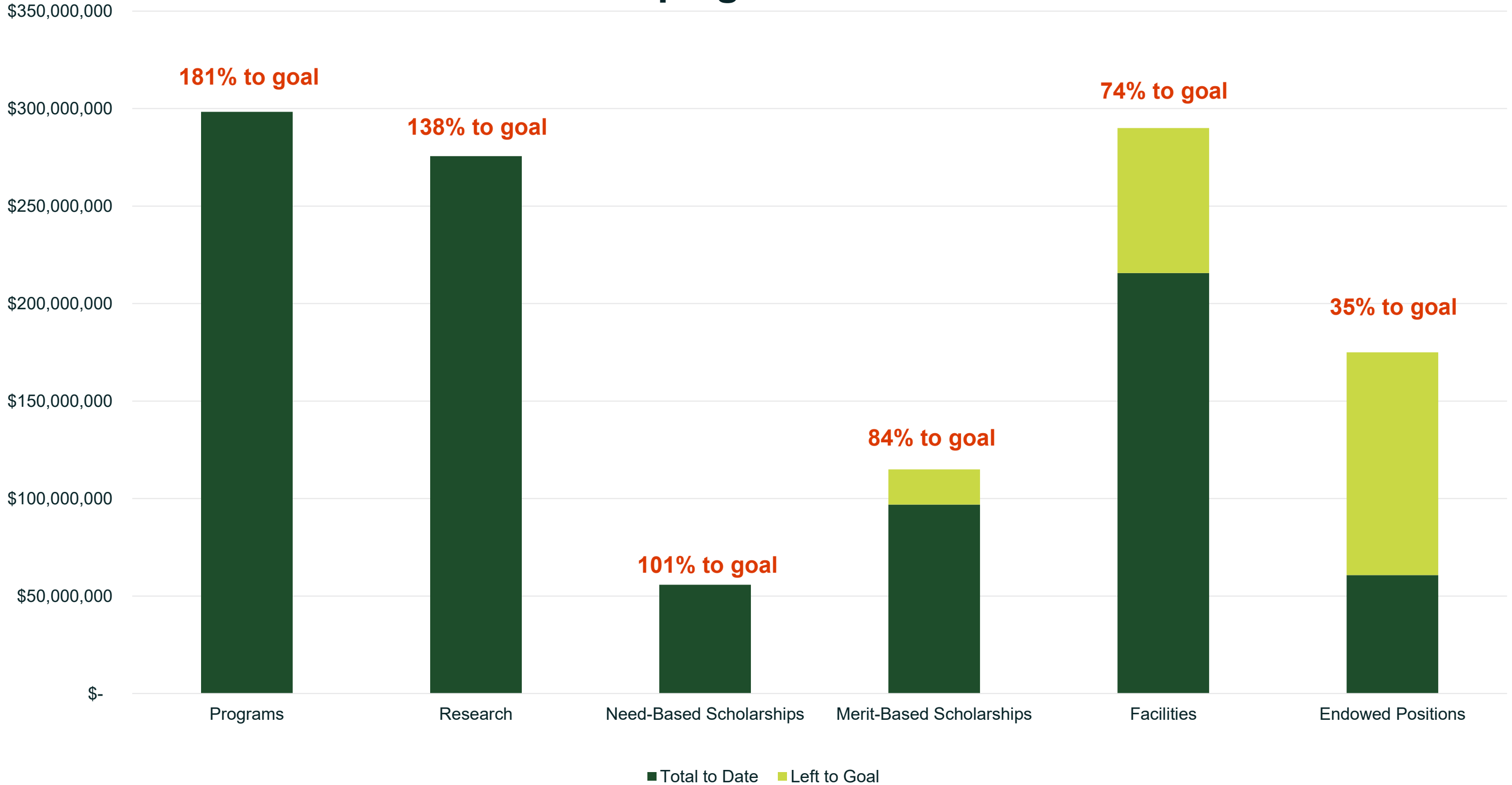
Campaign Progress



113,613
Supporters

Campaign Priorities

128



What's Next?

THANKS A
BILLION!

Beyond a Billion

150 Initiatives			
Metric	Goal	Actual	
Reach 150,000 Campaign donors	150,000	113,613	
Add 15 new endowed chairs	15	11	
Celebrate 150 Years	\$850,000	\$15,030	
Grow invested assets by \$150M	n/a	n/a	
Stewarding the Oval for the next 150 years	\$150,000	\$115,969	
Add \$150,000 in parent/family giving	\$150,000	\$3,726	
Add 150 new endowed scholarships	150	16	
Add 150 new Frontier Legacy Society members	150	14	
Add 1,500 new Ram Club members	1,500	294	
Add 1,500 new Alumni Association annual members	1,500	229	

Thank you



Colorado State University

Section 5

Annual Campus Safety Reports

- Colorado State University – Pueblo
- Colorado State University

CAMPUS SAFETY THE CLERY ACT



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS

The Clery Act

Three Primary Requirements:

- **Policy Disclosure to Campus Community**
 - Procedures for reporting criminal actions, emergencies occurring on campus, campus law enforcement
- **Records Retention and Reporting**
 - Keep daily crime log open for public inspection
 - Publish and distribute annual security report
- **Issue Campus Alerts**
 - “Timely Warning” or “Emergency Notification”



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS

Campus Safety at CSU

- **CSU Public Safety Team**
 - **PST Executive Committee**
 - **Additional Team Members and Committees**
- **Colorado State University Police Department**
 - **Chief Scott Harris**
 - **CSUPD is a full-service law enforcement agency**
 - **Mission: CSUPD supports the educational mission of CSU by providing professional, community-based services that enhance the health and safety of all community members**
 - **Resource for safety and security issues on campus**
- **Coordination with Fort Collins Police Services, Larimer County Sheriff's Office, and other law enforcement agencies**



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS



CSU Statistics

- **Safety statistics from CSU's Annual Security Report**
- **Crime statistics are consistent with previous numbers of reported sex offenses**
 - **26 sex offenses reported in 2017 (16 reports in 2016, and 25 reported in 2015)**
 - **49 reports of dating violence, domestic violence and stalking**
- **These reports are consistent with peer institutions and national trends: universities with comprehensive resources and services have experienced increased crime reporting**



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS



Campus Safety at CSU-Pueblo

- **CSU-Pueblo Safety Team**
 - **Parking and Safety Manager; Associate VP of Facilities; Dean of Student Affairs; Director of Residence Life and Housing; Director of Student Conduct and Case Management; Executive Director of Marketing, Communications and Community Relations; Director of Environmental Health and Safety; Office of Institutional Equity; Pueblo County Sheriff's Office; Deputy General Counsel**
- **Pueblo County Sheriff's Office**
 - **Full service Law Enforcement: Lieutenant; Sergeant; 9 deputies**
 - **24/7 coverage**
 - **Integrated into campus**
 - **Access to all Sheriff's Office resources and personnel**
 - **Provides training; participates on committees**
 - **Campus policing philosophy**



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS



CSU-PUEBLO STATISTICS

- **Safety statistics from CSU-Pueblo's annual security report**
 - **CSU-Pueblo had 7 sex offenses to report for Clery in 2017**
 - **Consistent numbers with the last 2 years**
 - **6 reportable incidents of Dating Violence and/or Stalking**



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS



Questions?

**Colorado
State
University
PUEBLO**

**2018 Fire Safety and
Security Report
2017 Crime Statistics**



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Colorado State University-Pueblo Non Discrimination Statement

Equal Opportunity/Affirmative Action Commitment & Notice of Nondiscrimination

Colorado State University-Pueblo is committed to equal educational and employment opportunities and to the elimination of all forms of discrimination, protected class harassment, sexual misconduct, intimate partner violence stalking, and retaliation. Furthermore, CSU-Pueblo is committed to maintaining respectful, safe, and nonthreatening educational, working, and living environments. In furtherance of this commitment, CSU-Pueblo does not discriminate on the basis of age, citizenship, creed, color, disability, gender, gender expression, gender identity, genetic information, national origin or ancestry, pregnancy, race, religion, sex, sexual orientation, veteran status, or because an individual has inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. CSU-Pueblo is an affirmative action/equal opportunity institution. It encourages diversity and provides equal opportunity in education, employment, all of its programs and activities, and the use of its facilities. The University takes affirmative action to employ qualified women, racial/ethnic minorities, protected veterans, and individuals with disabilities.

CSU-Pueblo complies with the Equal Pay Act, Titles IV, VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments, the Americans with Disabilities Act, as amended, Section 503/504 of the Rehabilitation Act, the Age Discrimination Act, Age Discrimination in Employment Act, the Vietnam Era Veterans' Readjustment Assistance Act, the Pregnancy Discrimination Act, Executive Order 11246, as amended, Violence Against Women Reauthorization Act of 2013, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act the Genetic Information Nondiscrimination Act of 2008, and all civil rights laws of the State of Colorado.

The Director of the Office of Institutional Equity has been designated by the President as the person with overall responsibility for the implementation and maintenance of the University's affirmative action programs. The Director of the Office of Institutional Equity has also been designated as the University's Title IX Coordinator, Americans with Disabilities Act (ADA) Coordinator, and Section 504 of the Rehabilitation Act of 1973 Coordinator. As such, the Director of the Office of Institutional Equity is responsible for addressing compliance with all federal, state, and local laws pertaining to nondiscrimination, civil rights, access, and equity. For any inquiries or concerns regarding discrimination, protected class harassment, or sexual misconduct, please contact Joshua R. Ernst (josh.ernst@csupueblo.edu), Director, Office of Institutional Equity at (719) 549-2210, Administration Building – Room 304.

Student seeking disability resources and accommodation or who have other related concerns, should contact Justin Hiniker (dro@csupueblo.edu), Director of the Disability Resource & Support Center at (719) 549-2648, Library and Academic Resource Center (LARC) – Room 169.

Employees seeking disability resources and accommodations or who have other related concerns, should contact Joshua R. Ernst (josh.ernst@csupueblo.edu), Director, Office of Institutional Equity at (719) 549-2210, Administration Building – Room 304 or Ralph Jacobs (ralph.jacobs@csupueblo.edu), Director of Human Resources at (719) 549-2441, Administration Building – Room 306.

Please visit www.csupueblo.edu/institutional-equity for more information.



Message from Colorado State University-Pueblo President

To the Campus Community:

The 2018 Fire Safety and Security Report contains important information about our campus environment.

All colleges and universities that participate in federal financial aid programs are required to keep and disclose crime statistics per the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act (Jeanne Clery Act). Enclosed you will find information about key institutional policies, personal safety and crime prevention information, how to report suspicious and criminal activities, and required Clery Act crime statistics for the last three calendar years.

For more than a decade, the Pueblo County Sheriff's Office (PCSO) has provided law enforcement services as well as community-oriented prevention and education activities that help to reinforce safety to students, faculty, staff, and campus visitors. It is incumbent upon all of us to familiarize ourselves with our resources and processes for preventing and responding to criminal activity. This annual report serves as a resource of safety information as well as policies and procedures that we hope will help secure a safe environment in which to teach, learn, and work.

Timothy P. Mottet
President

EMERGENCY DIAL 911

ON-CAMPUS

CSU-Pueblo Sheriff's Office
Lower Level of Administration Building
(719) 549-2373

OFF-CAMPUS

City of Pueblo Police Department
(719) 553-2502
Dispatch for Reporting

CAMPUS EMERGENCY CALL BOXES

These boxes are strategically located on campus and are available to students, staff, or visitors who would like to seek safety assistance and/or report any crime in progress. Once the call is activated, it will connect directly to the Pueblo County Sheriff's Office Dispatch Center.

SEE CALL BOX MAP on Page 45

Stay Informed – Daily Crime Log

The Pueblo County Sheriff's Office at Colorado State University-Pueblo Crime Log contains information on recent crimes and incidents that have occurred on the Colorado State University-Pueblo Campus.

<https://www.csupueblo.edu/campus-safety/sheriffs-office/index.html>



Message from the Pueblo County Sheriff

The Pueblo County Sheriff's Office is proud to serve as the law enforcement agency at CSU-Pueblo. Our goal is to provide the students, faculty, staff, and guests with the highest level of safety and security through interaction, education, and response.

Our deputies serve in a way that fosters trust, cooperation, and compliance while still demonstrating the utmost respect and compassion for CSU-Pueblo students and their guests.

The Pueblo County Sheriff's Office at CSU-Pueblo strives to protect life and property in an attempt to create a safe environment conducive to learning.

If you have questions or concerns about campus safety, do not hesitate to contact Lt. Steve Bryant at our CSU-Pueblo Campus Sheriff's Office at 719-549-2373. For further information regarding the Pueblo County Sheriff's Office, visit: <http://www.sheriff.co.pueblo.co.us/>

Kirk M. Taylor
Sheriff

SAFETY



Introduction

The information in this report is provided to educate current students, prospective students, faculty, and staff about safety and security policies, procedures, and statistics for Colorado State University-Pueblo (CSU-Pueblo). The University believes that a well-informed campus community is better prepared to deal with crime and emergency situations. The University encourages campus community members to become actively involved with the safety and security of students, faculty, and staff.

In 1990, the Higher Education Act of 1965 (HEA) was amended to include the Crime Awareness and Campus Security Act of 1990 (Title II of Public Law 101- 542). This amendment required all postsecondary institutions participating in Title IV student financial aid programs to disclose campus crime statistics and security information. In 1998, the act was renamed the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act in memory of Jeanne Clery, a university student who was killed in her dorm room in 1986. More commonly known as the Clery Act, this law requires colleges and universities to:

- Collect, classify, and count crime reports and statistics
- Issue campus alerts
- Publish an annual security report
- Submit crime statistics to the Department of Education
- Maintain a daily crime log
- Disclose missing student notification procedures
- Provide fire safety information

Preparing the Annual Report

This report is compiled by the CSU-Pueblo Safety Team that is comprised of campus law enforcement, administrators, and staff members who are responsible for and/or directly involved with safety and security of the campus:

- Associate Vice President of Facilities Management
- Pueblo County Sheriff's Office at CSU-Pueblo
- Dean of Student Affairs
- CSU System Deputy General Counsel
- Executive Director of Marketing, Communications, & Community Relations
- Director of Student Conduct and Case Management
- Director of Residence Life and Housing
- Parking and Safety Manager
- Office of Institutional Equity

The Pueblo County Sheriff's Office at CSU-Pueblo, in conjunction with the CSU-Pueblo designated Clery Coordinator, prepares the annual disclosure of crime statistics report to comply with the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act. The report is prepared in cooperation with the Division of Student Affairs including the Office of Residence Life and Housing and the Office of Student Conduct. Campus fire, crime, arrest, and disciplinary referral statistics include those reported to the Pueblo County Sheriff's Office at CSU-Pueblo and to University Campus Security Authorities.

Law Enforcement Qualifications & Authority

Law enforcement services at CSU-Pueblo are provided by the Pueblo County Sheriff's Office. The Sheriff's Office is staffed with experienced State-Certified peace officers who are current in Colorado Peace Officer Standards and Training (P.O.S.T.) procedures. All of these officers have the authority to make an arrest. Additionally, the Pueblo County Sheriff's Office provides law enforcement and emergency services to unincorporated Pueblo County. This connection to the community means that campus law enforcement is up to date with developments in the community allowing them to better serve the campus. Deputies assigned to CSU-Pueblo actively monitor off-campus crime, as it relates to the campus, students, faculty, and staff.

Law Enforcement Partnerships

CSU-Pueblo has a contractual and collaborative agreement with the Pueblo County Sheriff's Office to provide all law enforcement services on campus. This partnership allows CSU-Pueblo to have access to all services that are available to the larger community, including emergency management, search and rescue teams, investigations unit, high-tech crimes unit, and SWAT teams. Because CSU-Pueblo is adjacent to State of Colorado Highway property and City of Pueblo residential and commercial property, the Sheriff's Office and CSU-Pueblo work closely with the Colorado State Patrol (CSP) and the Pueblo City Police Department (PPD) to address any issues, emergencies, or community service needs that may involve both CSU-Pueblo and CSP and/or PPD geographical areas of jurisdiction.



***This report is posted on the
CSU-Pueblo website:***

<https://www.csupueblo.edu/campus-safety/>

Copies of the report are retained in the offices of:

***Admissions
Human Resources
Facilities Management
Office of Student Affairs
CSU System Deputy General Counsel
Marketing, Communications and Community Relations***

Take Safety Precautions

Students, faculty, and staff should take the following precautions to prevent circumventing policies designed to protect the safety of self and others:

- ✓ Do not prop doors open or allow strangers into campus buildings that have been secured.
- ✓ Do not lend keys or leave them unattended.
- ✓ Do not give codes to anyone.
- ✓ Keep your valuables secured and out of sight.
- ✓ Notify the Sheriff's Office of any suspicious activities or individuals.

Reporting a Crime

In the event of any crime, fire, or emergency on campus, students and employees should immediately notify the Pueblo County Sheriff's Office (PCSO), located at CSU-Pueblo. They will respond to all reports and make appropriate referrals to the Pueblo County District Attorney's Office, appropriate University Administrators, and/or the CSU-Pueblo Office of Student Conduct. The PCSO at CSU-Pueblo is housed in Administration 118. Students may call (719) 549-2373 for general safety and security information or to contact individual Sheriff's Office staff.

For all off-campus emergencies, calls should be directed to the local law enforcement agency. Students enrolled in any CSU-Pueblo classes held in Colorado Springs should contact the Colorado Springs Police Department or the El Paso County Sheriff's Office to report a crime. If attending classes at Ft. Carson Army Base, contact the appropriate Ft. Carson law enforcement authorities to report a crime. Students who reside in the City of Pueblo should direct their emergency calls to 911 or to the Pueblo City Police Department (719) 553-2502.

Confidential Crime Reporting

A witness of a crime who wishes to remain anonymous may call the CSU-Pueblo Tip Line at (719) 549-2376. The Tip Line is a voice message system only; and therefore, immediate action will not be taken. Witnesses of crimes also may report to Pueblo Crime Stoppers at (719) 542-7867(STOP).

Reporting a Crime to a Campus Security Authority (CSA)

For the purpose of a timely warning, the University encourages students and employees to promptly report any fire or criminal activity directly to the Pueblo County Sheriff's Office at CSU-Pueblo. However, students and employees may report a fire or crime to a Campus Security Authority (CSA) who is responsible for forwarding non-identifying information to the CSU-Pueblo Sheriff's Office for inclusion in the annual Security Report, regardless of whether the victim chooses to file a report with law enforcement.

WHO IS A CAMPUS SECURITY AUTHORITY?

Pueblo County Sheriff's Office at CSU-Pueblo
 Parking Operations Staff
 Vice President of Enrollment Management,
 Communications and Student Affairs
 Dean of Student Affairs
 Director of Student Engagement and Leadership
 Office of Student Engagement and Leadership
 Staff
 Director, Office of Institutional Equity
 Office of Institutional Equity Staff
 Student Organization Advisors
 Director of Student Conduct and Case
 Management
 Coordinator of Alcohol and Other Drug Prevention
 Director of Diversity and Inclusion
 Director of Residence Life and Housing
 Residence Life Coordinators
 Resident Assistants
 All Athletics Department Staff
 All Athletics Department Volunteers
 Extended Studies Student Advisor
 Site Manager at University Tower
 Site Manager at Fort Carson
 Director of Center for Academic Enrichment
 Center for Academic Enrichment Advisors
 Director of Disability Resource and Support
 Center
 Student Recreation Center Professional Staff
 Student Recreation Center Front Desk Staff
 Director of Student Support Services (SSS)
 Education Development Specialist (SSS)
 Associate Vice President for Facilities
 Director of Auxiliary Services
 Director of Career Center
 Director of Student Financial Services
 Financial Aid Counselors
 Director of International Programs
 Assistant Director of International Programs
 Director of English Language Institute
 Hasan School of Business Academic Advisors
 Asst. Director of Latinx Program and CAMP
 Academic Improvement Program Coordinator
 Writing Room and General Education Coordinator
 Director of Honors Program
 Director of Presidents Leadership Program
 Director of STEM Learning Center

Exemption from Reporting

Licensed professional mental health counselors and pastoral counselors (employed by religious organizations to provide confidential counseling) who are working within the scope of their license or religious assignment at the time they receive the crime report are exempt from reporting under the Clery Act.

Secure Access to Campus Facilities

Preserving a safe and secure environment is the responsibility of everyone on campus. Employees have the responsibility to secure their work area, and students have the responsibility to lock their residence hall rooms and apartments, as well as secure their personal property.

Most campus buildings and facilities are accessible to the public during normal business hours Monday through Friday, excluding holidays. Certain facilities may be opened by facilities personnel for designated hours on weekends and evenings. Buildings may be secured at different times based upon class schedule, special events, and computer lab hours.

Secure Access to Residential Facilities

All residence halls are secured using a card access system. Residence halls are accessible to the campus community and visitors from 8 a.m. to 5 p.m. Monday through Friday. Residence Halls have restricted access on weekends from 5 p.m. on Friday to 8 a.m. on Monday. During those hours, any visitors must be accompanied by a hall resident, and the resident must provide proper identification and access card. Visitors must sign in at the front desk. Access to the residence halls, after business hours, may be made available for campus programming. Campus apartments are secured by lock and key and are not available for community access at any time.

Security Considerations in Building Maintenance

Although maintenance requests are prioritized based upon need, budget, and emerging conditions, safety and security issues that are observed may be a cause for quicker response and handling. If a student, faculty, staff, or visitor notices a potentially dangerous or hazardous condition concerning maintenance, they should immediately contact the University Physical Plant at (719) 549-2211. The University conducts a semi-annual nighttime review of outdoor lighting and responds by installing or repairing lighting as needed.

The University requires all contractors who work in campus-owned residences to agree to and follow the policies and procedures set forth in the *Special Contract Conditions for Construction Projects in Occupied Student Housing Facilities at Colorado State University-Pueblo*. Contractors are required to adhere to special contract conditions for projects that involve construction within or adjacent to student housing facilities, defined as residence halls and apartments. The contractor, all workers, subcontractors, deliverymen, and anyone else coming on to the work site must be informed of the requirements to respect the students' privacy and enjoyment of their residences. The work must be done in a manner that maintains the security of the students' residences, limits contact with the residents, provides advance notice of any work that may affect the residents, and limits communications about the project to those persons designated by Colorado State University-Pueblo.

Timely Warning & Emergency Notification

Timely Warning

Under the *Clery Act* (20 U.S.C. state § 1092), Colorado State University-Pueblo, through designated personnel, is responsible for issuing a “timely warning” if a crime has been reported and CSU-Pueblo determines there is a serious or continuing threat to the campus community. In addition, CSU-Pueblo is required to send an “emergency notification” if there is an immediate threat to the health or safety of students or employees occurring on campus.

The decision to issue a timely warning or an emergency notification:

- Will be decided on a case-by-case basis in compliance with the *Clery Act* and after consideration of available facts.
- May depend on the nature of the crime, the continuing danger to the campus community, and the possible risk of compromising law enforcement efforts.
- Will depend upon the particular health or safety threat. CSU-Pueblo will, without delay, take into account the safety of the community, determine the content of the notification, and will determine whether to initiate the notification system.

Emergency Notification

The emergency notification system will be immediately activated when University authorized representatives become aware of and confirm a critical incident or other emergency situation that potentially affects the health and/or safety of the campus community.

Law enforcement and University officials will assist those preparing the emergency notification with determining what segment or segments of the campus community should receive the notification. Generally, campus community members in the immediate area of the dangerous situation (i.e. the building, adjacent buildings, or surrounding area) will receive the emergency notification first. The University may issue subsequent notifications to a wider group of community members. In addition to the emergency notification that may be issued via the University mass notification system, the University will post applicable messages about the dangerous condition on the University website and social media outlets to help ensure the rest of the campus is aware of the situation and the steps they should take to maintain personal and campus safety. The University will not disclose the identity of any victim related to the situation prompting the notice.

If the emergency affects a significant portion of or the entire campus, University officials will distribute the notification to the entire campus community. With the assistance of the Pueblo County Sheriff's Office, the University will determine the content of the notification. The University has developed a wide range of template messages addressing several different emergency situations. The communications officers (or others issuing the alert) will select the template message most appropriate to the on-going situation and modify it to address the specifics of the present incident.

How to sign up for the Emergency Alert System

HOW DO STUDENTS REGISTER FOR EMERGENCY ALERTS? Enrollment in this program is not automatic. Participation in this program is voluntary. Students must register for the service and will be responsible for updating their personal cell phone numbers in the event their contact information changes. It may take up to 72 hours for a cell phone number to become active in the Emergency Notification System.

- ➔ Sign on to your PAWS Account
- ➔ Click the “Emergency Text” Tab
- ➔ Respond to prompts each time you register

HOW DOES THE SYSTEM WORK? In the event of an emergency, a scheduled testing of the emergency system, or an unexpected closing of the University, a text message will be sent to all enrolled cell phones.

Each text message will begin with the message “*CSU-Pueblo ALERT!*” and will follow with the nature of the alert and any additional information. The text message will be brief, and you will be instructed to check the main CSU-Pueblo website or other media outlets for more information. You will receive messages within a few minutes of their transmission as long as your cell phone is turned on. The University will test the system each semester by sending a test message.

DOES IT COST? The service is free, but you may be charged your cellular service provider's standard rates. If you have verified the registered cell phone number is correct and you do not receive the once a-semester test message, you will need to check with your carrier to make sure your number is not blocked from receiving subscription text messaging from short codes.

FACULTY AND STAFF REGISTER THROUGH THE FACULTY & STAFF PORTAL

MORE INFORMATION CAN BE FOUND ONLINE AT:

<https://www.csupueblo.edu/campus-safety/csu-pueblo-alert.html>

Crime Prevention

Throughout the year, campus personnel and Sheriff's Deputies participate in programs aimed at crime prevention and the community policing philosophy to provide information that pertains to crime prevention, alcohol use, and illegal drugs. Educational programs are provided to students, faculty, and staff that include New Student Orientation and Parent Orientation Safety sessions, Alcohol and Drug Awareness, Active Shooter Awareness, Student-Athlete Safety Training, Orientation, Residence Life and Housing Safety Training, DUI Awareness, Sexual Assault Awareness, Bystander Intervention, Dating Violence Awareness, Domestic Violence Awareness, Stalking Awareness, Fire Safety Education, and other training as needed for students, faculty, and staff.

Crime Prevention Services

- ➔ **CAMPUS SAFETY OFFICERS (CSOs):** CSU-Pueblo student employees who provide additional foot patrol, building security, and parking enforcement. Call (719) 549-2373.
- ➔ **CAMPUS SAFE WALK:** Available to any campus member who wants to have the added security of being escorted from one location to another. Call (719) 549-2373 for assistance.
- ➔ **RESIDENCE HALL AND BUILDING PATROL:** Patrols include Sheriff's Deputies and CSOs patrolling in and around campus buildings.
- ➔ **EMERGENCY CALL BOXES:** Call boxes are found in 15 locations around campus. Call box maps and pictures are located at the end of this document.
- ➔ **LIGHTING SURVEY:** Facilities personnel regularly survey outdoor lighting and address any concerns. Call (719) 549-2211 to report lighting issues.
- ➔ **INDIVIDUAL OR DEPARTMENTAL SAFETY CONSULTATION:** Campus members are encouraged to contact a Deputy with any safety or security concerns by visiting the Pueblo County Sheriff's Office at CSU-Pueblo Administration 118 or dialing (719) 549-2373.
- ➔ **ACTIVE SHOOTER RESPONSE TRAINING:** At various times throughout the year, the PCSO conducts active shooter response training on campus.
- ➔ **SEX OFFENDER REGISTRY:** Information about registered sex offenders enrolled, working, or volunteering at Colorado State University-Pueblo may be obtained from the Pueblo County Sheriff's Office at CSU-Pueblo in Administration 118 or (719) 549-2373. Additionally, information about registered sex offenders residing in Pueblo County is available at the Pueblo County Sheriff's Office Annex, 920 N. Main St., Pueblo, CO 81003 (719) 583-6400, or online at <https://sotar.us>. A list of registered sex offenders residing in the City of Pueblo can be found at the Pueblo Police Department's website, <http://police.pueblo.us/p2c/sexoffenders.aspx>. These lists include only those persons who have been required by law to register and who are in compliance with the sex offender registration laws.
- ➔ **OPERATION ID:** Allows students, faculty, or staff to register valuable items with the Pueblo County Sheriff's Office at Colorado State University-Pueblo. The Sheriff's Office will keep the record on file to be used for identification purposes should the items be stolen. Items can be registered by obtaining a form from the Campus Sheriff's Office or online at:
<https://www.csupueblo.edu/campus-safety/sheriffs-office/operation-id.html>

Additional information regarding crime prevention services can be found in the CSU-Pueblo Student Pack Guide at <https://www.csupueblo.edu/student-affairs/index.html>.

Colorado State Law Definitions

The Colorado criminal law definitions of sexual assault, domestic violence, and stalking may be different from some of the definitions used in University policies. Colorado criminal law does not define dating violence. Reproduced below are the relevant sections of the Colorado Criminal Code.

Consent – Colorado Revised Statute § 18-3-401

(1.5) "Consent" for sexual activity means cooperation in act or attitude pursuant to an exercise of free will and with knowledge of the nature of the act. A current or previous relationship shall not be sufficient to constitute consent. Submission under the influence of fear shall not constitute consent.

Sexual Assault – Colorado Revised Statute § 18-3-402

(1) Any actor who knowingly inflicts sexual intrusion or sexual penetration on a victim commits sexual assault if: The actor causes submission of the victim by means of sufficient consequences reasonably calculated to cause submission against the victim's will; or

- a) The actor knows that the victim is incapable of appraising the nature of the victim's conduct; or
- b) The actor knows that the victim submits erroneously, believing the actor to be the victim's spouse; or
- c) At the time of the commission of the act, the victim is less than fifteen years of age and the actor is at least four years older than the victim and is not the spouse of the victim; or
- d) At the time of the commission of the act, the victim is at least fifteen years of age but less than seventeen years of age and the actor is at least ten years older than the victim and is not the spouse of the victim; or
- e) The victim is in custody of law or detained in a hospital or other institution and the actor has supervisory or disciplinary authority over the victim and uses this position of authority, unless incident to a lawful search, to coerce the victim to submit; or
- f) The actor, while purporting to offer a medical service, engages in treatment or examination of a victim for other than bona fide medical purposes or in a manner substantially inconsistent with reasonable medical practices; or
- g) The victim is physically helpless and the actor knows the victim is physically helpless and the victim has not consented.

Unlawful Sexual Contact – Colorado Revised Statute § 18-3-404

(1) Any actor who knowingly subjects a victim to any sexual contact commits unlawful sexual contact if:

- a) The actor knows that the victim does not consent; or
- b) The actor knows that the victim is incapable of appraising the nature of the victim's conduct; or
- c) The victim is physically helpless and the actor knows that the victim is physically helpless and the victim has not consented; or
- d) The actor has substantially impaired the victim's power to appraise or control the victim's conduct by employing, without the victim's consent, any drug, intoxicant, or other means for the purpose of causing submission; or
- e) The victim is in custody of law or detained in a hospital or other institution and the actor has supervisory or disciplinary authority over the victim and uses this position of authority, unless incident to a lawful search, to coerce the victim to submit; or
- f) The actor engages in treatment or examination of a victim for other than bona fide medical purposes or in a manner substantially inconsistent with reasonable medical practices.

(1.5) Any person who knowingly, with or without sexual contact, induces or coerces a child by any of the means set forth in section 18-3-402 to expose intimate parts or to engage in any sexual contact, intrusion, or penetration with another person, for the purpose of the actor's own sexual gratification, commits unlawful sexual contact. For the purposes of this subsection (1.5), the term "child" means any person under the age of eighteen years.

Domestic Violence – Colorado Revised Statute § 18-6-800.3 (1)-(2)

Domestic violence means an act or threatened act of violence upon a person with whom the actor is or has been involved in an intimate relationship. Intimate relationship means a relationship between spouses, former spouses,

past or present unmarried couples, or persons who are both the parents of the same child regardless of whether the persons have been married or have lived together at any time. Domestic violence also includes any other crime against a person, or against property, including an animal, or any municipal ordinance violation against a person, or against property, including an animal, when used as a method of coercion, control, punishment, intimidation, or revenge directed against a person with whom the actor is or has been involved in an intimate relationship. (Note: in Colorado, “dating violence” is included with the broader definition of domestic violence).

Stalking – Colorado Revised Statute § 18-3-602 (1)(a)-(c)

A person commits stalking if directly, or indirectly through another person, the person knowingly: a) Makes a credible threat to another person and, in connection with the threat, repeatedly follows, approaches, contacts, or places under surveillance that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship; or b) Makes a credible threat to another person and, in connection with the threat, repeatedly makes any form of communication with that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship, regardless of whether a conversation ensues; or c) Repeatedly follows, approaches, contacts, places under surveillance, or makes any form of communication with another person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship in a manner that would cause a reasonable person to suffer serious emotional distress and does cause that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship to suffer serious emotional distress. For purposes of this paragraph (c), a victim need not show that he or she received professional treatment or counseling to show that he or she suffered serious emotional distress.

VAWA Definitions

Dating Violence is defined as violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a relationship shall be determined based on the reporting party's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. For the purposes of this definition-

- Dating violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse.
- Dating violence does not include acts covered under the definition of domestic violence.

Domestic Violence is defined as a felony or misdemeanor crime of violence committed -

- By a current or former spouse or intimate partner of the victim;
- By a person with whom the victim shares a child in common;
- By a person who is cohabitating with, or has cohabitated with, the victim as a spouse or intimate partner;
- By a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred;
- By any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred

Stalking is defined as engaging in a course of conduct directed at a specific person that would cause a reasonable person to -

- Fear for the person's safety or the safety of others; or
- Suffer substantial emotional distress.
- For the purposes of this definition -
- Course of conduct means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or property.
- Reasonable person means a reasonable person under similar circumstances and with similar identities to the victim.

- Substantial emotional distress means significant mental suffering or anguish that may, but does not necessarily require medical or other professional treatment or counseling.

Sexual Misconduct, Intimate Partner Violence (Domestic Violence and Dating Violence), & Stalking

CSU-Pueblo is committed to equal educational and employment opportunities, and to the elimination of all form of sexual misconduct, intimate partner violence (domestic violence and dating violence), and stalking. Furthermore, CSU-Pueblo is committed to maintaining respectful, safe, and nonthreatening educational, working, and living environments. CSU-Pueblo prohibits any conduct that constitutes sexual misconduct (including non-consensual sexual contact, non-consensual sexual intercourse, sexual exploitation, and sexual harassment), intimate partner violence (including dating violence and domestic violence), and stalking. As such, CSU-Pueblo prohibits the crimes of dating violence, domestic violence, sexual assault, and stalking.

Sexual Misconduct, Intimate Partner Violence, & Stalking Definitions

WHAT IS SEXUAL MISCONDUCT UNDER CSU-PUEBLO POLICY?

Sexual misconduct means non-consensual sexual contact, non-consensual sexual intercourse, sexual exploitation, or sexual harassment.

Non-Consensual Sexual Contact means either

intentional sexual contact or touching, however slight, by a Responding Party of a Reporting Party's Intimate Body Parts (or any materials such as clothing, covering the immediate area of the Intimate Body Parts) without the Reporting Party's Consent and/or by force; or

intentional sexual contact or touching, however slight, of a Reporting Party with a Responding Party's Intimate Body Parts (or any materials such as clothing, covering the immediate area of the Intimate Body Parts) without the Reporting Party's Consent and/or by force.

Non-Consensual Sexual Intercourse means either

oral copulation (mouth to genital contact or genital to mouth contact), no matter how slight the contact or penetration, without the Reporting Party's Consent and/or by force; or

penetration, no matter how slight, of a person's vagina or anus with any body part or object without the Reporting Party's Consent and/or by force.

Sexual Exploitation means conduct involving a Responding Party taking, or attempting to take, non-consensual or abusive sexual advantage of a Reporting Party when such conduct would not otherwise be defined as Non-Consensual Sexual Contact, Non-Consensual Sexual Intercourse, or Sexual Harassment

WHAT IS INTIMATE PARTNER VIOLENCE UNDER CSU-PUEBLO POLICY?

Intimate Partner Violence is either dating violence or domestic violence.

Dating violence means an act or threatened act of violence upon a Reporting Party by a Responding Party who has been in a social relationship of a romantic or intimate nature with the Reporting Party. This includes, but is not limited to, threats, sexual or physical abuse, property damage, and violence or threat of violence to one's self, animals, or to the family members of the romantic or intimate partner when used as a method of coercion, control, punishment, intimidation or revenge. Whether there was a romantic or intimate relationship will be gauged by the length of the relationship, the type of relationship, and frequency of interaction between the persons involved in the relationship. Dating Violence does not include acts covered under the definition of Domestic Violence.

Domestic violence means an act or threatened act of violence upon a Reporting Party with whom the Responding Party is or has been involved in an intimate relationship. This includes, but is not limited to, threats, sexual or physical abuse, property damage, and violence or threat of violence to one's self, animals, or to the family members of the romantic or intimate partner when used as a method of coercion, control, punishment, intimidation or revenge. For purposes of Domestic Violence, an "intimate relationship" means a relationship between spouses, former spouses, past or present unmarried couples, or persons who are both the parents of the same child regardless of whether the persons have been married or have lived together at any time.

WHAT IS STALKING UNDER CSU-PUEBLO POLICY?

Stalking means engaging in a course of conduct directed at a Reporting Party that would cause a reasonable person to fear for their safety or the safety of others; repeated conduct which reasonably and subjectively causes a Reporting Party to fear for their safety or the safety of another; or repeated conduct which causes a Reporting Party to alter their activities in response to the repeated conduct. Such conduct may include but is not limited to any of the following: following or approaching a Reporting Party, someone with whom that Reporting Party has or has had a continuing relationship, or a member of that Reporting Party's family or household; contacting a Reporting Party, someone with whom that Reporting Party has or has had a continuing relationship, or a member of that Reporting Party's family or household whether or not conversation ensues; and placing a Reporting Party, someone with whom that Reporting Party has or has had a continuing relationship, or a member of that Reporting Party's family or household under surveillance.

WHAT TO DO IF THIS HAS OCCURRED TO YOU?

A student or employee has multiple options for reporting an allegation of prohibited conduct to the University. It is an individual's choice whether or not to file a complaint with the appropriate law enforcement agency. Filing a complaint with law enforcement is not required in order for CSU-Pueblo to investigate a concern of sexual misconduct, intimate partner violence, or stalking. Furthermore, reporting a concern to law enforcement is not a prerequisite for receiving resources and reasonable accommodations through the University. The University can and will assist an individual with making a report to the appropriate law enforcement agency if they so choose.

To report allegations of sexual misconduct, intimate partner violence, or stalking, as well as allegations of discrimination, protected class harassment, and retaliation to CSU-Pueblo, an individual should contact the Office of Institutional Equity's Director, who is also the University's Title IX Coordinator:

Josh Ernst, Director
 Office of Institutional Equity
 Administration Building – Suite 304
 (719) 549-2210
josh.ernst@csupueblo.edu

Colorado State University-Pueblo Fire Safety & Security Report

If an individual wishes to report an allegation or concern to law enforcement, and the alleged incident occurred on the University's Pueblo Campus, the individual can report to the Pueblo County Sheriff's Office, at the following:

Pueblo County Sheriff's Office
Administration Building 108
(719) 549-2373 – non-emergency number

If an individual wishes to report an allegation or concern to law enforcement, and the alleged incident occurred off of the University's Pueblo campus but in the City of Pueblo, including the privately owned property surrounding the University's campus, the individual can report to the City of Pueblo Police Department at the following:

Pueblo Police Department
200 South Main Street
Pueblo, Colorado 81003
(719) 553-2538 – non-emergency number

If an individual wishes to report an allegation or concern to law enforcement, and the alleged incident occurred at the CSU-Pueblo Tower located in Colorado Springs, including the parking lot and building entrances, the individual can report to the El Paso County Sheriff's Office at the following:

El Paso County Sheriff's Office
(719) 520-7100 – non-emergency number

Contact information for law enforcement agencies in other jurisdictions where the University has physical operations can be found under the reporting tab on the Office of Institutional Equity's webpage at <https://www.csupueblo.edu/institutional-equity/>.

It is important to preserve evidence if a student or employee has been a victim of any of these crimes. The preservation of evidence will help prove the crime occurred and also may help obtain a restraining order from the Courts, if necessary. The student or employee should preserve any text messages, pictures, voice messages, call logs, clothing, or other items that may have been involved in the crimes. If they have text messages or electronic communications, they should take a "screen capture" or print out a copy of the electronic evidence in case the device becomes damaged or destroyed. When saving text messages or any electronic communications, they should remember to save it in a format that shows the timestamp for the communication. All items should be given to law enforcement.

An individual who wishes to make a report to law enforcement regarding an alleged sexual assault may ask to have a forensic examination by a trained medical professional, such as a Sexual Assault Nurse Examiner ("SANE") for the purposes of preserving evidence. It is important for the preservation of evidence for a person to refrain from showering, washing clothes or placing them in a plastic bag, or otherwise altering their physical state until after they have contacted law enforcement or had an exam.

Colorado law allows for an individual to undergo a forensic exam without any identifying information being turned over to law enforcement.

If a student or employee contacts the Pueblo Rape Crisis Center, the Center also will assist with reporting the crime. The Pueblo Rape Crisis Center, (719)549-0549, will provide an advocate to accompany the student or employee to the hospital and also will inform them of additional resources. The Rape Crisis Center operates a 24-hour hotline for services. A Community Organization for Victim Assistance (ACOVA), (719)583-6250, can also provide an advocate to assist an individual with reporting an allegation to law enforcement or accompanying the individual to the hospital for a forensic exam. Parkview Medical Center, 400 W. 16th St., Pueblo, C) 81003, provides Sexual Assault Nurse Examiners (SANE) who can conduct the appropriate and necessary examination to preserve evidence and provide medical assistance.

WHAT THE UNIVERSITY WILL DO?

Upon receiving a report of sexual misconduct, intimate partner violence and stalking, the University will forward that report to the University's Title IX Coordinator, who is the Director of the Office of Institutional Equity. The Title IX Coordinator will provide the student or employee with written information regarding resources within the University and the community in the event that they are an alleged victim of sexual misconduct, intimate partner violence, or stalking. The University will provide the student or employee with written notification regarding student counseling services, employee assistance programs, health services, mental health services, victim advocacy, and legal-aid services. The University also will provide the student or employee with written notification of where to obtain assistance with visa and immigration issues and student financial aid. A list of these resources can be found below. The Pueblo County Sheriff's Office can provide transportation, if needed, and an advocate from the University, the community, or another support person, can accompany victims to the hospital and remain throughout any exam.

The University will provide a victim written notification about options for and available assistance in and how to request changes to their academic, living, transportation and working situations. The Title IX Coordinator will coordinate the provision of these accommodations upon request, and requests should generally be directed to the Title IX Coordinator. The University also will provide information on how to obtain a protective order through the courts. University Officials may issue an administrative no-contact order, enforceable via the Student Code of Conduct. Accommodations requested and protective measures will be provided to the alleged victim regardless of whether they report the incident to law enforcement. Students interested in an administrative no-contact order should contact the Title IX Coordinator.

Also, the University will abide by the terms of a validly issued protection order. ACOVA (whose contact information is below) can assist you with requesting a protection order through the county courts. Information on protection orders and ACOVA's protection order clinic is also available on ACOVA's website at http://acovapueblo.org/Protection_Order_Clinic.html.

Important Tips to Preserve Evidence



Hospital staff can collect evidence, check for injuries, and address the possibility of exposure to sexually-transmitted infections. If clothing has been changed since the assault, the clothing worn at the time of the assault should be brought to the hospital in a clean, sanitary container such as a clean paper grocery bag or wrapped in a clean sheet (plastic containers do not breathe and may render evidence useless). Otherwise, a change of clothing should be brought to the hospital, as the clothing being worn may be kept as evidence. The area where the assault occurred should remain undisturbed—leave all sheets, towels, etc. that may bear evidence for law enforcement to collect.

The private nature of information provided to the Office of Institutional Equity and the University regarding an allegation of sexual misconduct, intimate partner violence, or stalking will be accorded the utmost respect. Identifiable information is not shared except to investigate or resolve an allegation of prohibited conduct, in order to comply with the law, or to the extent necessary to provide accommodations or interim measures. Accommodations or interim measures related to living arrangements, class modifications, employment duties, and other situations will be discussed only with necessary personnel at the University and with the goal of keeping the information as private as possible given the circumstances.

The University has federal reporting obligations under the Clery Act, including the obligation to provide, publicly, statistics or timely warnings regarding certain reported crimes. The University will not include a Reporting Party's name or other identifying information in publicly available reports or timely warnings, as proscribed by the Clery Act.

The University recognizes that an individual may wish to further maintain their privacy beyond the scope described above. As such, the Director of the Office of Institutional Equity, in their capacity as the Title IX Coordinator, or designee, will respectfully consider all requests by an alleged victim: that their identifying information not be shared with the other party; that the alleged prohibited conduct not be investigated by the University; or to otherwise not participate in an investigation by the University. The University also recognizes that it has an obligation to provide a safe environment for all University Members, free from sexual misconduct, intimate partner violence, and stalking. A request for additional privacy may severely limit the University's ability to provide a safe environment free from prohibited conduct, investigate the allegations, and pursue disciplinary action against an individual, if warranted. Therefore, there may be circumstances in which the University cannot honor a request for further privacy in light of the University's obligation to provide a safe and non-discriminatory environment for all University Community Members.

Important Numbers to Report and/or Receive Services Related to Sexual Assault, Intimate Partner Violence and Stalking

Emergency

911

On-Campus Services

Pueblo County Sheriff's Office	(719) 549-2373
CSU-Pueblo Title IX Coordinator	(719) 549-2210
University Student Counseling Center	(719) 549-2838
University Student Health Center	(719) 549-2830
Student Financial Aid Office	(719) 549-2713

Off-Campus Services

Pueblo Police Department	(719) 553-2502
El Paso County Sheriff's Office	(719) 520-7100
Pueblo Rape Crisis Center	(719) 549-0549
Parkview Medical Center	(719) 584-4400
National Sexual Assault Hotline	(800) 656-4673
ACOVA	(719) 583-6250
Colorado Legal Services	(719) 545-6708
YWCA- Pueblo	(719) 542-6904

Disciplinary Action Procedures for Sexual Misconduct, Intimate Partner Violence (Dating Violence and Domestic Violence), & Stalking

The University's Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation expressly prohibits any conduct that constitutes Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, and Retaliation. A student or employee alleged to have engaged in prohibited conduct may be subject to investigation and discipline for their conduct.

During any process defined under University's Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation or its Procedures, both the Reporting Party and the Responding Party has the following rights.

- (A) The right to have a support person or advisor of their choice accompany them during any stage of the process.
 - (1) The support person or advisor may not be permitted to ask or answer questions, or otherwise speak or advocate on behalf of the party.
 - (2) The support person or advisor may be asked to leave any meeting if the support person or advisor becomes disruptive or otherwise substantially interferes with the process.
 - (3) The support person or advisor may be an attorney, family member, faculty or staff member, a trusted friend, or anyone else the party chooses.
 - (4) The support person or advisor should not be a person who may reasonably be called as a witness as part of an investigation. A support person or advisor who is also a witness may be asked to leave a meeting during which substantive information regarding the conduct alleged to have violated the Policy are being discussed.

- (B) The right to participate or decline to participate in the process. However, even if a party declines to participate, the University may, in some instances, continue to investigate the matter and issue an investigative report and discipline, if warranted, based on available information.
- (C) The right to consult at any time with any other resources.
- (D) The right to request support services, assistance, accommodations, and Interim Measures.
- (E) The right to reasonable updates regarding the status of the resolution process.
- (F) The right not to have their irrelevant past sexual history discussed during the process.

The University's disciplinary procedure for resolving alleged violations of the Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation involve two main phases, as outlined below. The first phase involves the investigation and determination if a violation of the policy occurred. The second phase involves the determination of disciplinary action if a violation was found to have occurred. All allegations of a violation of the Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation must be proven by a preponderance of the evidence. This means that in the judgment of the individual or institutional body responsible for determining if a violation occurred, it is more likely than not that a violation of the Policy occurred.

I. **Formal Investigation/Resolution**

(A) **Initiation of a Formal Investigation**

- (1) Upon the direction of the Director of OIE, or designee, OIE will undertake a prompt and equitable formal investigation of an alleged violation of the Policy.
- (2) OIE will advise the Reporting Party, in writing, that the University is initiating an investigation into their complaint. This notice will include, at a minimum:
 - (a) a copy, or link to an electronic copy, of the Policy and these Procedures;
 - (b) the identity of the Responding Party;
 - (c) the identity of the investigator assigned to investigate the matter;
 - (d) the factual description which serves as the basis for the investigation into the alleged violation of the Policy;
 - (e) the provision(s) of the Policy alleged to have been violated, including the definition of the prohibited conduct alleged to have occurred; and
 - (f) a recitation of the Reporting Party's rights under these Procedures.

(B) **Notice of Investigation**

- (1) Within fourteen (14) days of initiating a formal investigation under these Procedures, OIE will provide, to the Responding Party, a written notice of investigation. This notice will include, at a minimum:
 - (a) a copy, or link to an electronic copy, of the Policy and these Procedures;
 - (b) the identity of the Reporting Party;
 - (c) the identity of the investigator assigned to investigate the matter;
 - (d) the factual description which serves as the basis for the investigation into the alleged violation of the Policy;
 - (e) the provision(s) of the Policy alleged to have been violated, including the definition of the prohibited conduct alleged to have occurred;

- (f) a recitation of the Reporting Party's rights under these Procedures;
 - (g) a request for the Responding Party to contact investigator within three (3) days to schedule a meeting to discuss the allegations against them; and
 - (h) a statement that if the Responding Party does not contact the investigator in a timely manner to schedule a meeting, schedules a meeting but does not attend the meeting, or elects not to participate in the formal investigation, OIE may complete its formal investigation based on the otherwise available information.
- (2) This notice of investigation may be sent to the Responding Party via their University e-mail account, permanent addresses appearing in the University's records, an address appearing in a police report, or hand delivery. The notice is considered delivered on the date hand-delivered or sent via e-mail. Notices sent via the United States Postal Service or other carrier will be considered delivered two days after the notice was deposited with the carrier.
- (3) A copy of this notice may also be sent to the following individuals.
- (a) If the Responding Party is faculty or staff, a copy of the written notice may also be provided to:
 - (i) the Vice President for the Responding Party's division or the Provost; (ii) the Director of Human Resources; and (iii) other appropriate people.
 - (b) If the Responding Party is a student, a copy of the written notice may be sent to: (i) the Director of Student Conduct & Case Management; and (ii) other appropriate people.
 - (c) If the Responding Party is a Contractor, Guest, Volunteer, etc., a copy of the written notice may be sent to any appropriate people, including the entity responsible for the relationship between the Reporting Party and the University.

(C) Investigatory Process & Information Collection

- (1) Unless either party indicates an unwillingness to participate in the formal investigatory process, OIE will separately interview the Reporting Party and the Responding Party.
- (2) Individuals will be provided at least forty-eight (48) hours written notice of any interview or other meeting where their presence is requested. An individual may waive this advance notice by agreeing to attend an interview or other meeting with less than forty-eight (48) hours advance notice.
- (3) It is within OIE's discretion to interview a Reporting Party, Responding Party, or any witness multiple times.
- (4) Within five days of being interviewed by OIE, the Reporting Party or the Responding Party may supplement their oral statements with a written statement provided to the investigator.
- (5) Subsequent to being interviewed by OIE, the Reporting Party, Responding Party, and any witnesses will be provided with a written summary of the information they provided during their interview.
- (6) A Reporting Party, Responding Party, and any witnesses interviewed by OIE may provide OIE with evidence, documentary or otherwise, that the person deems relevant to the investigation.

(D) Information Review

- (1) Upon the conclusion of the investigatory process outlined in Section 1.01(C), the Reporting Party and the Responding Party will be given the opportunity to review: (a) an overview of the investigation undertaken; and (b) a written summary of all of the available evidence, information, and statements to be considered as part of the investigatory report.
- (2) OIE will provide simultaneous written notice to the Reporting Party and the Responding Party that this information is available for review.
- (3) This information will be available for review for at least three (3) days.

- (4) This information will be reviewed in person and under the supervision of an OIE representative.
- (5) No information reviewed may be removed from the location where the review occurs.
- (6) No photocopies, photographs, or other reproductions of the information may be made; however notes may be taken freely.
- (7) The Reporting Party and the Responding Party will have at least two (2) days after reviewing this information to provide written comments to the investigator regarding the information reviewed. These written comments may include, but are not limited to, additional information for consideration and questions for the other party or witnesses.
- (8) After the parties have had an opportunity to exercise their right to review and comment, the investigator will either prepare an investigative report or reopen the investigation for the limited purpose of addressing any new material evidence or questions posed as part of the parties' right to review and comment.
- (9) In the event that the investigator reopens the investigation for limited purposes, the parties will be afforded a second opportunity to exercise their rights under this Section 1.01(D). Notwithstanding the foregoing, the parties may not abuse their rights under this Section 1.01(D) in order to unreasonably delay the formal investigation/resolution process.

(E) Investigative Report

- (1) After the Reporting Party and Responding Party have had the opportunity to exercise their rights under Section 1.01(D), the investigators will prepare a written investigative report.
- (2) Each investigative report will contain, at a minimum:
 - (a) an overview of the investigation undertaken;
 - (b) a summary of all of the available evidence, information, and statements to be considered;
 - (c) findings of fact based on the available evidence and testimony;
 - (d) a conclusion as to whether or not a violation of the Policy occurred, or if insufficient evidence exists to make such a conclusion;
 - (e) the rationale and analysis in support of the findings of fact and conclusion; and
 - (f) recommended sanctions to eliminate the prohibited conduct, prevent its recurrence, and remedy its effects.
- (3) If the Responding Party is a student, any findings of fact and conclusions contained within the investigative report will be recommended findings of fact and recommended conclusions.
- (4) A copy of the investigator's final investigative report will be provided to either the Director of Student Conduct and Case Management (if the Responding Party is a student) or the Responding Party's supervisor and appointing authority (if the Responding Party is an employee).
- (5) The Reporting Party and Responding Party may make arrangements with OIE to review a copy of the final investigative report.

(F) Notification of Outcome

OIE will advise the Reporting Party and Responding Party simultaneously in writing of the result or outcome of the formal investigation, including the rationale for the result or outcome. This written notice will also include, at a minimum a description of the next steps in the formal resolution process, including appeal rights available at that time, if any.

(G) Disciplinary Processes & Sanctioning

(1) Generally

- (a) The disciplinary authority shall be responsible for implementing any sanctions or otherwise ensuring any discipline or sanctions are implemented.
- (b) Under no circumstances is mediation an appropriate means of determining a sanction or discipline when an individual is found to have engaged in Sexual Misconduct, as defined by the Policy.
- (c) Even if a Responding Party is found not to have violated the Policy, the University may direct in writing that the Reporting Party, in the Reporting Party's role as a University Community Member, cease behavior that, if continued or accumulated, would constitute a conduct prohibited by the Policy.
- (d) Upon determining the appropriate discipline or sanction, the disciplinary authority will simultaneously inform the Reporting Party, Responding Party, and Director of OIE, or designee, in writing of the terms and conditions of the sanction or discipline to be imposed, and the rationale for that decision.
- (e) The Reporting Party and Responding Party must be afforded equitable rights, to the extent either has any rights, under any process used to determine an appropriate sanction or discipline.

(2) If Reporting Party is a student

(a) Potential Sanctions/Discipline

(i) Loss of Privileges

A limitation is placed upon selected privileges for a specific period of time. Loss of privileges may include, but may not be limited to, denial of the right to represent the University, a denial of the use of University facilities or access to areas of campus, or denial from participation in co-curricular activities.

(ii) No Contact Orders

A no contact order is a directive from the University to an individual instructing that individual to refrain from any intentional contact, direct or indirect, with one or more designated persons or group(s) through any means, including personal contact, electronic, telephone, or third parties. All individuals issued a no contact order are held responsible for following the directive. Violating a no contact order can result in disciplinary action pursuant to the generally applicable University policies and procedures.

(iii) Community Service/Activity

Requirement that services be offered for a specified period to an appropriate non-profit community agency and/or to a University office.

(iv) Educational Assignment

A Responding Party is required to complete a specified educational assignment related to the violation committed. Such educational assignments may include completion of a workshop or seminar, class, report, paper, project, writing a letter of apology, seeking academic counseling or substance abuse screening, alcohol or drug program and/or consultation, counseling consultation, psychological or psychiatric evaluation. It may also be a requirement to sponsor or assist with a program for others on campus to aid them in learning about a specific topic or issue related to the violation for which the Responding Party was found responsible.

(v) Educational Fund Payment

Reasonable fees may be imposed.

(vi) Residence Hall Transfer or Removal

A Responding Party is required to transfer residence halls or leave the residence halls for a specified or indefinite period of time.

(vii) Restitution

Reimbursement for damage or loss of property or expenses of others as a result of the violation of the Policy.

(viii) Coach Referral

A Responding Party's coach will be notified of the violation if a Responding Party is a student athlete. Additional discipline may be taken by the Responding Party's coach with respect to the Responding Party pursuant to Athletics Department policy and procedures.

(ix) Warning

A warning is given to notify a Responding Party that past behavior has been inconsistent with the expectations of the University. A warning has no immediate effect upon a Responding Party's standing at the University. However, once given a warning, a Responding Party should expect more serious sanctions to result from any subsequent violations.

(x) Probation

Probation serves to notify a Responding Party that further transgressions must be avoided for a finite and specified period in order for the Responding Party to remain a part of the University community. During a Responding Party's probationary period, that Responding Party is not in good disciplinary standing with the University. Any further violations of University policy, including the Code of Student Conduct, while on probation may result in a Responding Party's suspension or dismissal from the University.

(xi) Deferred Suspension

During a deferred suspension the Responding Party will be suspended from the University, but the suspension will be deferred, meaning that the Responding Party may continue to attend classes. However, the suspension will be automatically enforced if the Responding Party fails to complete any assigned sanctions by the deadline and/or for any subsequent violations of the Code of Student Conduct. If the Responding Party is found responsible for any subsequent violations of University policy, including this Policy or the Code of Student Conduct, the Responding Party will be automatically suspended from the University in addition to the other sanctions imposed for the subsequent violation. During a Responding Party's deferred suspension period, that Responding Party is not in good disciplinary standing with the University.

(xii) Suspension

A Responding Party who has been suspended from the University may not participate in any University activities, academic or otherwise, for a specific period, and may be restricted from University premises. This sanction will be noted as a "Suspension" on the Responding Party's official academic transcript and the Responding Party will be withdrawn from all courses. A suspended Responding Party who wishes to re-enroll must apply for re-entry to the University and must also petition the Director of Student Conduct and Case Management, who shall determine whether any and all requirements for readmission have been satisfactorily completed.

(xiii) Expulsion

Expulsion is permanent separation and removal from the University. A Responding Party who has been expelled from the University is permanently prohibited from participating in any University activities, academic or otherwise, and will be restricted from all University premises and activities. This sanction will be noted as "Expelled" on the Responding Party's official academic transcript and the Responding Party will be withdrawn from all courses.

(b) Disciplinary Procedures

- (i) Upon receipt of an investigative report from OIE, the Director of Student Conduct and Case Management will appoint a trained Conduct Officer, who may be the Director of Student Conduct and Case Management, to consider the materials within the investigative report.

- (ii) The Conduct Officer will review the investigative report, and if they believe additional investigation is necessary, may request the investigator reopen the investigation for a limited purpose. This request must be made in writing to the investigator and state the rationale for the request. Within two (2) business days of the request, the investigator will respond in writing to the Conduct Officer either informing the Conduct Officer that the request is granted or denied, and the rationale for that decision. If the investigation is reopened, the Director of OIE, or designee, will advise the Reporting Party and the Responding Party that the investigation will be reopened and the limited basis for which the investigation is reopened. Reopening the investigation for the limited basis at the request of the Conduct Officer will trigger the rights of Section 1.01(D).
- (iii) The Conduct Officer will request to meet with both the Reporting Party and Responding Party separately and independently of the other. The purposes of these meetings is not to receive additional material evidence or engage in further investigation into the allegations. Rather, the purpose of these meetings if for the parties to have an opportunity to address the investigative report with the Conduct Officer prior to a decision being made as to whether or not a violation of the Policy occurred. Although the parties may not present new evidence to the Conduct Officer, they may provide an impact or mitigation statement or discuss why the evidence does or does not support their allegations, the recommended findings, or recommended conclusion.
- (iv) After the Conduct Officer has met with both parties, or afforded the parties the opportunity to meet, the Conduct Officer will issue a written determination as to whether or not a violation of the Policy occurred. The Conduct Officer is not required to accept the recommended finds and conclusions of the investigator, but should give deference to them. The written determination must also include the rationale for the Conduct Officer's decision. Furthermore, the written determination must include notice of the disciplinary action, if any, to be taken against the Responding Party and a statement of the parties appeal rights. A copy of this written determination should be simultaneously communicated to the Reporting Party and Responding Party, as well as the Director of OIE.

(3) If Responding Party is faculty or staff

(a) Potential Disciplinary Sanctions

- (i) Written Reprimand**
Written documentation of a failure to abide by University policy or procedures maintained in the employee's personnel file.
- (ii) Educational Programs**
Participation in educational programs, such as training, workshops, seminars, or other educational activities.
- (iii) Revocation of Privileges**
Revocation of University privileges, such as participation in extra-curricular, service, or volunteer activities, for a definite or indefinite period of time.
- (iv) Campus Restrictions**
Limitations on the times and/or places where a Responding Party may be present on campus.
- (v) No Contact Orders**
Prohibition on all forms of contact with certain people.
- (vi) Suspension**
Exclusion from work, with or without pay, and other related activities as set forth for a definite period of time.
- (vii) Termination**
Permanent separation of the employment relationship.

(b) Disciplinary Procedures – Generally

- (i) The appointing/disciplinary authority may initiate formal action against a Responding Party if they were found to have violated the Policy pursuant to the generally applicable disciplinary procedures. The specific procedures for disciplining a Responding Party who is an employee will be determined based upon the generally applicable disciplinary procedures for the Responding Party's employee group (e.g. faculty, classified staff, administrative-professional staff, etc.).
- (ii) The appointing/disciplinary authority may have access to the investigative records and may consult with the investigator or Director of OIE in order to take appropriate action.
- (iii) The appointing/disciplinary authority shall simultaneously notify the Reporting Party, Responding Party, and Director of OIE of any sanctions imposed and any other steps taken by the University to remedy the effects of the prohibited conduct, address its effects, and prevent its reoccurrence.

(c) Disciplinary Procedures – Faculty

Faculty members are subject to disciplinary action pursuant to the Faculty Handbook, found at <https://www.csupueblo.edu/faculty-senate/faculty-handbook.html>.

(d) Disciplinary Procedures – Administrative/Professional Staff

Administrative/Professional staff have no right to progressive discipline or a formal disciplinary process. As such, they may be disciplined or terminated by the appointing authority as deemed appropriate.

(e) Disciplinary Procedures – Classified Staff

Classified staff are subject to disciplinary action pursuant to State of Colorado State Personnel Board rule 6, found at: <https://www.colorado.gov/dhr/EmployeeHandbook>.

(4) If Responding Party is a guest, contractor, etc.**(a) Potential Disciplinary Sanctions**

- (i) Trespass Warning**
Notice that future visits to campus may result in a criminal charge of trespassing.
- (ii) Campus Restrictions**
Limitations on the times and/or places where a Respondent may be present on campus.
- (iii) No Contact Orders**
Prohibition on all forms of contact with certain people while on campus.
- (iv) Relationship Termination**
Termination of the relationship (e.g. contractual, volunteer, sponsorship, athletic booster, donor, etc.) between the Respondent and the University.

(b) Disciplinary Procedures

- (i) The nature of determining sanctions or discipline against a contractor, guest, etc. will vary depending upon the nature of the relationship between the third party and the University.
- (ii) Regardless of the manner in which disciplinary sanctions are determined, the Reporting Party and Director of OIE must be notified of the sanctions imposed by the entity responsible for imposing the same.

(5) Additional Remedies, Interventions, and Accommodations

- (a) Regardless of the nature of the Responding Party's relationship with the University, or any disciplinary actions taken against a Responding Party, additional remedies, interventions, and accommodations may be available to a Reporting Party, including a Third Party Reporting Party, or a University Community Member, either individually or collectively.
- (b) The Director of OIE, or designee, will coordinate additional remedies, interventions, and accommodations, if any.
- (c) Additional remedies, interventions, and accommodations, if any, will be determined on a case-by-case basis.
- (d) Possible additional remedies, interventions, and accommodations include, but are not limited to, the following:
 - (i) Residential reassignments;
 - (ii) Changes to academic assignments;
 - (iii) Physical or mental health related accommodations;
 - (iv) Counseling;
 - (v) Referral to a University unit, other than OIE, for additional consideration;
 - (vi) Evaluation of policies or procedures;
 - (vii) Educational programs or forums.

II. Timelines

- (A) OIE endeavors to complete a formal investigation/resolution process under these Procedures within sixty (60) days of initiation of the formal investigation. However, all timelines expressed in these Procedures are meant to be guidelines and not rigid requirements.
- (B) Factors that may affect the length of time necessary to completely resolve an alleged violation of the Policy through a formal investigation include, but are not limited to: the complexity of the allegations; the availability of the Reporting Party, the Responding Party, witnesses, and evidence; the effect of concurrent criminal investigations; intervening closures of University; the necessity to afford the Responding Party due process; and any other unforeseeable circumstances
- (C) The Reporting Party and the Responding Party each have an obligation to meet deadlines as requested by OIE. OIE will only grant extensions of time for good cause shown.
- (D) In the event a University unit or employee determines it requires additional time beyond the time frames set forth in these Procedures to fully and properly carry out its responsibilities under these Procedures, it will provide simultaneous written notice to the Reporting Party, the Responding Party, and the Director of OIE, or designee, notifying them of the anticipated length of the delay and the general nature of the circumstances causing the delay.

III. Final Notifications

For matters addressed through formal investigation and resolution, upon exhaustion of all appeals, or if no appeals are filed in a timely manner, the Director of OIE, or designee, shall provide simultaneous written notice to the Reporting Party and Responding Party that the results of the formal investigation and resolution process are final.

Educational Programs for Sexual Assault, Intimate Partner Violence (Dating Violence, Domestic Violence) & Stalking Awareness

The Office of Institutional Equity, in conjunction with its campus and community partners, offers a variety of training and educational programs throughout the year to students, faculty, and staff regarding topics such, but not limited to a description of the conduct prohibited by the University's Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation; the procedures used to address and resolve alleged violations of the University's Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation; the definitions of dating violence, domestic violence, sexual assault, stalking, and consent (in relation to sex-based offenses) under Colorado criminal law; descriptions of safe and positive options for bystander intervention; and information on risk reduction.

As part of new student orientation, all incoming students (either first year or transfers), are required to participate in online orientation. This online orientation includes a recorded video of the University's Title IX Coordinator discussing the above topics, as well as providing an overview of the Office of Institutional Equity. Furthermore, all incoming students are required to complete the online program *Sexual Assault Prevention for Undergraduates*. In addition to the topics discussed above, the two part *Sexual Assault Prevention for Undergraduates* program, developed by EVERFI, addresses other related topics such as healthy relationships.

In addition to the online training new student athletes receive as part of their orientation to campus, the Office of Institutional Equity also provides in-person training to all student athletes regarding the University's policies and procedures, prohibited conduct, bystander intervention, and risk reduction. These interactive presentations also address topics such as healthy masculinity and challenge student athletes to question their perceptions around sexual misconduct, intimate partner violence, and stalking.

All faculty and staff, including student employees, are required to complete annual training (on-line) on sexual misconduct, intimate partner violence, and stalking. This training includes information regarding how to respond when a student reports an allegation of prohibited conduct, as well as recognizing prohibited conduct when it presents itself. This training reaffirms their responsibility to report allegations of misconduct, as well as the importance of maintaining the private nature of allegations. Certain employees, including, but not limited to, coaches, athletics personnel, residence life professional staff, and residence life paraprofessional staff receive additional, focused training regarding issues related to sexual misconduct, intimate partner violence, and stalking that are unique or germane to their roles on campus. Furthermore, the Office of Institutional Equity, upon request, will provide targeted in person training to administrative and academic units.

During the academic year, the Pueblo Rape Crisis Center comes to campus and provides information to the campus community regarding their services, sexual assault, and the power dynamics often underlying sexual assault.

Throughout the year, educational programs on preventing and responding to sexual assault, intimate partner violence, staking and healthy relationships are presented in the residence halls, and educational programs and information tables are available throughout the year in various campus locations. Similarly, bystander intervention training is provided throughout the year in varied formats. Topics include general information and definitions, scenarios, questions, action steps, and available resources. Students are provided with examples of when and how to intervene in various situations.

In addition to specific trainings, sexual assault, intimate partner violence, stalking, and healthy relationships awareness information brochures are made available to all students, staff and faculty. The brochures identify services and resources available and provide contact information for reporting a sexual assault. Similarly, all residence hall rooms were provided, before the start of the academic year, a refrigerator magnet with information regarding how to report allegations of sexual misconduct, intimate partner violence, and stalking. This information is also available on OIE's website.



Alcohol and Other Drug Policy

PURPOSE

Colorado State University-Pueblo recognizes the dangers and effects that alcohol and other drugs have on the success of students and believes that the health and safety of our students are fundamental to developing and sustaining an environment that furthers academic and student development.

This Policy applies to all students, student organizations, Greek organizations, athletic and club sports teams, and to their visitors at CSU-Pueblo. In addition, students, student organizations, Greek organizations, and athletic and club sports teams at CSU-Pueblo are held to the standards of this Policy whether on or off campus.

POLICY

CSU-Pueblo students, student organizations, Greek organizations, athletic and club sports teams, and their visitors must comply with all local, state, and federal laws concerning alcohol and other drugs. CSU-Pueblo will not tolerate the excessive, inappropriate, or illegal use or abuse of alcohol or other drugs.

A. Alcohol

1. Underage Possession or Consumption

If you are under age 21, you cannot purchase, possess, or consume alcohol.

2. Providing Alcohol to Minors

No student, regardless of age, shall provide alcohol to anyone under age 21.

3. Public Intoxication

Being intoxicated by alcohol in a public space and being a danger to yourself or others is prohibited.

4. Severe Intoxication

Being intoxicated by alcohol to a level that requires, or appears to require, medical attention or supervision by others, is prohibited.

5. Drinking Games and Paraphernalia

The possession or use of drinking devices that dispense alcohol, such as funnels, luges, keg taps, etc. are prohibited. The promotion, possession, or playing of alcohol drinking games, such as beer pong, are prohibited.

6. Alcohol in the Residence Halls and other University Housing

Possession or consumption of alcoholic beverages or the possession of alcohol containers (including empty alcohol containers) are prohibited in the University Village at Walking Stick Apartments, Crestone, Culebra, and Greenhorn residence halls, regardless of age.

7. Irresponsible Serving of Alcohol

When providing alcohol to those of the legal age to drink, students must practice responsible serving procedures. Irresponsible serving procedures include, but are not limited to: providing alcohol to intoxicated individuals, providing alcohol to minors, allowing such individuals to drive, or creating environments of binge drinking.

8. Driving While Ability Impaired or Driving Under the Influence

Students are required to follow the laws of the State of Colorado regarding alcohol and/or drugs and driving. Students receiving citations for DWAI or DUI also may be sanctioned by the University.

B. Other Drugs**1. Possession, Use, or Sale of Marijuana**

Pursuant to Federal law, possession, use, or sale of marijuana are prohibited on campus. Marijuana possession, use, or sale also are prohibited at University-sponsored events, even if held off-campus.

2. Medical Marijuana

Students and guests who have been issued a Medical Marijuana Identification Card by the State of Colorado, or have a license from another state, may not possess, use, or sell marijuana on University property, including in University housing areas. Medical Marijuana possession, use, or sale also are prohibited at University-sponsored events, even if held off campus.

3. Illicit Substances

Possession, use, or sale of illicit substances are prohibited. Illicit substances include scheduled amphetamines, anabolic steroids, cocaine, hallucinogens, heroin, inhalants, marijuana, methamphetamines, tranquilizers, etc. Unscheduled substances also are prohibited (e.g. street drugs).

4. Prescription Medication

Students or guests who have been prescribed medications (including scheduled drugs) may only use those medications as prescribed. Any other use or unauthorized sale is prohibited.

C. Medical Amnesty & Emergencies**1. Medical Amnesty**

CSU-Pueblo encourages all students to call for help when any sign of alcohol poisoning or drug overdose is observed. Students who call for help to assist a friend or themselves may be eligible for medical amnesty. Students who are provided medical amnesty may not be subject to disciplinary sanctions; however, educational sanctions may be applied. Receipt of medical amnesty is at the discretion of the Director of Student Conduct.

2. Failure to Respond to an Alcohol or Drug-Related Emergency

Students who fail to call for medical assistance in an alcohol or drug-related emergency may be subject to disciplinary action and may receive enhanced sanctions.

PROCEDURE

Violations of this Alcohol and Other Drug Policy shall be adjudicated in accordance with the Code of Student Conduct. The University may adjudicate violations of standards that occurred off-campus and have, or may have threatened, to cause an impact on the University's activities, or on the health, safety, or security of the University, its members, or the community. The decision whether to adjudicate a specific off-campus incident shall be made at the discretion of the Director of Student Conduct.

DEFINITIONS

Alcohol, Alcoholic Beverages, and Alcohol Containers

- Alcohol is any substance with ethyl alcohol or ethanol designed for the purpose of human consumption.
- An alcoholic beverage is defined as any liquid containing at least 3.2% ethanol (or pure alcohol). A standard size drink of alcohol is one 12 oz. beer, one 5 oz. glass of wine, one 1.5 oz. shot of an 80-proof liquor, one 12 oz. wine cooler, or any beverage with an equivalent ethanol (or pure alcohol) content of approximately 0.5-0.6 oz.
- An alcohol container is any container (glass, aluminum can, etc.) in which alcohol is or was contained. This includes retail containers, thermoses, kegs, etc.

Medical Amnesty

- An exception or pardon from disciplinary sanctions when a student calls for medical help for themselves or others.

THE ALCOHOL AND OTHER DRUG POLICY IS AVAILABLE AT:

<https://www.csupueblo.edu/student-affairs/student-conduct/policies.html>.

All employees must follow the Drug Free Workplace Policy. Violation of this policy will result in disciplinary sanctions, which may include termination.

Alcohol and Other Drug Prevention Programs

The University is dedicated to providing a safe and healthy environment for students to complete their educational goals without the burden of problematic or illegal use of alcohol or other drugs. The Alcohol and Other Drug Prevention Program works with individual students, small groups, and the campus and surrounding community to provide individually tailored, evidence-based prevention education and behavioral interventions. The Alcohol and Other Drug Policy is enforced by the Pueblo County's Sheriff's Office and the Division of Student Affairs.

The program also provides individual assessment and wellness services that help the student address alcohol and other drug use and/or abuse. Individuals can receive a free assessment, access to free education/behavioral intervention, and referral to additional options on campus and off campus.

Some students may be mandated to complete an assessment and educational intervention track with the AOD Prevention Coordinator as a result of violating the Alcohol and Other Drug Policy. More information about the University's drug and alcohol education programs (pre-matriculation survey, parent orientation, "Even Zombies Know," etc.) can be found in the 2012 Drug Free Schools and Communities Act Biennial Review notification at: <https://www.csupueblo.edu/student-affairs/health-education-and-prevention/drug-free-schools-and-communities-act.html>.

Health Education and Prevention (HEP) provides prevention education, healthy living, and learning opportunities in order to sustain a wellness-focused environment that further develops academics and success for students of Colorado State University-Pueblo. HEP works with individual students, small groups, the campus and surrounding community to provide individually tailored, evidence-based prevention education and behavioral interventions.

Call (719) 549-2121 to schedule an appointment with the Health, Education, and Prevention Coordinator

PURSUANT TO FEDERAL LAW, THE POSSESSION, USE, OR SALE OF MARIJUANA ARE PROHIBITED ON CAMPUS. ALTHOUGH COLORADO LAW ALLOWS THE USE OF MARIJUANA, NO STUDENT MAY USE OR POSSESS MARIJUANA ON CAMPUS PROPERTY. POSSESSING A MEDICAL MARIJUANA CARD/LICENSE DOES NOT CREATE AN EXCEPTION.

Missing Student Policy

The following policy has been established to address missing student notification for University students living in University owned or leased housing and to identify procedures that University will follow if any of those students are determined to be missing for 24 hours.

All concerns of a possible missing student should be immediately reported to ANY of the following:

- The Pueblo County Sheriff's Office at CSU-Pueblo at (719) 549-2373
- The Dean of Student Affairs at (719) 549-2586
- The Residence Life Coordinator on-call at (719) 549-2707

Upon receiving a report of a missing student, the aforementioned individual must immediately notify the Pueblo County Sheriff's Office at the University by calling (719) 549-2373.

Every student who resides in on-campus housing shall have the option to identify an individual to be contacted by the University in the event that the student is determined missing. This contact information will be kept confidential and accessible only to authorized campus officials. The University may only disclose this confidential contact information to law enforcement officials for the purpose of a missing student investigation. If a missing student is under the age of 18 and is not emancipated, the University must notify the student's parent or guardian.

Upon receiving information that a student cannot be located and may be missing, the Pueblo County Sheriff's Office at the University will begin an investigation to determine whether the student is missing and may contact the student's confidential contact person as part of the investigation.

Once it has been determined that a student living in University owned or leased housing has been missing for 24 hours, the University will notify the student's confidential contact person within 24 hours; however, the University may act sooner. If the missing student is under the age of 18 and is not an emancipated individual, the University will notify the custodial parent or legal guardian.

FIRE SAFETY



Fire Safety

REPORTING A FIRE

If a student sees a fire in progress, the student should immediately call 911. If a student is aware of a fire that occurred anywhere on campus, the student should report the incident to the Pueblo County Sheriff's Office at CSU-Pueblo, (719) 549-2373.

EVACUATION PROCEDURES

When an alarm sounds, students should immediately begin to evacuate the building and take the following measures:

1. Leave the room immediately.
2. Close the room door.
3. Walk quietly and quickly to the nearest exit. Do not use the elevators.
4. Remain outside until the signal is given to return to their room.

Students are required to obey all fire regulations. A student who fails to evacuate a residence hall when an alarm sounds will be subject to disciplinary action. Residence Hall staff, CSU-Pueblo Sheriff's staff, other appropriate University staff and the Pueblo Fire Department reserve the right to enter student rooms to locate the source of any potential fire or smoke hazard and to ensure that everyone has evacuated the building.

FIRE PROTECTION SERVICES

Fire protection for the Colorado State University-Pueblo campus is provided by the Pueblo City Fire Department. All Pueblo City Firefighters carry a minimum of an EMT-Basic and Firefighter 1 designations. Additionally, at least one member of each engine company is certified as an EMT Paramedic. More information on the Pueblo Fire Department may be accessed at:

<http://www.pueblo.us/index.aspx?NID=235>

Fire Suppression and Detection Systems

A fire alarm system is available in each on-campus residence hall that includes Crestone, Culebra, and Greenhorn halls. Each building and its corresponding fire alarm system contains a Siemens' main control panel and initiating and notification devices. Examples of initiating devices are: smoke detectors, heat detectors, pull stations, and fire sprinkler control valves. Examples of notification devices are: horns, strobes, and speakers. In addition to monitoring the status of these devices, it also monitors the status of field wiring, annunciators, back-up batteries, and internal operations. When a condition occurs from any one of these devices or a problem is detected within the control panel itself, the main control panel transmits a signal—alarm, trouble, or supervisory—to a Digital Alarm Communicator Transmitter located at the Heating Plant.

In addition, all of CSU-Pueblo's fire alarm systems serve the purpose of voice evacuation. Each individual building is equipped with a control panel that can be used to initiate building-wide voice commands. Global (campus wide) voice commands can be initiated from one of two designated buildings—the campus Sheriff's Office and the Physical Plant building. The control panel located in the Sheriff's Office serves as the master page panel, and the control panel located in the Physical Plant Building serves as a slave panel to the master page panel. Both panels have the ability to initiate campus wide voice commands, in the event of an emergency.

Smoke alarms are located in individual living quarters in Crestone, Culebra, and Greenhorn halls. Belmont Hall utilizes battery-powered smoke alarms while Crestone, Culebra, and Greenhorn halls utilize 120VAC hardwired units with battery back-up. As noted above, these are used only for local evacuation purposes within the room and are not connected to the building fire alarm system.



EVACUATION PROCEDURES

<https://www.csupueblo.edu/facilities-management/environmental-health-safety/fire-safety.html>.

FIRE EXTINGUISHER PROCEDURES

<https://www.csupueblo.edu/facilities-management/environmental-health-safety/fire-safety.html>

To operate an extinguisher:



FIRE EMERGENCY – Call 911



Fire Suppression and Detection Systems						
Building	Fire Alarm	Room Detection	Room Detection Reporting	Central Station Reporting	Automatic Sprinkler System	Stand Pipes
Belmont Hall	Yes	Yes	No	Yes	Partial	Yes
Culebra Hall	Yes	Yes	No	Yes	Yes	Yes
Crestone Hall	Yes	Yes	No	Yes	Yes	Yes
Greenhorn Hall	Yes	Yes	No	Yes	Yes	Yes
Walking Stick Apartments	Yes	Yes	No	Yes	No	No

Fire Drills	
Belmont Hall	0
Culebra Hall	2
Crestone Hall	2
Greenhorn Hall	2
Walking Stick Apartments	1

Tampering with Fire and Safety Equipment

Tampering with fire and safety equipment in the residence halls or in any campus building is prohibited. Tampering includes pulling false fire alarms, discharging fire extinguishers, removing exit signs, and interfering with smoke detectors. Violators will be charged for all damages that occur as a result of tampering with fire and/or safety equipment. In addition, all violators are subject to conduct sanctions and possible criminal prosecution.

Electrical Appliances, Smoking, and Open Flame Policies

To help ensure a safe living environment, only the following appliances are permitted in the residence halls: microwave ovens (less than 700 watts), refrigerators (no more than 4 cubic feet), coffee pots, air popcorn poppers, pop-up toasters, hair dryers, electric shavers, radios, TVs, stereos, and irons. Microwave ovens are the only cooking appliances permitted for use in student rooms. No homemade electrical appliance will be permitted. Students who plan to operate appliances in their room must provide an UL-approved power strip with a self-contained circuit breaker. Octopus plugs are not permitted. Additionally, residents must be present when using any cooking appliance or iron in student rooms or in hall kitchens.

Items NOT allowed include but are not limited to: electric heaters, oil popcorn poppers, hotplates, toaster ovens, "George Foreman" or similar type grills, open coiled or open flame appliances, deep fryers, convection ovens, and any appliances with an open heating element and torchiere lamps and neon lights. Only those halogen lights with guards will be permitted.

Candles used with a candle warmer are allowed in the residence hall. Any candles with wicks that have been burned will be confiscated. Incense and any item with an open flame or exposed heat source are potential fire hazards and are prohibited.

The use of tobacco products and smoking are prohibited in the residence halls. The use of tobacco products is prohibited within 25 feet of any such building intake duct, window, or entrance or entryway, including ramps, walkways, pathways, and any such similar means of entry, unless a University designated tobacco use shelter is provided. Tobacco products must be used in the designated areas. Persons who wish to use tobacco products outside of the residence hall shall do so in a manner that minimizes an accumulation of smoke and tobacco waste. Individuals who use tobacco products are responsible for the proper disposal of such in designated receptacles.

Gasoline, kerosene, ether, oil, and any other flammable liquids are prohibited in residence halls.

Fire Safety Education

Additionally, the following steps are taken in regards to fire safety education:

- ✓ Residence hall students are informed of evacuation procedures at the beginning of the academic year at floor meetings.
- ✓ Fire drills involving evacuation are held every semester in the residence halls.
- ✓ Residence hall advisors and staff members are trained on evacuation procedures and fire extinguisher use.



Fire Statistics

Fire Statistics												
Building	Fires			Fire-related Fatalities			Fire-related Injuries			Value of Property Damages		
Year	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Belmont Hall	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0
Culebra Hall	0	1	0	0	0	0	0	0	0	\$0	\$0	\$0
Crestone Hall	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0
Greenhorn Hall	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0
Walking Stick Apartment	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0

NOTE: Belmont Residence Hall closed to residents May 2015.



Campus Crime Statistics



Colorado State University – Pueblo Crime Statistics

CATEGORIES OF CRIME STATISTICS AS REQUIRED BY CLERY ACT

1. **TYPES OF OFFENSE:**
 - a. Murder and non-negligent homicide
 - b. Negligent manslaughter
 - c. Forcible Sex Offenses
 - d. Non-forcible Sex Offenses
 - e. Robbery
 - f. Aggravated Assault
 - g. Burglary
 - h. Motor Vehicle Theft
 - i. Arson
 - j. Dating Violence
 - k. Domestic Violence
 - l. Stalking
 - m. Hate Crimes (Disclose whether any of the above-mentioned offenses, or any other crimes involving bodily injury were hate crimes.)

2. **HATE CRIMES – REPORTED BY CATEGORY OF PREJUDICE**
 - a. Theft
 - b. Simple Assault
 - c. Intimidation
 - d. Criminal Mischief/Property damage
 - e. Any other crime involving bodily injury

Hate crime categories of prejudice include race, gender, religion, national origin, sexual orientation, gender identity, ethnicity or disability

3. **ARRESTS OR REFERRALS FOR DISCIPLINARY ACTION** - For illegal weapons possession and violation of drug and liquor laws.

4. **UNFOUNDED CRIMES** – A reported crime withheld from the statistics due to a full investigation and examination of evidence by law enforcement which determines that the crime is false or baseless.

DEFINITIONS OF STATISTICS

ON-CAMPUS CRIME STATISTICS: On-campus crime statistics reflect crimes committed anywhere on the CSU-Pueblo campus. This includes the residence halls and Walking Stick Apartments.

RESIDENCE HALL CRIME STATISTICS: The residence hall data is a subset of the on-campus data. This data represents only reportable criminal activity that occurred in on-campus housing.

NON-CAMPUS BUILDING CRIME

STATISTICS: This data represents crime in non-campus buildings that are being used by the University.

PUBLIC PROPERTY CRIME STATISTICS: This data represents reported crimes that occurred on public property. Public property as defined by the *Clery Act* is all public property that is within the same reasonably contiguous geographic area of the institution to include public streets and sidewalks.

CSA1:N38U-Pueblo Clery Crime Statistics	On Campus			Campus Housing			Non Campus			Public Property		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Criminal Offenses												
Murder and Non-Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Forcible Sex Offense												
Rape	3	4	6	3	3	5	0	0	0	0	0	0
Fondling	2	2	1	1	1	1	0	0	0	0	0	0
Non-forcible Sex Offense	0	0	0	0	0	0	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0	0	0	0	0	0	0
Incest	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault	0	0	0	0	0	0	0	0	0	0	0	0
Burglary	1	8	0	1	0	0	0	0	0	0	0	0
Motor Vehicle Theft	3	7	3	0	0	0	1	0	0	0	0	0
Arson	0	1	0	0	0	0	0	0	0	0	0	0
Arrest or Summons												
Illegal weapons	2	0	0	0	0	0	0	0	0	0	0	0
Violations of Drug Laws	6	7	11	4	7	10	0	0	0	0	0	0
Violation of Liquor Laws	23	26	23	21	23	23	0	0	0	0	0	0
Referrals for Disciplinary Actions Only												
Illegal Weapons	0	0	0	0	0	0	0	0	0	0	0	0
Drug Violations	16	18	18	16	18	18	0	0	1	0	0	0
Liquor Violations	52	51	59	52	51	59	0	3	0	0	0	0
Hate Crimes												
Murder / Non-negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Forcible Sex Offense	0	0	0	0	0	0	0	0	0	0	0	0
Non-forcible Sex Offense	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault	0	0	0	0	0	0	0	0	0	0	0	0
Burglary	0	0	0	0	0	0	0	0	0	0	0	0
Motor Vehicle Theft	0	0	0	0	0	0	0	0	0	0	0	0
Arson	0	0	0	0	0	0	0	0	0	0	0	0
Larceny / Theft	0	0	0	0	0	0	0	0	0	0	0	0
Simple Assault	0	0	0	0	0	0	0	0	0	0	0	0
Intimidation	0	0	1*	0	0	0	0	0	0	0	0	0
Destruction / Damage / Vandalism of Property	0	0	1*	0	0	0	0	0	0	0	0	0
Violence Against Woman Act Offenses												
Domestic Violence	3	0	0	1	0	0	0	0	0	0	0	0
Dating Violence	4	0	5	3	0	4	0	0	0	0	0	0
Stalking	0	0	1	0	0	0	0	1	0	0	0	0
Unfounded												
Unfounded Crimes	0	0	0	0	0	0	0	0	0	0	0	0

- Category of Bias
 - Intimidation – Gender Identity
 - Vandalism – Sexual Orientation

Colorado Law Defines Consent as: Cooperation in act or attitude pursuant to an exercise of free will and with knowledge of the nature of the act

Hate Crimes include any of the listed criminal offenses which are motivated by the following biases:
Race, gender, religion, national origin, sexual orientation, gender identity, ethnicity or disability

The following three types of incidents must be reported if they result in an arrest or summons:

1. Liquor Law Violations; 2. Drug Law Violations; and 3. Illegal Weapons Possession

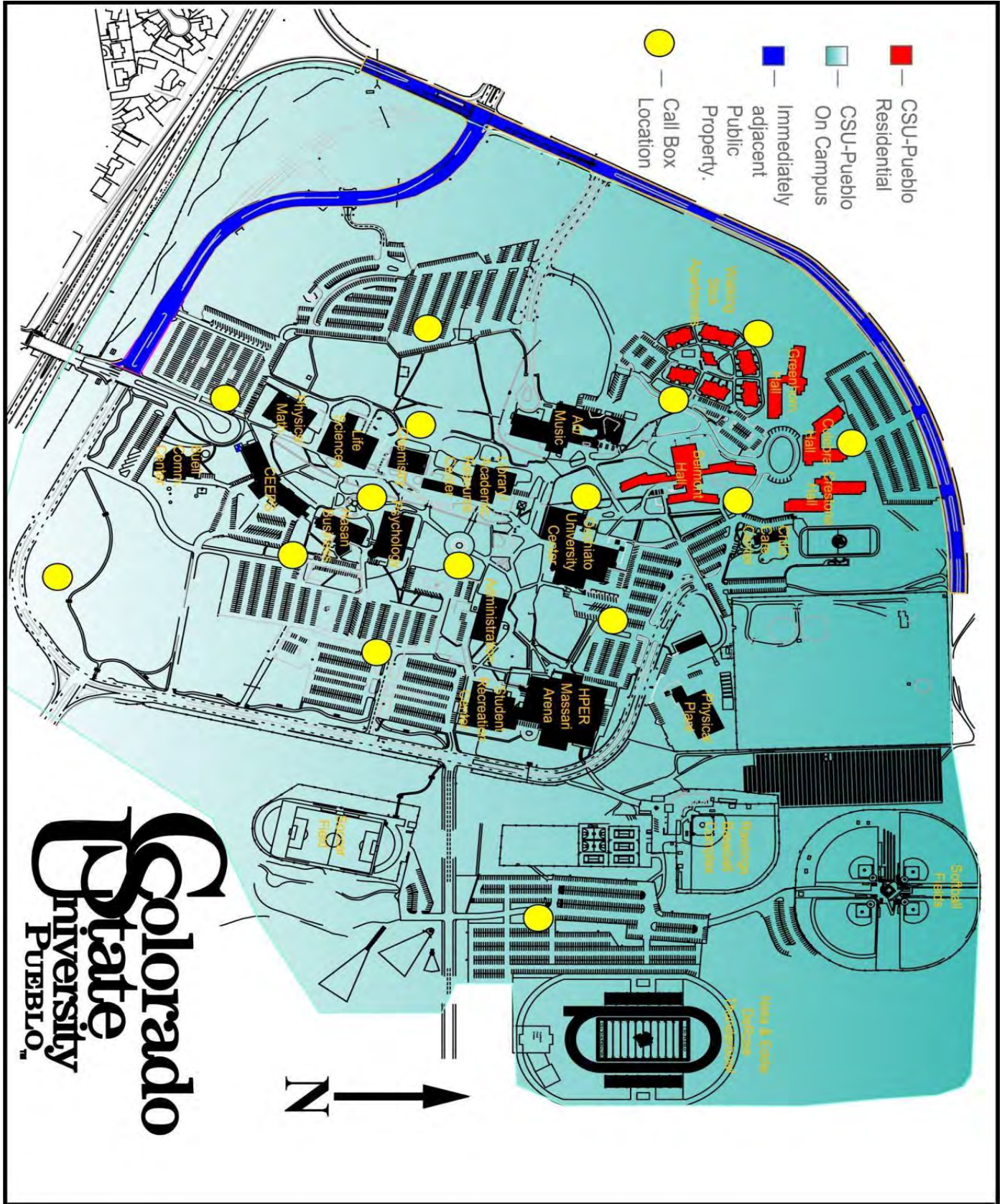
Non-Campus Property: CSU-Pueblo Extended Studies sites (Fort Carson, and Phoenix Tower location, PEDCO Building), CSU-Pueblo Athletics practice and competition sites (Runyon Field Sports Complex, City Park Tennis Complex, Walking Stick Golf Course) and CSU-Pueblo School of Nursing instruction sites (Banner Health Facility, Colorado State University Library)

Public Property: The portions of Walking Stick Blvd. and Desert Flower Blvd. which run through and/or adjacent to campus

Categorizing Forcible Sex Offenses as Rape or Fondling: New reporting requirement beginning Jan. 2014



Campus Emergency Call Box Map





**COLORADO STATE
UNIVERSITY**

2018 Annual Fire and Safety Report

Based on 2015-2017 statistics

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About this Report

The landmark federal law adopted in 1990 and amended in 1998, now called the *Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act*, section 485(f) of the Higher Education Act of 1965, requires institutions of higher education to disclose campus crime statistics and security information. This report meets the Clery Act's requirements, provides valuable information to current and prospective students, employees, and their families about safety and security at Colorado State University, and outlines the university's policies on drugs, alcohol, and interpersonal violence, among others. Interpersonal violence includes sexual assault, domestic violence, dating violence, and stalking.

This report is created out of a collaborative effort across campus. Those involved in compiling statistics and information include these CSU offices:

- Colorado State University Police Department
- Division of Student Affairs
 - Housing & Dining
 - Women and Gender Advocacy Center
 - Support & Safety Assessment
 - Student Conduct Services
 - Fraternity & Sorority Life
 - CSU Health Network
- Office of General Counsel
- Division of Operations

The Annual Fire and Safety Report and University Drug and Alcohol Policy informs the university community about:

- Statistics for the types of crimes that the Clery Act requires the university to publish. These Clery crime categories are:
 - Criminal homicide (murder and non-negligent manslaughter)
 - Sex offenses (sexual assault, rape, fondling, incest, statutory rape)
 - Aggravated assault
 - Arson
 - Robbery
 - Burglary
 - Motor vehicle theft
 - Hate crimes, defined as “a criminal offense that manifests evidence that the victim was intentionally selected because of the perpetrator’s bias against the victim,” including the above crimes plus larceny-theft, simple assault, intimidation, destruction or vandalism of property
 - Dating violence, domestic violence and stalking
- Statistics of these crimes are provided for the previous three years. The statistics show these crimes that occurred on campus property and certain non-campus property and public property associated with the University, including:
 - Crimes by type, location and year

- Fires in on-campus student housing
 - Arrests for liquor law violations, drug law violations, and carrying and possessing illegal weapons
- In addition, statistics are reported for students referred to University disciplinary action for liquor law violations, drug law violations, and carrying and possessing illegal weapons, regardless of whether an arrest has been made.
 - CSU reports statistics for Clery crimes that occurred on properties that are within the university's "Clery geography," which are geographic areas defined by the Clery Act. This includes:
 - On-campus property: all properties that the university owns or controls within the same reasonably contiguous geographic area that are used in any manner related to the institution's educational purposes, including the residence halls and apartments.
 - Public property: all public property, including thoroughfares, streets, sidewalks, and parking facilities, that is within the campus, or immediately adjacent to and accessible from the campus, not including private homes and businesses.
 - Non-campus buildings and property: all other property that the university owns or controls that is used in direct support of, or in relation to, the institution's educational purposes, is frequently used by students, and that is located outside of the reasonably contiguous campus area, including buildings or property owned or controlled by a student organization officially recognized by CSU.
 - Statistical information is requested from our law enforcement partners within Colorado, in other states, and in international locations, when the property is considered university non-campus property under the Clery Act.
 - Statistics are maintained for all fires that occurred during the previous three years in on-campus housing.

The CSU Police Department requests and compiles the statistics for the report each year, based on information received from the offices and agencies listed above and from Campus Security Authorities. Those statistics are counted and compiled into classifications for the report. Offices across campus review content in the report for which they have oversight. Then, a compliance committee works to ensure that the report meets the requirements of the Clery Act and provides the most accurate information regarding crime, fire, safety and related policies at Colorado State University to students, employees, parents, potential students and employees, and the general public.

More information about university policy related to the Clery Act

<http://policylibrary.colostate.edu/policy.aspx?id=557>.

The report also includes information about procedures, policies and crime prevention programs including:

- How to report a crime to CSU police

- Law enforcement databases of registered sex offenders
- Drug, alcohol and sex offenses
- How and when the university issues warnings to campus of potentially dangerous criminal and emergency situations
- Campus evacuation procedures

This report is available online at <http://safety.colostate.edu>. A printed copy is available by request from the CSU Police Department or may be printed from the online PDF version. The police department also makes the daily crime and fire logs available to anyone on request.

This annual report is published no later than Oct. 1 of each year and a notice of its publication is distributed via email to every CSU student and current employee. Prospective students are notified of the availability of the report by the Office of Admissions, and prospective employees are notified on the Human Resources website and in every job posting.

CSU Drug, Marijuana and Alcohol Polices

CSU's alcohol and drug policy applies to all members of the university community, including staff, faculty, students, affiliates, volunteers, and visitors. A brief summary of this policy follows. The full policy is available at <http://policylibrary.colostate.edu/policy.aspx?id=738>.

The university prohibits the following on any university owned or controlled property, or at university activities:

- Illegally manufacturing, distributing, dispensing, possessing or using illicit drugs, including marijuana and its derivatives
 - Possessing a medical marijuana permit does not allow for the possession, use or storage of marijuana anywhere on university property, including in the residence halls and university apartments.
 - Possessing, selling or using drug paraphernalia
- Anyone younger than 21 possessing or drinking alcohol on campus property
- Intentionally or knowingly selling or furnishing alcohol to anyone younger than 21, or anyone obviously inebriated
- Possessing or consuming alcohol or drugs, or being impaired by alcohol or drugs while:
 - In a university laboratory, mechanical shop, or other place where the risks of injury are higher than under normal circumstances
 - Driving a university vehicle or machinery
 - Performing university job duties
 - Volunteering for the university
 - Interacting with children while working or volunteering at the university or at a university sponsored event
- Students and employees may not use alcohol, controlled substances or illicit drugs so as to adversely affect academic or job performance, endanger the physical well-being of themselves or others, or in a way that leads to property damage or serious misconduct.

CSU does permit the lawful use of alcohol at events and in connection with activities on CSU property, with permission from the university Office of Risk Management and Insurance. For more information, see the policy at <http://policylibrary.colostate.edu/policy.aspx?id=738>.

Violating University, State or Federal Drug and Alcohol Policy or Law

Students

All CSU students are required to comply with the [Student Conduct Code](https://resolutioncenter.colostate.edu/conduct-code/), <https://resolutioncenter.colostate.edu/conduct-code/>, which sets behavior expectations for students, including expectations regarding drug and alcohol use.

The Student Conduct Code prohibits student use, possession, manufacturing, and distribution of illegal drugs. This includes:

- Prescription drugs used in a manner other than as prescribed
- Marijuana and its derivatives, in any form
- Narcotics, methamphetamine, cocaine, opiates, LSD, mushrooms, heroin, designer drugs such as Ecstasy and GHB, and other controlled substances
- Drug paraphernalia including but not limited to equipment, products, and materials used to cultivate, manufacture, distribute, or use illegal drugs

The Student Conduct Code applies to student behaviors on and off campus.

If a student is found to have violated drug or alcohol conduct expectations, the student may be subject to discipline under the Student Conduct Code, as well as criminal prosecution under federal and state laws.

CSU, through its University Housing Office, Office of Student Conduct Services and CSU Police Department, vigorously enforces state underage drinking laws;

Protecting yourself from those who abuse prescription medication

Prescription drugs are widely available and are as dangerous as street drugs.

Pain pills, or opioids, such as Vicodin, OxyContin, and Percocet, are among prescription drugs that are often abused. These are also highly addictive, and especially lethal when mixed with alcohol.

Selling, sharing or using any prescription drugs without a prescription is illegal and can result in jail time and large fines.

If you are prescribed medication, you may find that some people would like you to share or sell it. They do not hesitate to ask, may offer to buy or trade for other drugs, or even go so far as to steal your medications.

Medications are your own business – keep your medical information, including and prescription medication information, private

- Keep medication in a safe spot that only you can access
- Explain that you do not want to be responsible for someone else's adverse reactions to your medications
- Politely explain that you do not have enough to share
- If you have to, say that you stopped taking the prescription medication or come up with another explanation that works for you
- Ration your supply of prescription medications by keeping excess supply at home or with nearby relatives who will safeguard your supply. It is often possible to request more frequent prescriptions from campus health care providers or from family physicians, particularly if you have a concern about solicitation

Information adapted from Facts on Tap

local, state and federal drug laws; and the Student Conduct Code.

Employees

The university may properly intervene when employee use of alcohol or drugs affects job performance and conduct.

Employees covered by this policy may not report to work or be at work while impaired by alcohol or drugs, even those lawfully prescribed, as determined under a reasonable suspicion standard. Employees who violate the university's policies concerning illicit drugs face discipline outlined in university policies and procedures.

Employees may also be subject to criminal prosecution under federal and state laws for drug-related criminal offenses.

Each employee must notify the university's Human Resources Executive Director in writing no later than five days after being convicted for any criminal alcohol or drug statute violation. A conviction is a finding of guilt (including a plea of no contest or nolo contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the criminal drug statutes. The university must take disciplinary action within 30 days after receipt of any notice; disciplinary sanctions include action up to and including termination, in accordance with university policies and procedures.

Colorado Immunity from Arrest and Prosecution Law

Colorado law protects people from criminal prosecution for certain drug and alcohol violations if they call for help in an alcohol- or drug-related emergency, including marijuana (C.R.S. §18-1-711). The caller will be immune from criminal prosecution if they comply with the following:

- The caller must provide their name to police or emergency medical services
- The caller must remain on scene until help arrives
- The caller must cooperate with police and emergency medical services
- Immunity also extends to the person in need of medical attention if that person complies with these same requirements

CSU Responsible Action Exemption Policy for Students

Students who seek medical attention for themselves or on behalf of another student related to drugs or alcohol consumption will not be charged with Student Conduct Code violations relating to that incident when they seek medical attention for themselves or another student either on or off campus.

- The student seeking exemption for the emergency must comply with the recommendations of the Student Conduct Services hearing officer. These may include an assessment related to drug or alcohol use and treatment recommendations, among others.
- Failure to complete an assessment may result in charges against the student filed with Student Conduct Services.

- The parents or guardians of students may be notified by the university if a student involved in the situation is younger than 21 and was transported to the hospital for medical attention.

More information on the policy resolutioncenter.colostate.edu/discipline-process-individual/.

Marijuana Use and Possession on Campus

The use and possession of marijuana is prohibited on campus. The potential health and behavioral impacts of marijuana do not fit with CSU's mission as an academic institution and a safe, fast-paced, high-functioning work environment. Possessing, using, or selling marijuana continues to be prohibited on campus and during university activities. Federal agencies continue to enforce federal law against those who facilitate the illegal use of marijuana, despite state law.

Colorado constitutional amendment 64 legalizes certain activities related to marijuana under Colorado law, yet Amendment 64 specifically authorizes the university – as a school and an employer – to prohibit the possession and use of marijuana. In addition, although Amendment 64 passed in Colorado, marijuana remains illegal under the federal Controlled Substances Act, which prohibits marijuana possession and use. This federal law applies to recreational and medical uses of marijuana. It is not a defense that the person holds a medical marijuana card.

Students and employees who violate this policy are subject to university discipline.

The use of marijuana in the workplace is also restricted by federal laws such as the federal Drug-Free Workplace Act and the federal Drug-Free Schools and Communities Act. These federal laws require the university to prohibit the use of marijuana on campus.

The Colorado State University Police Department, along with Student Conduct Services, enforces the campus-wide prohibition of marijuana.

CSU strives to maintain a safe workplace. Employees who are under the influence of marijuana, just like with alcohol, create serious safety risks when operating machinery or working with potentially hazardous materials or substances in the workplace.

While performing their job duties:

- CSU employees are prohibited from consulting or providing assistance with the cultivation, sale, distribution, or use of marijuana
- Any employee who provides such assistance shall be acting outside the scope of his or her employment and assumes personal liability for such action
- CSU is not required to accommodate an employee's medical or recreational use of marijuana
- Illegal drug use is a bar to the acquisition or renewal of a federal security clearance

CSU Employee Drug, Alcohol Treatment and Educational Programs

State of Colorado policy is that treatment may be more appropriate for alcoholics and intoxicated individuals than criminal prosecution. Employees should be afforded a continuum of treatment to help them lead normal lives as productive members of society [C.R.S. §27-81-101(1)].

The state supports the following kinds of treatment facilities and services [C.R.S. §27-81-101(2)]:

- Screening centers for alcoholics
- Medical detoxification
- Intensive treatment
- Halfway-house care
- Outpatient rehabilitative therapy, orientation, education, and in-service training
- Patient transportation

To find a mental health or substance abuse treatment facility in your area, visit this list <https://findtreatment.samhsa.gov>.

More information on health effects, usage trends, and marijuana regulation:

- National Institute on Drug Abuse www.drugabuse.gov/publications/drugfacts/marijuana
- Substance Abuse and Mental Health Services Administration www.samhsa.gov
- CSU Health Network Marijuana Resources <http://health.colostate.edu/resources/marijuana>
- Colorado Department of Health and Environment marijuana information www.responsibilitygrowshere.com

Student Drug and Alcohol Treatment and Educational Programs

New students younger than 23 must complete an online alcohol awareness program. This is an interactive, online program designed to inform students about how alcohol affects the body, mind, perception, and behaviors. The research-based course offers accurate information in a non-judgmental tone, while providing personalized feedback that encourages students to consider their own drinking decisions and those of their peers.

The CSU Health Network is a student service that provides a full range of medical, mental health, and health education and prevention services to optimize student health and the health of the campus community. All students registered for six or more credit hours pay the university health fee and counseling fee and are eligible to use the CSU Health Network.

Students do not need to be enrolled in the CSU Student Health Insurance Plan to access services. The CSU Student Health Insurance Plan provides additional benefits. Any student enrolled in fewer than six credits can elect to pay these fees for access.

DAY Programs (Drugs, Alcohol and You) are specialty counseling service offered through the Health Network. DAY serves students who are concerned about their substance use or are required to complete an assessment or engage in treatment by the university's disciplinary system.

DAY offers five specialized programs:

- Live Safe is a three-hour education and discussion group for students who want to learn more about substance use or those who have had a conduct violation.
- BASICS (Brief Alcohol Screening and Intervention for College Students) involves an online assessment of your substance use history and patterns. Individualized feedback is provided during an initial appointment and one follow-up meeting with a counselor. Students may initiate the screen themselves, or are referred by the conduct office.
- Taking Steps provides weekly group support for students making changes in their use of drugs and alcohol. This program is open to those voluntarily seeking help and those mandated to treatment by the conduct system.
- Open to Change is an eight-week program for students who both voluntarily complete the program or are mandated by the university to complete the program. Students achieve eight consecutive weeks of abstinence with individual and group counseling.
- Back on TRAC is an abstinence-based, drug court program for students with serious alcohol or drug violations who are mandated to complete the program or would otherwise be dismissed from the university.

In addition to these programs, individual counseling is available for students who want to examine and alter their substance use. DAY works with students whose goals range from reducing the negative impact of substance use to abstinence. Counselors use a nonjudgmental and empathic approach to support students in achieving their goals.

More information about alcohol and drugs educational programs and individual assistance:

CSU Health Network

(970) 491-7121

www.health.colostate.edu

Legal Sanctions for Drug Abuse and Commonly Abused Drug Information

A list of and information about commonly abused drugs is available at <https://www.drugabuse.gov/drugs-abuse/commonly-abused-drugs-charts>.

The following tables illustrate the legal sanctions for drug abuse under applicable laws, and describe some of the most commonly abused drugs and their health risks and affects:

Legal Sanctions for Substance Abuse

Offense	Type of Offense	Jail Term/Penalties	Fine	Driver's License
ALCOHOL				
Alcohol consumption/ possession: illegal under 21	Unclassified petty offense	24 - 36 hours community service; substance abuse education program	\$100 - \$250	Revoked
Juvenile DUI: Under 21 blood alcohol level (BAC) between .02 and .05 Zero tolerance law	Class A traffic infraction Repeat offender = Class 2 Traffic misdemeanor	24 hours community service	\$15 to \$100	Revoked
Driving while impaired (DWA) (BAC .05-.08)	Traffic misdemeanor	1st offense: 2-180 days jail; 24-48 hours community service 2nd offense: 10-365 days; 48-120 hours community service; 2 years probation 3rd offense or more: 60-365 days; 48-120 hours community service; 2 years probation; alcohol education program	1st offense: \$200-\$500 2nd offense: \$600 - \$1,500 3rd offense +: \$600 - \$1,500	Revoked if under 21
Driving under the influence of ethyl alcohol (BAC above .08)	Traffic misdemeanor	1st offense: 5-365 days; 48-96 hours community service 2nd offense: 10-365 days; 48-120 hours community service; 2 years probation 3rd offense or more: 60-365 days; 48-12- hours community service; alcohol education program; 2 years probation	1st offense: \$600-\$1,000 2nd offense: \$600 - \$1,500 3rd offense +: \$600 - \$1,500	Revoked
Open alcohol container	Class A traffic infraction	None	\$50	None
CONTROLLED SUBSTANCES				
Possession or sale:				
Schedule I and II, such as: cocaine, opium, heroin, morphine, methadone, LSD, mescaline, psilocybin, GHB	Level 4 drug felony - possession	6 months - 1 year; 1 year parole period	\$1,000 - \$100,000	n/a
Schedule III, such as: PCP, Codeine, Diluadid	Level 1 drug misdemeanor - possession	6 months - 18 months	\$500 - \$5,000	n/a
Schedule IV, such as: Chloral Hydrate, tranquilizers, some barbiturates and stimulants	Level 1 drug misdemeanor - possession	6 months - 18 months	\$500 - \$5,000	n/a
Schedule V, such as Codeine and other narcotics	Level 1 drug misdemeanor - possession	6 months - 18 months	\$500 - \$5,000	n/a
Use:				
Schedule I, II	Level 2 drug misdemeanor	no imprisonment - 1 year	\$250 - \$1,000	n/a
Schedule III, IV, V	Level 2 drug misdemeanor	no imprisonment - 1 year	\$250 - \$1,000	n/a

Note: All controlled substance charges also include a drug offender surcharge in addition to the fines listed.

Legal Sanctions for Substance Abuse

Offense	Type of Offense	Jail Term/Penalties	Fine	Driver's License
MARIJUANA				
Providing marijuana to a minor				
>2.5 lbs (>1lb concentrate)	Level 1 drug felony	8-32 years, 3 year parole	\$5,000 – \$1M	not available
>6oz – 2.5 lbs (3oz – 1lb concentrate)	Level 2 drug felony	4-8 years, 2 year parole	\$3,000 – \$750,000	not available
>1oz – 6oz (.5oz – 3oz concentrate)	Level 3 drug felony	2-4 years, 1 year parole	\$2,000 – \$500,000	not available
≤1oz (≤.5oz concentrate)	Level 4 drug felony	6 months – 1 year, 1 year parole	\$1,000 – \$100,000	not available
Manufacture or process without a license				
Any amount of marijuana or concentrate	Level 3 drug felony	2-4 years, 1 year parole	\$2,000 – \$500,000	not available
Dispense, sell, distribute, or possess with intent to manufacture, dispense, sell, or distribute				
>50lbs (>25lbs concentrate)	Level 1 drug felony	8-32 years, 3 year parole	\$5,000 – \$1M	not available
>5lbs – 50lbs (>2.5lbs – 25lbs concentrate)	Level 2 drug felony	4-8 years, 2 year parole	\$3,000 – \$750,000	not available
>12oz – 5lbs (>6oz – 2.5lbs concentrate)	Level 3 drug felony	2-4 years, 1 year parole	\$2,000 – \$500,000	not available
>4oz – 12oz (>2oz -6oz concentrate)	Level 4 drug felony	6 months – 1 year, 1 year parole	\$1,000 – \$100,000	not available
≤4oz (≤2oz concentrate)	Level 1 drug misdemeanor	6 – 18 months	\$500 – \$5,000	not available
Possession of plants				
>30 plants	Level 3 drug felony	2-4 years, 1 year parole	\$2,000 – \$500,000	not available
>6 – 30 plants	Level 4 drug felony	6 months – 1 year, 1 year parole	\$1,000 – \$100,000	not available
≤6 plants	Level 1 drug misdemeanor	6 – 18 months	\$500 – \$5,000	not available
Possession				
>12oz (>3 concentrate)	Level 4 drug felony	6 months – 1 year, 1 year parole	\$1,000 – \$100,000	not available
>6oz – 12oz (<3oz concentrate)	Level 1 drug misdemeanor	6 – 18 months	\$500 – \$5,000	not available
>2oz – 6oz	Level 2 drug misdemeanor	0 – 12 months	\$250 - \$1,000	not available
≤2oz	Drug petty offense	none	\$100	not available
Public consumption, display, use				
<2oz	Drug petty offense	Up to 24 hours community service	\$100	not available
>2oz	See: Possession			

Note: All controlled substance charges also include a drug offender surcharge in addition to the fines listed.

Student Rights and Responsibilities

Colorado State University expects students to:

- Maintain standards of personal integrity that are in harmony with the educational goals of the institution
- Observe national, state, and local laws, and university regulations
- Respect the rights, privileges, and property of other people

Students retain the rights, protection, guarantees, and responsibilities that are held by all citizens. The Student Bill of Rights, available at <http://policylibrary.colostate.edu/policy.aspx?id=601>, explains other rights that apply to all higher education students in our Colorado.

The [Colorado State University Student Conduct Code](#) applies to conduct that occurs on or off campus and at university programs or activities.

Prohibited conduct is described in detail in the code. Violations of university drug and alcohol policies and state drug and alcohol laws, and all forms of sexual harassment, sexual misconduct, and sexual assault are code violations regardless of whether or not criminal charges result from the conduct. Disciplinary procedures under the code include the following steps:

- Student Conduct Services receives incident reports from law enforcement, CSU residence hall staff, faculty, administrative staff, students, other members of the university community, or from outside the university community. Reports are forwarded to a hearing officer, who will review the report and may seek additional information or conduct an investigation.
- If the hearing officer determines that a student may have violated the [CSU Student Conduct Code](#), a hearing is scheduled. Full text of the code is available at <https://resolutioncenter.colostate.edu/conduct-code/>.
- The student will receive a notice letter with the date, time, and location of the hearing.
- At the hearing, the student may explain their conduct and perspective on the incident. Evidence, written statements, and witness testimony may be submitted. The student may be accompanied by an advisor, who may be an attorney, but the advisor may not represent the student, speak on the student's behalf, or participate directly in the hearing. Formal rules of evidence and legal procedure do not apply.
- The hearing officer will decide the [outcome](#) of the hearing based on the evidence. See <https://resolutioncenter.colostate.edu/discipline-process-individual/>.
- The hearing officer will send the student a letter with the [outcome](#).
- Sanctions imposed may range from no action, to disciplinary expulsion and revocation of admission or degree. These sanctions are described in detail on the [Student Conduct Services website](#). <https://resolutioncenter.colostate.edu/conduct-services/>
- The student has a right to appeal the hearing officer's decision, within certain limits.

This is just a brief summary of the disciplinary and appeal procedures. These procedures are described in full on the Student Conduct Services website at <https://resolutioncenter.colostate.edu/conduct-services/>.

A student is not immune from prosecution by local, state, or federal law enforcement agencies, whether or not the university initiates disciplinary proceedings.

The Student Resolution Center acts on the institutional values of interpersonal civility and honoring of community standards. The Student Resolution Center offers:

- Consultation, coaching, and mediation to help resolve conflicts
- Conflict management, academic integrity, and civility training and education
- Advising student peer conduct boards
- Hearings to determine if prospective students with a criminal or disciplinary record will be admitted to the university
- Overseeing the student conduct process and hearings for students facing allegations of misconduct on or off campus
- Restorative Justice Program for repairing harm and restoring relationships
- Determining disciplinary action to be taken by the university, including educational programs
- Appeals process related to student conduct outcomes

Behavioral Expectations of Students Living on Campus

Students residing in university residence halls or apartments contractually agree to obey:

- Federal, state, and local laws
- [CSU Student Conduct Code](#)
- Expectations outlined in the residential contract and [residence hall policies and procedures](#)

Residential staff, under the supervision of Student Conduct Services, hear cases involving housing contract violations and may impose sanctions including drug and alcohol education; educational programs or activities; monetary restitution; reassignment to another residence hall room or building; and termination of the residential contract or lease. Significant incidents or a pattern of problems will result in referral to Student Conduct Services. Residence hall policies are available at <https://housing.colostate.edu/halls/policies/> and apartment policies are available at <https://housing.colostate.edu/apartments/policies/>.

Disciplinary Records

Student disciplinary records are maintained by Student Conduct Services in keeping with the Family Educational Rights and Privacy Act (1973), the Higher Education Amendments (1998), and the Student Conduct Code.

CSU Police and How to Report a Crime

CSU police officers work closely with offices on campus to identify safety and security needs and concerns.

CSU Police Qualifications and Authority

About CSUPD:

- Colorado State University Police Department operates 24 hours a day, seven days a week.
- The department includes an investigations unit, patrol unit, records office and a 911 dispatch center.
- CSUPD officers are also commissioned officers in the City of Fort Collins and Larimer County.
- CSUPD also collaborates with Fort Collins Police Services, Poudre Fire Authority, Larimer County Sheriff's Office, the Office of the District Attorney, and other state and federal law-enforcement agencies and investigation bureaus. As part of a regional first responder network, CSU police hold mutual aid agreements with the county and city to deal with contingencies such as natural disasters, civil disturbances, major crimes, and pursuits of serious offenders who travel across jurisdictional lines. These mutual aid agreements include provisions for joint investigations. Copies of these agreements are available from CSU police.

About CSUPD officers:

- CSU police officers are armed and have full law enforcement authority on all property owned or controlled by the university, including the authority to make arrests on or off campus.
- Officers possess peace-officer commissions from the State of Colorado, Larimer County, and the City of Fort Collins.
- Colorado State University police officers complete at least 860 hours of training in a state-certified police academy and field-training program in preparation for their jobs.

About the CSU Police Department work on campus:

- Colorado State University police officers routinely patrol on foot all buildings on campus.
- Officers patrol campus grounds by bicycle, motorcycle, and vehicles.
- Campus Safety Officers are student employees who assist at campus events and provide safe escorts across campus via SafeWalk. These employees receive more than 50 hours of training. More information at <https://police.colostate.edu/safe-walk/>.

How to Report an Emergency or Crime

CSU encourages all community members to make accurate and prompt reports of crimes and other emergencies on campus and other CSU-owned or controlled property. Reports about on-campus incidents should be made to CSU police immediately; off campus incidents should be reported to the agency with jurisdiction (such as Fort Collins Police Services). Promptly reporting crimes provides law enforcement agencies with the best opportunity to effectively address safety

issues. If the victim of a crime elects to or is unable to make such a report, others are encouraged to promptly do so. More information is at <http://policylibrary.colostate.edu/policy.aspx?id=557>.

If you witness or experience a crime or emergency, report it as soon as possible to CSU police by calling 911. The CSU Police Department is located in Green Hall. CSUPD operates 24 hours a day. The non-emergency number is 970-491-6425.

It is important to report what you observe even if others have already made a report.

- To report a crime in progress or immediate threat to campus safety call 911 from any phone. If you are on campus, tell the dispatcher so immediately.
- To report a crime that is no longer in progress and is not an immediate threat, call (970) 491-6425 or visit <http://police.colostate.edu/pages/police-services.aspx#report>. Crimes may be reported anonymously.
- To report a fire, call 911 from any phone. If you are on campus, identify your location as Colorado State University first, and the campus location of the fire.
- To report any other emergency in progress, call 911.

Tips for Reporting an Emergency when Calling 911

- Call 911 from any phone.
- CSUPD dispatchers have an enhanced system that allows our dispatcher to see where you are calling from. This does not work for cell phones without location services turned on.
- The dispatcher will need to know the address of the emergency, which is not necessarily where the call is coming from.
- 911 calls made from cell phones from within the city will be routed first to Fort Collins Police Services, so if you are calling from campus, be sure to tell the dispatcher that right away.
- When you are reporting a crime, it is important to report it immediately from a safe location.
- When speaking to a dispatcher, stay on the line and, as accurately as possible, tell the dispatcher everything you can remember about the incident. If reporting about a suspect, try to recall details such as the suspect's clothing, if they were driving a vehicle, what it looked like, and direction of travel either on foot or in a vehicle.
- If you are in a position to give first aid to someone or to relay information to another rescuer, CSU and other local dispatchers are prepared to tell you what to do until emergency responders arrive.
- If reporting a fire or someone in need of an ambulance, CSU police will immediately notify fire or emergency medical personnel, then help with emergency measures such as evacuation and managing traffic so that fire trucks and ambulances can access the scene. Report all campus fires to CSU police immediately by calling 911.

Report a Crime Anonymously

To remain anonymous and report a crime to the CSU Police Department, you may fill out the online form at <http://police.colostate.edu/reportcrimeanonymous>.

- Information you submit will be sent securely to CSU police without your identity being revealed.
- Include as much detail as possible.
- If the crime you are reporting is an emergency, please call 911.
- Crimes reported anonymously to CSU police will be included in the Annual Fire and Safety Report as required by the Clery Act.

Confidentiality of Crime Reports

The university does not have a policy for confidential crime reporting. If you are the victim of a crime or want to report a crime, but do not want to pursue action within the university or criminal justice system, we ask that you still consider filing a report. Depending upon the circumstances of the crime you are reporting, you may be able file a report while maintaining your privacy.

The CSU Police Department will do all it can to comply with your wish to keep your personally identifying information private, while also taking steps to ensure your safety and the safety of others. This also allows the university to compile accurate records on the number and types of incidents occurring on campus. Reports filed in this manner are counted and disclosed in the Annual Fire and Safety Report, without personally identifying information.

In limited circumstances, the police department may not be able to assure privacy and will inform you in those cases. Anyone may call the CSU Police Department at 970-491-6425 to report concerning information. Callers may remain anonymous if they choose to do so.

In all publicly-available records, CSU does not include personally identifying information (it is either omitted or redacted).

Victims may also report confidentially to designated victim advocates and professional counselors who work for CSU.

- The Victim Assistance Team, through the Women and Gender Advocacy Center, provides confidential support and advocacy to Colorado State University students and any family or friends who have experienced sexual assault, dating or domestic violence, and stalking on or off campus, 24 hours a day, every day of the year. Call 970-492-4242. During regular university business hours, their offices are open to visit in person at 112 Student Services Building or in the satellite office in Room 234 of the Lory Student Center. For more information, visit <http://www.wgac.colostate.edu/victim-assistance-team-volunteers>. The Women and Gender Advocacy Center provides statistical information to the Colorado State

University Police Department, but does not provide any personally identifiable information and maintains confidentiality with all clients.

- Confidential reports may also be made to pastoral and professional counselors, licensed psychologists, licensed clinical social workers, or graduate student staff in the CSU Health Network Counseling Services Office and these reports are considered confidential. CSU's pastoral and professional counselors inform persons they are counseling of the institution's policy as to maintaining confidentiality. While counselors are able to assist with reporting to law enforcement, no university policy requires counselors to encourage reporting to law enforcement. Counselors assist clients on a case-by-case basis and discuss options and resources as may be appropriate for each individual client.

The CSU Health Network Counseling Services office is located in the Health and Medical Center at the corner of College Ave. and Prospect Rd. Counseling Services may be reached during regular business hours by calling 970-491-6053. Emergency after-hours counselors are also available at 970-491-7111. These counselors do report crimes to the CSU Police Department for purposes of compiling statistics, but do not share information with CSUPD that could identify the victim.

The university will not publish the names or other identifying information such as addresses or ID numbers of victims of sexual or gender violence crimes in any public record unless required to do so by law. Confidentiality is maintained in daily crime and fire logs, timely warnings, and emergency notifications. CSU also will not publish any accommodation or protective measure provided to a victim unless such confidentiality impairs the effectiveness of the measure.

Crime Prevention and Security Awareness Programs

- CSU police, residence hall staff, Support and Safety Assessment, and the Women and Gender Advocacy Center are among groups on campus that provide safety and crime prevention educational programs in a variety of settings.
- General campus educational programs include fire safety, personal safety, interpersonal violence prevention, alcohol and drug awareness, and computer crimes. Many programs can be tailored to fit the needs of the audience. Interpersonal violence trainings include information about the crimes of sexual assault, domestic violence, dating violence, and stalking. For more information about educational, outreach and events related to interpersonal violence, or to request a program, see <http://www.wgac.colostate.edu> or <http://www.supportandsafety.colostate.edu/sexual-harassment>.
- From Jan. 1 – Dec. 31, 2017, the CSU Police Department delivered 255 programs or presentations to 25,269 people, including students, parents, faculty, and staff.
- Schedule programs by contacting CSUPD. Some programs are hosted and publicized on a continual basis throughout the year.

The CSU Police Department also implements the following crime prevention strategies on campus:

- Regularly patrolling residence halls

- Regularly patrolling all buildings on campus and checking doors and windows for security concerns, particularly after hours
- Reporting facilities issues such as lights and door locks that do not work correctly
- Surveying campus for security and safety issues
- Educating the campus community about crime prevention strategies
- Presenting educational programs to students, parents, and employees about general safety, sexual violence safety, DUI enforcement, substance abuse, bike safety and education
- Teaching personal protection classes
- Teaching active assailant response classes
- Offering SafeWalk, a CSUPD service that provides a security escort from any campus location to another campus location or a location within three blocks of campus, year- round, from dusk to dawn
- Offering a registry for personal property (more information is at <http://source.colostate.edu/csupd-offers-online-registry-for-valuables/>)
- Educating campus about proactive reporting options to connect people who are struggling with mental health issues or who may be a risk to themselves or others with university resources and alerting campus offices that can address safety concerns presented by these individuals
- Providing a comprehensive resource to all employees regarding campus offices that can help them address people who present safety concerns
- Collaborating with committees and individuals across campus to identify and address safety and security needs for special events, new buildings, and concerns

More information about crime on campus:

- Safety.colostate.edu, the university's safety website
- Special text alerts shared by the university. Students, faculty and staff may sign up for emergency text alerts. Students sign up via RamWeb at www.RamWeb.colostate.edu. Employees may sign up via the administrative applications portal at <https://aar.is.colostate.edu/>
- Safety alert bulletins describing specific crimes or perpetrators

Campus Security Programs

Building Access

- Most campus buildings and facilities are accessible to members of the campus community, guests, and visitors during normal business hours Monday through Friday, excluding holidays, or when the university is closed, such as during a snow day.
- Some buildings are open for designated hours on weekends, such as Morgan Library.
- Exterior doors on campus buildings are locked each evening by Facilities Management. Buildings may be secured at different times based on factors such as night classes, special events, or computer lab times.

- Do not prop building doors open or allow strangers into campus buildings that have been secured.
- Do not lend keys or key cards or leave them unattended in your work or living space.
- Do not give door entry or alarm codes to anyone you don't know or who doesn't have an authorized reason to have the code.
- Report unlocked buildings after hours, problems with locks or security devices, and any other building security or safety issues to the responsible building proctor (contact information is on the Facilities Management website at fm.colostate.edu/proctors), or Facilities Management dispatch, 970-491-0077.
- Emergencies and situations posing an immediate threat to safety should be reported to CSU police immediately by calling 911.

Residence Hall Security

Residence hall security includes the following measures:

- The lobby area is staffed 24 hours a day.
- Lobbies and common areas are open during dining center hours and then accessible only by residents of the building after hours via keycard access.
- Floors and rooms are only accessible by residents with keycard access.
- All common bathrooms on the floors are also secured.
- Residents should not allow strangers access to the building, either by propping doors, lending keys, or opening doors for anyone waiting outside the building.
- Visitors and delivery people may use a house phone located outside the main entrance to contact the appropriate host to gain access, once all entries to the building are locked in the evening.
- All residence hall staff are trained on emergency response and have knowledge of evacuation and safety protocol in the event of an emergency.
- All lobby doors and common areas can be locked down during an emergency to permit access to residents of the building only. The option of locking buildings down entirely to prevent any access into the building is also available.
- CSU Police Department partners with Housing & Dining Services to develop a community-oriented policing program. A full-time, certified police officer is assigned to each residence hall and regularly patrols it to enhance relationships with students and increase security and safety awareness among students.

Campus Planning and Safety

Safety is an important consideration in planning, maintaining, designing, and remodeling of facilities on campus.

- Exterior lighting is an important part of the university's commitment to campus safety. The CSU Police Department monitors exterior lighting and reports issues to Facilities Management.
- Once a year, a comprehensive survey of all exterior lighting, building safety, and security is conducted by CSU police, Facilities Management, and Environmental Health Services.
- The campus community is encouraged to call the CSU police (970-491-6425) or Facilities Dispatch (970-491-0077) when they see a light out or any safety concern. Light posts
- have numbers on them that help repair people find them. If possible, provide the number when reporting a light out.
- Facilities Management monitors door and security hardware daily. CSU police officers also report defective locking mechanisms to Facilities Management as soon as they are discovered.
- Shrubbery, trees, and other vegetation on campus are trimmed on a regular basis.
- Fencing, roadway, and sidewalk repairs are reviewed and completed at least annually.

The CSU Public Safety Team coordinates and facilitates effective campus disaster preparedness, mitigation, response and recovery activities to minimize the impacts of emergencies on the campus community, facilities and environment. The university maintains written plans and holds regular emergency exercises. This team, made up of members from several campus departments, also coordinates efforts under Homeland Security for the university and makes safety and security policy for campus.

Emergency Blue Light Phones

More than 60 emergency blue light phones are located throughout the campus. These emergency phones ring directly into the CSU Police Department dispatch center by simply pushing a button. Visit www.maps.colostate.edu and click on the menu option for emergency blue light phones for locations.

Crimes on Non-Campus Property

Sororities and fraternities

Greek houses are located off campus and are not owned by the university. Because they are located off campus, they are under the jurisdiction of Fort Collins Police Services. Security in sorority and fraternity houses is managed by a variety of methods and people, and that information is available through the Office of Fraternity & Sorority Life at 970-491-0966.

CSU Student Conduct Services receives reports of crimes that occur in fraternities and sororities that are recognized as student organizations by Colorado State University from the CSU Police Department (which in turn receives crime information from Fort Collins police). Crimes occurring in fraternities and sororities are included in CSU's crime statistics for purposes of reporting under the Clery Act.

Crimes committed in other non-campus locations of officially recognized student organizations are reported to the CSU Police Department by law enforcement agencies from those jurisdictions. In addition, crimes occurring in fraternities and sororities and other recognized student organization locations may be reported to CSU police by Campus Security Authorities. Campus Security Authorities are individuals designated under the Clery Act as having responsibility to report Clery crimes of which they become aware. Many individuals on campus are considered to be Campus Security Authorities based on their position and responsibilities at the university.

Off-campus locations

The CSU Police Department annually receives reports from Fort Collins police of all crimes that occurred within CSU's Clery geography, including CSU property that is not on campus. CSU police officers and dispatchers monitor Fort Collins police radio traffic and view daily crime logs from that agency. Student Conduct Services also regularly receives reports of crimes reported to Fort Collins Police that involve students. For all other CSU property that is not on campus, the CSU Police Department regularly requests annual crime reports from law enforcement agencies.

Emergency Response and Evacuation Procedures

Colorado State University conducts emergency response exercises each year, including tabletop exercises, field exercises, and emergency notification systems tests to assess and evaluate university emergency plans and response. The university tests its notification systems once per semester. Notification system tests help the university prepare for emergencies and dangerous situations. The university will publicize its emergency evacuation procedures in conjunction with one of these tests through the university-wide online newsletter sent via email. The university annually schedules these drills and exercises by its emergency manager communicating with local agencies, university departments and residence hall staff. Annex U (Exercises) in the Emergency Response Plan describes different types of exercises, how they are set up, rules and procedures and needs assessments. The exercise needs assessment covers the exercise priorities relative to campus hazards. CSU documents, for each test, a description of the exercise, the date, the time and whether it was announced or unannounced. Documentation is available from the Emergency Management Coordinator (970-491-6745).

The Colorado State University Police Department and Public Safety Team have received training in responding to critical incidents on campus.

When a serious incident occurs on campus, CSUPD is usually the first emergency responder on scene. Depending upon the nature of the incident, Fort Collins Police Services, Larimer County Sheriff's Office, Poudre Fire Authority and Poudre Valley Hospital Emergency Medical Services, CSU Environmental Health Services, or federal agencies may respond.

Colorado State University's emergency response plan, at <https://safety.colostate.edu/emergency-response-plan/>, will help the community respond to hazards that may affect safety, health, and campus operations. The plan describes the planned response to emergencies and delineates the roles and responsibilities of departments, divisions, and agencies that are expected to help protect life and property on campus. It also describes how the university works to reduce or eliminate threats to life and property.

Major campus emergencies will be coordinated from an Emergency Operations Center. The Emergency Operations Center will oversee and support field operations, with the Public Safety Team making strategic decisions.

Every employee is responsible for:

- Surveying buildings to proactively mitigate and plan for emergencies
- Helping notify the university about risks in buildings and on campus grounds, and educating colleagues about risks in their areas
- Knowing and understanding the building safety plan for the buildings they primarily occupy
- Learning the locations of exit routes, exit stairwells, pull stations, fire extinguishers and automatic external defibrillators, called AEDs
- Knowing and posting emergency phone numbers
- Participating in all fire drills, treating every alarm as an actual emergency and evacuating a building during an alarm
- Learning the needs of anyone for whom you are responsible who may need assistance during an emergency
- Knowing rally point locations
- Calling 911 immediately during an emergency

The university's emergency response plan is at <http://safety.colostate.edu/emergency-response-plan.aspx>. As part of that plan, each building on campus is required to have a building safety plan. The building safety plan contains specific evacuation procedures for that building. In general, evacuation procedures include:

- Faculty who are teaching classes at the time of an emergency are responsible for the orderly evacuation of class participants and should be the last one out of the classroom to verify evacuation for responders.
- DO NOT take time to turn off computers, printers or office lights. Close, but DO NOT lock, office door and windows.
- Gather your personal belongings if it is safe to do so. (Reminder: take prescription medications out with you if at all possible; it may be hours before you are allowed back in the building.)
- Exit the building through the closest exit. DO NOT use the elevator.
- All personnel should be familiar with exit paths for their areas. REFER TO YOUR FLOOR PLAN and be familiar with the shortest path possible and a secondary exit.
- Proceed in an orderly manner as quickly as possible to the nearest exit and then to the designated rally point. Be alert for individuals with disabilities or injuries who may need

assistance. However, under no circumstances should an individual risk or jeopardize his or her personal safety in an attempt to rescue another person. All occupants who are physically incapable of exiting the building without assistance should go to the nearest stair tower or area of refuge and await rescue. Notify the building proctor or responding emergency personnel of any known individual that may be unable to independently exit the building.

- Stay at the designated rally point until you are instructed to leave. This way an accurate head count can be taken. Faculty and lab assistants are responsible for the students. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel.
- Upon arrival of University police, the proctor will assist them in whatever manner they request or direct. Poudre Fire Authority staff or the Colorado State University police will clear the building, checking elevators, areas for the physically disabled and laboratory areas.
- Emergency alarms being turned off DOES NOT mean the building is clear and safe to re-enter. They are silenced so that emergency response personnel are able to communicate with each other. DO NOT RE-ENTER THE BUILDING for any reason until instructed to do so by fire department, EHS, or police officials. In case of a full campus evacuation:
 - Evacuate as instructed in emergency announcement.
 - Leave by vehicle unless instructed otherwise.
 - Do not return to campus until instructions are received saying it is safe.
 - Move to designated campus rally points if unable to go home or if you are instructed to do so.
- Also see the evacuation procedures for fire emergencies described in the section on Fire Safety on Campus and Evacuation Procedures.

Thor Guard Lightning Detection and Warning System

CSU employs a lightning detection and warning system on its main Fort Collins campus, called Thor Gard. The sensor constantly monitors atmospheric conditions within a two-mile radius that can cause lightning and triggers a horn when conditions that create a danger of lightning exist. The horn “red alert” alarm activates a strobe light on the assembly that begins intermittently flashing, and one 15-second blast from the horns is sounded in all directions that can be heard 700 yards away. This serves as a warning to those within hearing distance to seek appropriate shelter for the duration of the red alert period.

All outdoor activities must cease during red alert periods, and everyone in the area should seek shelter immediately. Appropriate shelter includes surrounding buildings, automobiles, and, when one of those is not available, dense woods or low-lying areas. When the danger has passed (a minimum of 10 minutes after the original alarm), an all-clear signal is given – the strobe light will stop flashing, and three separate, five-second blasts from the horns will sound. After the all-clear signal has sounded, it is safe to resume outdoor activities. However, good judgment should still govern, and if the conditions do not appear to be safe to resume activity, wait until conditions improve. More information about the Thor Guard system is available by emailing

EHS@colostate.edu or calling 970-491-4749. *Please note that the Thor Guard system's horns and strobe lights will be tested the first Tuesday of every month at about 9 a.m.*

Emergency Notifications and Timely Warnings

Emergency Notifications

Under the Clery Act, the university issues emergency notifications to students and employees when certain threatening events take place within CSU's Clery geography.

When is an emergency notification necessary?

Under the Clery Act, the institution is required to notify the campus community as soon as there is reasonable confirmation of a *significant emergency or dangerous situation* occurring on the campus that involves an *immediate threat* to the health or safety of students or employees. The university is not required to alert the campus community if a threat to campus is immediately contained. An *immediate threat* includes an imminent or impending threat, such as an active assailant, approaching tornado, or fire currently raging in one of our buildings. *To report an emergency that presents such a threat, call 911 immediately and identify your location to the dispatcher.*

How does CSU determine if an emergency notification should be issued due to a significant emergency or dangerous situation involving an immediate threat to health and safety?

CSU police immediately gather information upon responding to a report of an emergency or dangerous situation, and evaluate the situation as quickly as possible for any immediate risk to the campus community. Officers who respond will evaluate the situation to determine if there is an immediate threat, such as an active shooter, hazardous material released, fire, or other threat.

Information can be limited in the first moments of a police response, but officers will work to quickly gather initial information from as many people as possible, visually assess the situation, and look for evidence of a crime. However, if the information available indicates that there is an immediate risk to health and safety of campus, even if a report has not been verified as credible, the responding CSUPD officer or officers will alert their supervisors to request a review for an emergency notification. Supervisors will immediately contact the chief of police or designee with known information for immediate consideration. The chief or designee will initiate the process of sending an emergency alert.

When initiating the process for considering an emergency alert, the chief or designee will consider the overall safety of the campus community and if an immediate threat is reported to exist. The chief or designee also will provide information appropriate to include in the alert about the incident to the public information officer or the information officer's backup to craft the alert. The institution will, without delay, and taking into account the safety of the community, determine the content of the notification and initiate the notification system, unless issuing a notification will, in the professional judgment of responsible authorities,

compromise efforts to assist a victim or to contain, respond to or otherwise mitigate the emergency. Information that may harm the victim or compromise emergency response will not be included in an alert. The information officer will verbally read or text the alert copy to the chief or designee for an immediate review for accuracy, and then send out the alert.

When an emergency or dangerous situation is reported to the CSU Police Department, the chief of police or designee will consider the facts known at that time to assess the nature of the emergency, its severity, and the areas or segments of the university community that are endangered.

- When it is confirmed by the university that a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees is occurring on or nearby campus (or other locations as required by the Clery Act), the university will issue an emergency notification.
- The emergency notification is issued immediately upon confirmation that a dangerous situation or emergency exists or is threatened.
- During extreme circumstances, such as an active assailant, CSUPD may send an emergency alert without Public Safety Team input.
- The university weighs possible risk of compromising law enforcement efforts or endangering a victim of a crime before sending an emergency alert.
- If a threat has been immediately contained by law enforcement, or if the incident appeared to be targeted toward specific individuals known to the assailant and there is no threat to other individuals, no warning is issued.

Some examples of situations in which an emergency notification would also be considered include:

- Approaching tornado or other extreme weather conditions
- Gas leak or chemical spill on or near campus
- Terrorist incident on or near campus
- Armed intruder, active assailant or active shooter on or near campus
- Bomb threat on campus
- Explosion or large fire on campus

Determining Segments of the Campus Community to Receive an Emergency Notification

Campus and local first responders provide information to be included in an emergency notification, and will help determine what segments of the campus community should receive the notification.

- Generally, all university employees and students will receive alerts, including email messages, and a text message to subscribers. All employees and students are strongly urged to sign up for text alerts; no segment of the university population is automatically enrolled. Students may enroll and verify their information through RamWeb and employees may enroll and verify their information through the Human Resources self-service portal. These alerts are sent any time an emergency is reported that meets the criteria for an emergency alert, including in the middle of the night.

- CSUPD officers may target specific areas or buildings on campus with direct instructions in addition to mass notification, or may select only specific buildings in which to share an emergency alert. Timely warnings are shared with the entire campus community.
- The university, through the CSUPD and Public Safety Team, may also post messages about the dangerous condition on the Safety website and the shared CSUPD and Public Safety Team social media accounts (Facebook and Twitter) to ensure the rest of the campus community is aware of the situation and the steps that should be taken to maintain personal and campus safety. If assistance is needed from additional law enforcement or emergency response agencies, they will be contacted by CSUPD to request assistance. Similarly, if local media is helpful or necessary to disseminate any alerts, such outlets will be contacted by CSUPD or university communications personnel.
- In some cases, the main university social media accounts also will share emergency information.

Timely Warnings

When is a timely warning necessary?

When a Clery category crime is reported to CSU police, the report is assessed for whether a serious or continuing threat is present. CSU is responsible for issuing a timely warning if a Clery Act crime has been reported and CSU determines there is a serious or continuing threat to the campus community. The Clery Act does not define “timely,” but the intent of the warning is to promptly provide information to people to help them prevent or protect themselves from similar crimes. Timely warnings are issued on a case-by-case basis to help reduce the risk of a campus community member becoming the victim of a similar crime. Warnings sometimes are issued before complete information is available and before police can determine if a report is credible.

How are timely warnings issued?

Once an initial report of a crime has been received that may fit the criteria for a timely warning, CSUPD and members of the Public Safety Team will determine if a timely warning should be issued. Determining if a timely warning will be sent depends on the information reported, the timing of the report (if the report is made after a threat has passed), and if continuing concern to the campus community is probable.

Timely warnings may be issued to the entire campus community through:

- The CSU emergency email system, which is moved as a priority message before all other email traffic into and out of the university system. This system sends emails to all students and employees, and no one can opt out of receiving messages.
- Postings to the Safety website, www.safety.colostate.edu.
- The CSU emergency text alert system. Students and employees must sign up for text alerts – no individuals are automatically enrolled. This system is generally reserved for emergency notifications. Students and employees are strongly encouraged to sign up for the university’s emergency text notification system and to periodically check to make sure that their mobile number in the system is correct. Students may enroll and verify their information through RamWeb and employees may enroll and verify their information

through the Human Resources self-service portal. It only takes a few moments to sign up for alerts, and doing so may help save your life or the life of another.

- Fliers sent to specific offices or areas of campus where the threat is targeted and not immediate.

Warnings may also be posted on one or more of the university's social media sites, or by sharing paper notices to specific audiences on campus that may be threatened.

Procedures Used to Issue an Emergency Notification or Timely Warning

As to both emergency notifications and timely warnings, as soon as the emergency has been confirmed, university communications staff and the CSUPD Public Information Officer will work with the Chief of Police to determine the content of a notification message and send it. When time allows, two members of the Public Safety Executive Team will approve the message.

Emergency notifications or timely warnings will be directed to the university community by using one or more of the following:

- The CSU emergency email system
- Emergency text alert system
 - Students and employees must sign up for text alerts – no individuals are automatically enrolled
 - All emergency text alerts from CSU start with "CSU alert:"
 - Characters are limited, so alerts may be broken into more than one message and are denoted as "CSU alert 1," "CSU alert 2," etc.
- By posting to the CSU safety website
- CSUPD and Public Safety Team shared social media outlets

Depending upon the level of threat and context of the emergency, messages may also be shared via:

- Outdoor digital signs across campus
- Reverse 911 calls
- Cable television messages
- University homepage at www.colostate.edu
- Main university social media accounts
- University's online newsletter SOURCE at SOURCE.colostate.edu
- Parent & Family online newsletter (<https://parentsandfamily.colostate.edu/>) and social media accounts (called Colorado State Parents & Families on Facebook)
- CSU status recorded line 970-491-7669

Emergency email and text notification systems will be tested periodically (usually three times per year after student census), using test messages.

To determine who receives an alert, CSUPD, the Office of General Counsel and the public information officer will consult about whether or not a risk is contained to a specific population or

area of campus and the type of alert being issued. Timely warnings will be sent to the entire campus community. Emergency notifications may be segmented depending on the nature of the emergency. The university has the ability to share an emergency notification via email with only students or only employees, or to target certain geographical areas of the university with printed fliers or verbal instructions if a situation warrants. These notifications can be expanded to include other segments or the entire campus as the situation unfolds. The entire campus will be notified if a threat is not contained to one geographical location or one population. The university's text and other electronic alert systems generally do not segment populations, but send to all campus members who are enrolled to receive them.

The decision to issue an emergency notification may be made by the CSU Chief of Police, an officer expressly authorized by the Chief of Police, or by the Public Safety Team. Because of the urgent nature of these notices, the university's primary objective will be to confirm whether or not such emergency conditions exist as quickly as possible, and, taking into account the safety of the community, determine the content of the notification and initiate the notification system without delay.

Determining the Contents of the Emergency Notification or Timely Warning

- The Chief of Police or designated officer, CSUPD Public Information Officer and two members of Public Safety Team Executive Team (most commonly the President's Chief of Staff and the General Counsel, or their designees if they are not available) will determine the content of the message. These individuals will rapidly discuss known facts that can be released without compromising a police investigation.
- When possible, messages will be quickly developed for each specific incident and include as much detail as can be released.
- In addition, the university has developed a wide range of template messages addressing several different emergency situations so that those creating the messages may select the template message most appropriate to the ongoing situation and modify it to address the specifics of the incident.

Those issuing the notification will use the following guidelines when determining the contents of the emergency message:

- Initial alerts warn all or part of the campus community of a danger and the actions they should take to safeguard their safety.
- Information pertaining to the reported incident will be screened to include the most information as possible, based on what occurred, where it occurred, and when it occurred.
- To achieve this, alerts will include descriptive phrase or word about the incident (such as robbery, assault, or hazardous materials spill), the location where an incident was reported to have occurred, the time of the incident or threat, and information that may assist with police response, such as a suspect description.
- Messages distributed in the early stage of a rapidly unfolding critical incident will generally be short, precise, and directive. Examples include: "CSU Alert: Assault

reported outside of the south entrance to the Lory Student Center. Suspect is white female wearing a pink shirt, jeans. May be armed with a tire iron.”

- Subsequent messages may be sent to inform the campus community about additional details of the situation if new information becomes available. These messages are generally distributed once first responders have additional information about the dangerous situation. Examples include: “CSU Alert 2: Suspect last seen running south through Lory Student Center plaza. Call 911 if suspect seen. When available updates at www.safety.colostate.edu.”
 - When possible, an all-clear notice is sent once the situation is nearly or completely resolved.
 - The purpose of this message is to reassure the community that the university is working diligently to resolve the dangerous situation.
 - It can also be used to provide additional information about the situation and where resources will be available.
 - The notification goal is to ensure individuals are aware of the situation and that they know the steps to take to safeguard their personal and community safety.
 - Some situations do not reach a clear resolution, such as the location and arrest of a suspect, so it is not possible to always issue an all-clear.

If the situation warrants, the university will establish a telephone call-in center staffed by university specialists to communicate with the campus community during an emergency.

In all emergency notifications and timely warnings, the university will follow procedures to assure that the names or identifying characteristics of crime victims are not publicly disclosed, including a review of the alert content by members of the Public Safety Team or the Chief of CSU Police Department.

Sharing Information with the community outside of campus

- When all students receive an emergency alert, Student Affairs will share the content of that alert through its Parents and Family newsletter.
- The university also will post the text of all emergency alerts that are shared with the majority of the campus community on its safety website at www.safety.colostate.edu.
- Emergency alerts shared with only a geographical or segmented portion of the campus population will generally not be shared online.
- The content of emergency alerts is generally also shared via the Public Safety Team and CSU Police Department shared social media accounts.
- When a timely warning is shared with the campus community, the university will post the content of the warning on its safety website.

Missing Student Policy and Official Notification Procedures

CSU’s missing student notification policy and official notification procedures apply to students who reside in on-campus housing.

If anyone believes that any CSU student who resides in on-campus housing is missing for more than 24 hours, he or she should immediately notify the CSU Police Department at 970-491-6425. A person also may report that a student is missing to a residence hall advisor or director or to the Residence Life main office at 970-491-4719. All missing student reports must be immediately referred to CSUPD (in any case, no more than 24 hours after the report is received). Residence Life will alert CSUPD within 24 hours of determining that a student is missing, as required by law.

When a student is reported missing, CSU will investigate to determine if the student is missing, including taking any or all of the following steps:

- Contacting the student via e-mail and phone
- Conducting a welfare check into the student's room or apartment
- Contacting the student's designated confidential contact person or designated emergency contact person
- Contacting others who may know the student such as parents, guardians, roommates, club advisors, friends, floor mates, club members, and friends
- Contacting employers and associates
- Contacting the student's professors
- Attempting to locate the student's vehicle
- Searching campus locations to find the student
- Sharing the student's picture and requesting assistance from the community in obtaining pertinent information
- Checking the student's social media sites
- Any other investigative measures as determined by CSU and law enforcement officials

CSUPD may consult with university offices in determining whether a student is missing, who is the appropriate party to initiate contact with the student's emergency or designated confidential contact person, and any other actions that may be appropriate regarding the missing student.

CSU notifies all students who reside in on-campus housing that they may designate a confidential contact person to be notified no later than 24 hours after the student is determined to be missing. Students designate this person by completing the confidential contact form provided when they first move into the residence halls and may change their designation at any time by going online in the residence hall intranet system (students must be logged in to make changes). The confidential contact information provided by the student is accessible only to authorized campus personnel, including law enforcement, and may not be disclosed to anyone else. If the student does not register a confidential contact person, then the student's designated emergency contact person or people shall be contacted.

The university will contact the parents, custodial parent or guardian of all unemancipated students younger than 18 who reside in on-campus housing within 24 hours, in addition to contacting the confidential contact person designated by the student.

CSU will notify all students living in on-campus housing that, if they are determined to be missing for more than 24 hours, the institution will initiate the following official notification procedures:

- The university will notify the confidential contact person identified by the missing student within 24 hours after determining that the student is missing.
- If the missing student is an unemancipated minor younger than 18, the student's custodial parent or guardian as identified in CSU records will also be notified within 24 hours from the time the student is determined missing.
- CSUPD will notify Fort Collins Police or another appropriate local law enforcement agency where the student's off-campus residence is located.

Interpersonal Violence Education and Response: Sexual Assault, Domestic Violence, Dating Violence and Stalking

The University prohibits sexual assault, domestic violence, dating violence and stalking.

Definitions You Should Know

Sexual assault means an actual or attempted sexual contact with another person without that person's consent. Sexual assault includes, but is not limited to:

- Any sexual contact when the victim is unable to consent.
- Intentional and unwelcome touching, coercing, forcing, or attempting to coerce or force another to touch a person's intimate parts (defined as genital area, groin, inner thigh, buttocks, or breast).
- Sexual intercourse without consent, including acts commonly referred to as rape.
- Consent is defined under Colorado law as "cooperation in act or attitude pursuant to an exercise of free will and with knowledge of the nature of the act. A current or previous relationship shall not be sufficient to constitute consent under the provisions of this [statute]. Submission under the influence of fear shall not constitute consent." [C.R.S. §18-3-401(1.5)].
 - CSU's policy is: "Consent to sexual activity is consent that is informed, knowing and voluntary. Consent is active, not passive, and requires cooperation in act or attitude pursuant to an exercise of free will and with knowledge of the nature of the act. Silence, in and of itself, cannot be interpreted as consent. Sexual activity with someone known, or who should be known, to be mentally or physically incapacitated by alcohol or other drug use, unconscious or in a state of blackout, or otherwise unable to give consent, is not valid consent. A person is considered to be incapable of giving consent when the person lacks the cognitive ability to make an important life decision, and this measure applies even when the same persons have engaged with one another in consensual sex in the past." CSU Policy on Discrimination, Harassment, Sexual Harassment, Sexual Misconduct, Domestic Violence, Dating Violence, Stalking, and Retaliation (<http://policylibrary.colostate.edu/policy.aspx?id=710>)

Domestic violence includes felony or misdemeanor crimes of violence committed by someone who is a:

- Current or former spouse or partner of the victim
- Person with whom the victim shares a child in common
- Person who is cohabitating with or has cohabitated with the victim as a spouse or partner
- Person similarly situated to a spouse of the victim under the domestic or family violence laws of Colorado
- Or any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction

Dating violence means violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the impacted party, and where the existence of such a relationship is determined based on a consideration of the following factors:

- Length of the relationship
- Type of relationship
- Frequency of interaction between the people involved in the relationship

In Colorado, two people involved in an intimate relationship (e.g., married, boyfriend and girlfriend, intimate partner, etc.), where an argument results in injury, crime, or damage to property, or where violation of a valid restraining order is evident, are in a situation where an arrest is mandated; officers have no discretion. Often, police receive calls from the victims, from friends, or from concerned neighbors who hear the noise of an argument or fight.

Stalking means engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for his or her safety or the safety of others, or suffer substantial emotional distress. Examples stalking are:

- Follow you and show up wherever you are
- Send unwanted gifts, letters, cards, text messages, social media messages, or e-mails
- Damage your home, car, or other property
- Monitor your phone calls or computer use
- Use technology, like hidden cameras or global positioning systems, to track you
- Drive by or hang out at your home, school, or work
- Threaten to hurt you, your family, friends, or pets
- Find out about you by using public records or online search services, hiring investigators, going through your garbage, or contacting friends, family, neighbors, or co-workers
- Posting information or spreading rumors about you on the internet, through social media, in a public place, or by word of mouth
- Other actions that control, track, or frighten you

Stalking is a crime in Colorado and is on the rise in many academic settings. Colorado law [C.R.S. §18-3-602)] defines stalking as follows:

A person commits stalking if directly, or indirectly through another person, the person knowingly commits one or more of these acts:

- (a) Makes a credible threat to another person and, in connection with the threat, repeatedly follows, approaches, contacts, or places under surveillance that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship.
- (b) Makes a credible threat to another person and, in connection with the threat, repeatedly makes any form of communication with that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship, regardless of whether a conversation ensues.
- (c) Repeatedly follows, approaches, contacts, places under surveillance, or makes any form of communication with another person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship in a manner that would cause a reasonable person to suffer serious emotional distress and does cause that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship to suffer serious emotional distress. For purposes of this paragraph (c), a victim need not show that he or she received professional treatment or counseling to show that he or she suffered serious emotional distress.

Phases of stalking can include a number of behaviors. If you believe you are being stalked, let someone know. Document all activities related to the person who you believe may be stalking you and report the incident to the police. Don't discount the situation and ignore red flags. Trust your judgment. If a situation doesn't feel right, ask for help.

Reporting Interpersonal Violence

Victims are not required to report to law enforcement to receive assistance. However, reporting enables the university to take action to prevent a recurrence and protect both the victim and the campus community. Anyone who may be the victim of sexual harassment, sexual misconduct, relationship violence, or stalking, or who is a bystander observing such behavior, is encouraged to report it.

Victims of sexual assault, domestic violence, dating violence, or stalking who engage with the Office of Support and Safety Assessment or Women and Gender Advocacy Center are informed that they have several options available to them for involving law enforcement and campus authorities:

Report the incident to the police

- The victim or bystander may make a report to the CSU Police Department whenever a person has been impacted by one of these crimes. In an emergency or when threat of harm is imminent, immediately call 911. In non-emergencies, contact CSU police at 970-491-6425, or file a report online at www.police.colostate.edu/crime-reporting. You may also go in person to the CSU Police Department in Green Hall.
- For crimes occurring off-campus, contact law enforcement for the local jurisdiction. Fort Collins Police Services may be reached at 970-221-6560. When a police report is made, the

police will interview the person making the report, the victims, any witnesses, and the person or people alleged to have committed a crime.

Receive assistance in reporting the incident to the police

- In an emergency, call 911.
- When there is not an immediate threat to safety, call CSU police non-emergency number at 970-491-6425.
- For help in making a report to law enforcement, contact the Office of Support and Safety Assessment by calling 970-491-7407. They will explain the steps required and what is involved, and will contact the appropriate law enforcement agency on your behalf to help you make the report.
- Assistance may also be obtained by contacting Student Legal Services at 970-491-1482, or Women and Gender Advocacy Center at 970-492-4242.

Decline to contact law enforcement, but still get help

- The Office of Support and Safety Assessment provides resources and referrals to support services, law enforcement, and the Student Conduct Services, and can help a victim exercise the right to seek protective measures such as no-contact orders and restraining orders.

Victims are informed in writing that CSU's Student Conduct Services (970-491-7165 or email SRCenter@colostate.edu) can issue no-contact orders to a student who is alleged to have committed discrimination, harassment, sexual harassment, sexual misconduct, relationship violence, stalking, or retaliation. Criminal and civil courts can also issue restraining orders and other protective orders to crime victims, whether before, during, or after a criminal or civil trial (for example, by prohibiting the alleged perpetrator of the crime from having any contact with, or being within a certain distance of, the victim). Restraining orders are obtained by petitioning the local court for the jurisdiction, and assistance with the process may be provided through Women and Gender Advocacy Center or Student Legal Services. No-contact orders may be issued by Student Conduct Services at CSU, (see "Accommodations and Protective Measures against Interpersonal Violence" in this report).

- Any accommodations or protective measures provided by the university to the victim will be maintained as confidential, to the extent that maintaining confidentiality would not impair the ability of the institution to provide such measures.
- To file a request for each of these options, students may contact Support and Safety Assessment or Student Conduct Services.
- The Office of Equal Opportunity (970-491-5836) also assists employees who have been impacted by these crimes.

Report confidentially

- In addition to the above reporting options, students may seek support and guidance from confidential campus resources that maintain the confidentiality of the victim or other person reporting:
 - Women and Gender Advocacy Center, 112 Student Services Building and 234 Lory Student Center, 970-491-6384
 - Victim Assistance Team 970-492-4242
 - CSU Counseling Services 970-491-6053
 - Women’s Clinic at CSU Health Network 970-491-1754 and the CSU Health Network 970-491-7121
- For employees, confidential resources include:
 - Office of the Ombuds and Employee Assistance Program by calling (970) 491-1527 or 1-800-497-9133, or online at <http://ombudsanddeap.colostate.edu>

These confidential resources do not report the complainant’s personal information or identity, but must report the occurrence of the incident if it relates to a crime covered under the Clery Act for purposes of compiling statistics.

Off-Campus Resources:

- Sexual Assault Victim Advocate Center, Fort Collins Office at 970-472-4204 or 24-hour Rape Crisis Hotline, 970-472-4200 or 1-877-352-7273
- Crossroads Safehouse in Fort Collins, 970-482-3502 or 1-888-541-SAFE (7233)

Victim Confidentiality

CSU recognizes the often-sensitive nature of sexual assault, domestic violence, dating violence, and stalking incidents. CSU offers confidential resources and protects the privacy of any individual who makes a report to the extent possible, while also meeting any obligations related to the investigation and response to known reports to protect the victim, prevent a recurrence or protect campus safety.

- Information about reports will only be shared with university personnel as needed to investigate and effectively respond to the report. Every effort will be made to limit the scope of information shared to keep it to a minimum of detail, and only when deemed necessary.
- Reports made to medical professionals, licensed mental health counselors, and Victim Assistance Team members and the Women and Gender Advocacy Center will not be shared with any third parties except in cases of imminent danger to the victim or a third party, or when abuse of someone currently under 18 is reported.
- Advocates receive special training in the physical, psychological, and legal ramifications of sexual assault.
- Advocates are bound by state statute to maintain strict confidentiality. All publicly available records kept by the university will maintain the confidentiality of the victim and any other necessary parties, to the extent allowed by law.
- Information gained as part of victim advocacy must be treated confidentially and cannot be released without the victim’s permission.

- Advocates will provide information about options related to crime reporting, but the final decision is up to the individual victim.

Information about Registered Sex Offenders

- Information about sex offenders currently registered at the university is available at the CSU Police Department Records Section during normal business hours.
- Information about offenders registered at Fort Collins Police Services or the Larimer County Sheriff's Office are available at those agencies.
- The state of Colorado convicted sex offender website is <http://www.sor.state.co.us>.

Additional Resources

- Executive Director of Support & Safety Assessment and Title IX Programs/Title IX Coordinator 970-491-7407
- Colorado State University Police Department 970-491-6425
- Director of Student Case Management & Referral Coordination 970-491-8051
- Office of Equal Opportunity 970-491-5836
- In the case of an emergency or ongoing threat, get to a safe location and call 911.

Discipline against University Community Members Found to be Responsible for Committing Interpersonal Violence

CSU strictly prohibits all acts of sexual assault, domestic violence, dating violence, and stalking through its Student Conduct Code (<https://resolutioncenter.colostate.edu/conduct-code/>) and its Discrimination, Harassment, Sexual Harassment, Sexual Misconduct, Domestic Violence, Dating Violence, Stalking and Retaliation Policy (<http://policylibrary.colostate.edu/policy.aspx?id=710>).

In addition to facing criminal investigation and prosecution, students, employees and other affiliates may also be subject to university investigation and disciplinary action from the university. Students or employees found responsible for having committed interpersonal violence face discipline up to and including permanent expulsion, termination of employment, suspension, probation, education requirements, and related discipline.

When there is evidence that a student may have committed acts of interpersonal violence, Student Conduct Services initiates disciplinary proceedings. The university investigates allegations of interpersonal violence against a student regardless of the geographic location of where the incident occurred: on or off campus, in Colorado, another state or in an international location.

The university may receive information about these situations from a variety of sources including:

- CSU police

- Other law enforcement agencies
- University offices such as the Office of Support & Safety Assessment
- Reports from the victim or bystanders

In addition, a complaint regarding student behavior may be filed with the Student Conduct Services online (<https://resolutioncenter.colostate.edu/conduct-services>) by phone (970-491-7165), or in person (501 W. Lake St., Suite A, Aggie Village Walnut, Fort Collins, CO 80523-8015).

For an overview of the sexual misconduct and interpersonal violence investigation and adjudication process, see <http://supportandsafety.colostate.edu/process>. In all cases, whether involving a disciplinary process for students or employees, the university will provide a prompt, fair and impartial process from the initial investigation to the final result.

Proceedings Involving Students

CSU proceedings involving students include:

- Investigations into incidents involving students are conducted within approximately 60 days by the Office of Support and Safety Assessment, unless circumstances merit additional time to gather all relevant information to support an informed final report.
- Both impacted (the complainant or victim) and responding (the accused) parties are provided periodic reports and updates regarding the investigation's status.
- Upon completion of the investigation, the report is reviewed by Student Conduct Services to determine if disciplinary proceedings against a responding student are supported by the report.
- If disciplinary proceedings are appropriate, written notice will be provided to the student regarding the alleged conduct and violations of the Student Conduct Code, and a hearing will be scheduled.
- A hearing officer from Student Conduct Services will conduct a hearing with the student and any advisor or witnesses, and determine if a responding student is responsible for violating the interpersonal violence policy and the Student Conduct Code.
- Determinations are made using the preponderance of the evidence standard, which means that it is more likely than not that the alleged misconduct occurred.
- In all proceedings, including any related meetings or hearings, both the impacted party and responding party are entitled to the same opportunities to have others present at the hearing. This includes the right to be accompanied by an advisor of their choice.
- Both parties are informed in writing of the outcome of the proceeding within approximately ten business days, unless circumstances require more time to finalize the decision. The parties are also informed of the procedure and timeframe in which to file an appeal of the outcome, of any change to the results that occur prior to the time that they become final, and when such results become final.
- Disclosure of the outcome is made to both parties, simultaneously, in writing; each individual is free to share or not share the details with third parties.
- Students found responsible for interpersonal violence face university disciplinary consequences and are subject to measures to protect the impacted party. These consequences and measures can include written warnings, a university notification to

parents or legal guardians, required participation in educational programs, limitations on university activities, fines, restitution, no-contact orders, probation from living in any on-campus property or removal from university housing, academic suspension, probation, suspension and permanent expulsion.

- All investigations and proceedings are conducted by officials who receive annual training on interpersonal violence investigation, how to conduct an investigation, and how to conduct a proceeding in a manner that protects the safety of victims and promotes accountability.

For additional information about student conduct proceedings please consult the Student Conduct Code available at <https://resolutioncenter.colostate.edu/conduct-code>. For additional information about employee conduct issues, contact Human Resources at www.hrs.colostate.edu or 970-491-6947.

Proceedings Involving Employees

To file a complaint involving an employee for sexual harassment, sexual assault, domestic violence, dating violence, or stalking, complainants must contact the Office of Equal Opportunity (970-491-5836, <http://oeo.colostate.edu>). State and university policies and procedures are followed. Procedures for complaints involving an employee include:

- For allegations of misconduct of a tenured faculty member, these procedures are set forth in the Academic Faculty and Administrative Professional Manual, in section E.15.
- For allegations against an administrative professional or non-tenured faculty member, disciplinary action up to and including termination of employment follows procedures described in the CSU Policy on Administrative Professionals and Non-Tenured Academic Faculty (<http://policylibrary.colostate.edu/policy.aspx?id=459>).
- For state classified employees, procedures are prescribed by state law and managed by Human Resources in accordance with the [Human Resources Manual, Section 3](#).
- In all cases, to initiate a disciplinary action involving an employee for sexual harassment, sexual assault, domestic violence, dating violence, or stalking, complainants must contact the Office of Equal Opportunity (970-491-5836, <http://oeo.colostate.edu>). Disciplinary measures for employees may include written reprimand, corrective actions, demotion, salary reduction, and termination of employment.
- The Office of Equal Opportunity will conduct an investigation of all complaints involving sexual assault, domestic violence, dating violence, or stalking. Sexual harassment complaints, depending on the allegations, may be addressed through an informal process. For both types of complaints, procedures for both informal and formal complaints are described in detail on the Office of Equal Opportunity website (<http://oeo.colostate.edu>).
- All investigations and proceedings are conducted by officials who receive annual training on interpersonal violence investigation, how to conduct an investigation, and how to conduct a proceeding in a manner that protects the safety of victims and promotes accountability.

- Both the accuser and the accused will be provided notification simultaneously, in writing, of the result of the disciplinary proceeding involving sexual assault, dating violence, domestic violence, or stalking.
- Disciplinary proceedings will be conducted by officials who, at a minimum, receive annual training on the issues related to dating violence, domestic violence, sexual assault and stalking, as well as how to conduct an investigation and hearing process that protects the safety of victims and promotes accountability.
- Determinations are made using the preponderance of evidence standard, which means that the standard for a decision is it is more likely than not that an alleged misconduct occurred.
- A complete description of the notice, hearing and appeal procedures for proceedings involving employees is located on the Office of Equal Opportunity website, <https://oeo.colostate.edu/discrimination-complaint-procedures/>.
- Both the victim and the accused will be advised of the procedures for obtaining an appeal or administrative review of the final outcome of the disciplinary proceeding and any change to the outcome that results from such appeal or review.
- Disciplinary measures for employees may include written reprimand, corrective actions, demotion, salary reduction, and termination of employment.

Notification of Victims' Rights and Options

Every reported victim of an incident of sexual assault, domestic violence, dating violence, or stalking covered by university policy, whether the incident occurred on or off campus, will receive written notification of options and rights. These options and rights apply to both students and employees, although the specific options may be different in each case. These include:

- Both parties receive a copy of the policy and procedures and notice of the specific nature of the allegations against the responding party.
- Victims receive information about:
 - Protective interim measures.
 - The resources available to victims including the Employee Assistance Program and Ombuds Office, and Women and Gender Advocacy Center.
 - How to make a report to the police, if the victim has not already done so.

The university provides support to people who have been the victims of any crime or violation of university policy. People who have been victimized by a university student may choose to report the incident to the CSU police or to Student Conduct Services to initiate criminal or disciplinary action. In addition to any action deemed necessary by CSU police, a report will also be forwarded to Student Conduct Services for consideration of disciplinary action against a student.

Colorado State University will provide victims of crime, including crimes of sexual assault, domestic violence, dating violence, and stalking, with the best possible care and services. CSU will provide

written notification to students and employees about support and services available to them, including:

- Physical and mental health services
- Victim advocacy services
- Legal assistance
- Visa and immigration assistance
- Student financial aid
- Help with academic issues that may arise
- Changes to living situations
- Help with transportation situations
- Help with employment situations
- Protective interim measures
- Other services available for victims, both within the university and in the community

The above support and services are available to victims whether or not they choose to report the incident to law enforcement. To learn more about these support services and the option to have changes made to a victim's situation, contact the office of Support & Safety Assessment (<http://supportandsafety.colostate.edu/>, 970-491-7407).

The resources and services at Colorado State University include:

- CSU Police Department 970-491-6425
- Sexual Assault Victim Assistance Team 970-492-4242
- CSU Health Network 970-491-7121
- Counseling Services 970-491-6053
- Support and Safety Assessment 970-491-7407
- Student Conduct Services 970-491-7165
- Student Legal Services 970-491-1482 assists students who are victimized by crime, including assistance with non-immigrant U visas through a free initial consultation and a referral to an immigration attorney. Student Legal Services will advise victims regarding legal and university processes, victim impact statements for the prosecutor's office, no contact orders, civil protection or restraining orders, and the like. When Student Legal Services has a conflict of interest preventing assistance for a victim, the office will assure that the student is put in contact with the victim advocacy program through the District Attorney's office. If there are other areas of need not served by that program, Student Legal Services may refer a victim for an initial advisement by a community attorney at no charge to the student.
- Office of International Programs 970-491-5917 also provides assistance with visas to return to the United States after an absence, and referrals to immigration attorneys.
- Office of Financial Aid 970-491-6321
- Registrar's Office 970-491-4860

Resources available in the community include:

- SAVA - Sexual Assault Victim Advocate Center 970-472-4204
- Crossroads Safehouse 970-530-2353

- RAINN - Rape, Abuse & Incest National Network 1-800-656-HOPE

CSU police will investigate reports of crimes and can provide options for pursuing criminal or civil charges, or university discipline against the assailant. Crimes reported anonymously will also be investigated.

Victims who receive personal support from university resources can expect:

- To be treated with respect
- To have confidentiality maintained (within the bounds of the law and university policy)
- To have university or criminal proceedings fully explained
- To receive assistance in relocation within or to other housing if desired
- To receive referral information for support services
- At the victim's request, to receive university cooperation in using university procedures to deter harassment or retribution

If university disciplinary action is initiated, the victim can expect:

- To be notified of scheduled disciplinary proceedings
- To be apprised of potential hearing outcomes
- To attend the disciplinary hearing as a witness, if requested by the accused, hearing officer, or panel, or if the victim desires to do so
- To be accompanied by an adviser or support person at the hearing
- To provide a victim impact statement for consideration by the hearing officer or panel
- To be informed of the outcome of the hearing
- At the victim's request, to be informed (to the extent permitted by law) of the impending return of the perpetrator to campus, if the conditions of the suspension or dismissal were met prior to the victim's departure from campus

The university will, upon written request, disclose to the alleged victim of a crime of violence or a non-forcible sex offense, the report on the results of any disciplinary proceeding conducted by the institution against a student who is the alleged perpetrator of such crime or offense. If the alleged victim is deceased as a result of such crime or offense, the next of kin of such victim shall be provided notice.

Brochures detailing victims' rights in crimes, published by the Larimer County District Attorney, are available at all local law enforcement agencies including CSUPD. CSUPD also carries information about campus resources for students.

Procedures Victims Should Follow

When an incident of sexual assault, domestic violence, dating violence, or stalking is reported, victims are informed by WGAC (www.wgac.colostate.edu, 970-491-6384) or Support and Safety Assessment (<http://supportandsafety.colostate.edu/>, 970-491-7407) that it is important to preserve evidence so that a successful criminal prosecution remains an option. This also aids in any action to obtain a protective order. The victim of a sexual assault should not wash, douche, use the toilet, or change clothing prior to a medical exam – which is important both to address any health issues that

may arise and so that evidence may be collected. Any clothing removed should be placed in a paper, not plastic, bag.

When an incident of interpersonal violence occurs, consider:

- Documenting evidence of violence, such as bruising or other visible injuries, by taking photographs.
- Evidence of stalking including any communication, such as written notes, text messages, emails, voice mail or other communications should be saved and not altered in any way.
- A victim does need not make a formal report to law enforcement or Colorado State University to access support resources, including confidential campus and community resources.
- While confidential resources may encourage a victim to report the incident to police, these offices will maintain confidentiality and not share identifying information with police.
- Confidential campus resources include:
 - Victim Assistance Team 970-492-4242
 - Women and Gender Advocacy Center 970-491-6384
 - Women's Clinic at CSU Health Network 970-491-1754
 - Counseling Services 970-491-6053
- Confidential community resources include:
 - SAVA - Sexual Assault Victim Advocate Center 970-472-4204
 - Crossroads Safehouse 970-530-2353
 - RAINN - Rape, Abuse & Incest National Network 1-800-656-HOPE

About Support Offered by the CSU Women and Gender Advocacy Center

The CSU Women and Gender Advocacy Center (970-491-6384, www.wgac.colostate.edu) provides ongoing advocacy for survivors of interpersonal violence. The center provides support around legal, medical, emotional, academic, and campus disciplinary options and concerns, and will go with a survivor to on-campus or off-campus services, including to the police or hospital. The Women and Gender Advocacy Center also trains and oversees the CSU Victim Assistance Team.

The university provides a Victim Assistance Team free of charge to students who are the victims of interpersonal violence.

- Victim advocates receive special training on the physical, psychological, and legal ramifications of sexual assault.
- Advocates are bound by state statute to maintain strict confidentiality.
- Any information a victim's advocate learns while supporting a victim must be treated confidentially and cannot be released without the victim's permission.
- Advocates will provide information about options related to crime reporting, but the final decision is up to the individual victim.
- The Victim Assistance Team confidentially supports campus community members who have experienced interpersonal violence.
- Advocates receive special training in the physical, psychological, and legal ramifications of interpersonal violence.

- Team members on call 24 hours a day, every day of the year.
- Request an advocate by calling 970-492-4242.
- Contacting the team does not require the caller to make a police report.
- General information regarding Victim Assistance Team can be obtained by calling the Women and Gender Advocacy Center at 970-491-6384.
- Victims Assistance Team advocates work closely with victims and campus and community law enforcement agencies. This includes assisting victims of sexual assault in reporting these crimes to the police if they choose to do so.
- CSU advocates are informed on medical, law enforcement, legal procedure, and campus disciplinary options and can provide other referral sources to help ensure interpersonal violence victims receive the services they want or need, such as counseling.
- Advocates will provide information about options related to crime reporting, but the final decision is up to the individual victim.

The City of Fort Collins also provides a team that can assist employees and other members of the community free of charge. More information is available at <https://www.fcgov.com/police/victims-assistance.php>.

Personal Safety Tips

- Be alert for unhealthy dynamics in relationships.
- Avoid people who do not allow you to make decisions for yourself – who make you feel you “owe them” something.
- Because of the frequency of acquaintance sexual assaults in campus communities, it is best to be very explicit with dates about how intimate you expect the relationship to be.
- The vast majority of sexual assaults reported within the CSU community are committed by someone the survivor knows (more than 95 percent).
- Do not assume that a person knows what you are comfortable with. Unfortunately, some people believe that consent to any level of intimacy implies consent to sexual intercourse. This is not true – anyone can say “no” or “stop” at any time. Silence never equals consent.
- Often, assailants target victims who have been using drugs, alcohol or other intoxicants because of their increased vulnerability. In Colorado, it is a criminal

Date rape drugs

For information on date rape drugs like GHB, Rohypnol, or Ketamine, contact:

- Health Education and Prevention Services
- (970) 491-1702
- Women and Gender Advocacy Center (970)491-6384

How to reduce your risk:

- Always keep your beverage in sight. Don't leave it while dancing or going elsewhere.
- At a bar or club, accept drinks only from the bartender or server.
- Avoid group drinks, punch bowls, or drinks being passed around.
- Open your own containers.

If you experience the following symptoms, tell someone immediately or go to the hospital (or CSU Health Network if your symptoms occur during business hours):

- Dizziness
- Vomiting
- Extreme drowsiness
- Time that can't be accounted for and can't be attributed to anything else
- Any other unexplained symptoms

If you choose to report the incident to law enforcement authorities, try to retain a sample of the beverage

offense to have sexual contact or intercourse with someone who has been using drugs, alcohol or other intoxicants if they are unable to indicate their consent or lack of consent.

- In some instances, drugs are used that impair someone's ability to know what is going on and to subsequently make them more vulnerable to sexual assault. Drugs like GHB or Rohypnol (roofies) can be secretly slipped into a beverage, nonalcoholic and alcoholic drinks alike. The drug has no smell or taste and generally no color. These drugs can be present at bars and clubs, but also at parties and intimate gatherings. The reality is that date rape drugs can be slipped into your drink at any social setting.
- Some people also intentionally coerce their intended victim to become intoxicated on alcohol.
- Victims of sexual assault are not at fault for what has been done to them, whether drugs, alcohol or other intoxicants were used or not. The perpetrators of this crime are fully responsible for their illegal behavior.

Accommodations and Protective Measures against Interpersonal Violence

Whether or not a report is made to law enforcement or the victim wishes to pursue any formal action through CSU, if a report of an incident of sexual assault, domestic violence, dating violence, or stalking is received, CSU is committed to providing a safe learning and working environment.

CSU prohibits interpersonal violence and has strong policies and procedures for responding to these incidents.

Student accommodations and protective interim measures

Following an alleged offense of interpersonal violence, CSU will comply with a student's reasonable requests for living or academic changes, which may include providing options for an alternate residence, changes to class schedules or coordinating academic adjustments, assisting with transportation or employment needs. In addition, during the investigation and disciplinary process, protective interim measures may be required of the responding party (the student accused of interpersonal violence behaviors). Protective interim measures, which are temporary, may include:

- Interim no-contact order: The accused student (also referred to as the responding student) is prohibited from having any contact with specifically identified individuals up to and through a student conduct hearing. This may prohibit a student from attending specific events, activities or classes.
- Interim trespass order: The responding student is prohibited from being in or around specifically identified locations, events, activities or classes up to and through a student conduct hearing.

- Interim residential relocation: The responding student is prohibited from residing, dining, or being around specifically identified university housing up to and through a student conduct hearing. If this interim measure is required, the responding student will be provided temporary university housing and accessing to university dining.
- Interim residential suspension: The responding student is prohibited from residing, dining, or being around university housing up to and through a student conduct hearing, if required. The student does not lose other university privileges and may attend classes.
- Interim university suspension: The responding student is denied access to campus, classes, and university activities and privileges up to and through a student conduct hearing, if required.

The victim also will be referred to legal resources for assistance in obtaining court-ordered protection. Students may contact the Women and Gender Advocacy Center for assistance (970-491-6384, www.wgac.colostate.edu).

Measures taken to protect a student will be determined by university officials after reviewing available evidence and discussing the matter with the parties involved, with the goal of minimizing the burden on the victim. Decisions on university housing relocations will be made by the Executive Director of Housing & Dining Services or designee, together with the Executive Director of Support & Safety Assessment and Title IX Programs or designee, and any other appropriate university officials.

Factors that might be considered during this process include, but are not limited to:

- Specific needs expressed by the victim (impacted party)
- Ages of the students involved
- Severity or pervasiveness of the allegations
- Any continuing effects on the impacted party
- Whether the impacted party and responding party share the same residence hall, dining hall, class, transportation or job location
- Whether other judicial measures have been taken to protect the impacted party, such as a restraining order from the court

If a report is made to law enforcement, police will refer students or employees to resources that may help with restraining orders from the courts and university-issued no-contact orders from Student Conduct Services. A restraining order issued through the courts legally prohibits the suspect from direct or indirect verbal, physical or written contact with the complainant. Even if no report is made to police, Student Conduct Services may also issue a university no-contact order applicable on all university-owned and -controlled property.

Employee protective interim measures

Employees of CSU who are victims of crime will also receive information regarding protective interim measures that CSU may take in order to protect and aid the employee, by contacting the Office of Equal Opportunity (970-491-5836, <http://oeo.colostate.edu>). Additional resources may

be also be available through the Employee Assistance Program (1-800-497-9133, <http://ombudsandeaap.colostate.edu>). Protective measures available to employees may include no contact orders, removal from environment, administrative leave, reassignment of physical space, change in job duties, and removal of supervision.

Educational Programs to Prevent Dating Violence, Domestic Violence, Sexual Assault and Stalking

CSU is committed to preventing interpersonal violence, and increasing awareness of interpersonal violence, as well as being a thought-leader in helping other communities prevent interpersonal violence. Educational programs include:

- New students are required to complete the university’s online sexual assault awareness and prevention program, which educates students on issues associated with sexual assault, relationship violence, and stalking. Students learn about consent, including how alcohol and drugs impair a person’s ability to give or receive consent, as well as how to help a friend, and how to intervene in a situation that might escalate to sexual assault.
- All incoming students and new employees are provided with education regarding interpersonal violence. This includes education about prevention, and the fact that the institution prohibits sexual assault, domestic violence, dating violence, and stalking in its policies. Descriptions of these programs may be found on the Women and Gender Advocacy website at <http://www.wgac.colostate.edu/>.
- CSU works to educate the campus community about interpersonal violence in an effort to prevent sexual assault, domestic violence, dating violence, and stalking before it occurs through the changing of social norms, risk reduction strategies and other approaches. The Women and Gender Advocacy Center reports that in 2017, Women and Gender Advocacy Center provided 214 educational programs or presentations that reached 9,500 students.
- Examples of these prevention programs and outreach are:
 - An online sexual assault awareness and prevention education program for required of all incoming students
 - An online sexual harassment training is required of all employees
 - New employee orientation with interpersonal violence information and training
 - The Reframe campaign regarding interpersonal violence, consent and intervention, the details of which may be found online at <https://reframe.colostate.edu/>.
 - Information is also provided to all CSU employees in the “red folder” for campus safety.
 - Posters about resources in all restrooms on campus (other campaigns are typically not allowed to post information in campus restrooms)
 - Regular safety messaging about sexual assault from the Public Safety Team
 - Bystander intervention training in the Women and Gender Advocacy Center’s Supporting Survivors program. A full description of what this training entails is available online at <http://www.wgac.colostate.edu/bystander-intervention>. This program includes learning about safe and positive options for bystander intervention.
 - The Red Whistle Brigade – students are trained to provide sexual assault education programs to their peers through a course offered every fall and spring semester.

- CSU is a recognized City of Fort Collins partner, the first municipality in the nation to become an “It’s On Us” city, committed to preventing, reducing and understanding incidents of interpersonal violence.

Crime Statistics for Colorado State University

Crime statistics tell us what has been reported to officials. Statistics may or may not be representative of what is actually occurring. The *Chronicle of Higher Education* has noted that colleges and universities that have comprehensive resources and services experience an increase in crime reporting, which is not necessarily a factor in determining the frequency of a crime. The university works hard to provide a safe environment in which to report crime and a culture encouraging our community to do so.

Crime, and specifically violent crime, is said to occur on most campuses in the United States. Colorado State University has been committed for decades to the safety, protection, education, and awareness of its students, faculty, staff, and community. Long before it was required by law, CSU made crime statistics available through this publication and other campus and community communications. In doing so, the university community has become aware of safety concerns and what is happening to address those concerns.

Through close working relationships with area law enforcement, including Fort Collins Police Services, CSU is informed and responds, typically via the student conduct system, to incidents involving students in the community, including any criminal activity by students at non-campus locations.

This report contains disciplinary and crime statistics for Colorado State University. The Student Conduct Services summary report is a compilation of the total number of disciplinary referrals.

The information included in this report is provided in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1990, the Drug-Free Work Place Act, the Drug Free Schools and Communities Act of 1989, and the Higher Education Amendments of 1998. This publication is intended to provide a general description of campus security arrangements and not to serve as a contractual agreement between the university and the recipient. Security procedures are subject to change without notice.

2015 Statistics

Colorado State University	All On-Campus Property	Non-Campus Property	Public Property	Total	On-Campus Residential Only	Unfounded
Reportable Criminal Offenses	2015				2015	2015
Murder & Non-negligent Manslaughter	0	0	0	0	0	0
Manslaughter by Negligence	0	0	0	0	0	0
Robbery	1	0	0	1	0	0
Aggravated Assault	1	1	0	2	0	0
Burglary	5	4	0	9	1	0
Motor Vehicle Theft	0	0	0	0	0	0
Arson	6	0	0	6	5	0
Sexual Assault, including:						
Rape	12	1	0	13	11	0
Fondling	12	0	0	12	12	0
Incest	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0
VAWA Offenses	2015				2015	2015
Domestic Violence	4	3	2	9	1	1
Dating Violence	10	1	0	11	8	0
Stalking	10	2	0	12	4	1
Liquor, Drug & Weapon Violations	2015				2015	2015
Arrests: Liquor Law Violations	48	32	11	91	32	0
Disciplinary Referrals: Liquor Law Violations	1037	19	16	1072	1004	0
Arrests: Drug Law Violations	57	2	4	63	33	0
Disciplinary Referrals: Drug Law Violations	388	4	0	392	365	0
Arrests: Weapons: Carrying, Possessing, etc.	1	0	0	1	0	0
Disciplinary Referrals: Weapons: Carrying, Possessing, etc.	4	0	0	4	4	0
Reportable Hate Crimes	2015				2015	2015
Race	0	0	0	0	0	0
Gender	0	0	0	0	0	0
Gender Identity	0	0	0	0	0	0
Religion	0	0	0	0	0	0
Sexual Orientation	0	0	0	0	0	0
Ethnicity	0	0	0	0	0	0

2015 Statistics

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National Origin	0	0	0	0
Disability	0	0	0	0

0
0

0
0

2016 Statistics

Colorado State University	All On-Campus Property	Non-Campus Property	Public Property	Total	On-Campus Residential Only	Unfounded
Reportable Criminal Offenses	2016				2016	2016
Murder & Non-negligent Manslaughter	0	0	0	0	0	0
Manslaughter by Negligence	0	0	0	0	0	0
Robbery	0	0	0	0	0	0
Aggravated Assault	0	2	0	2	0	0
Burglary	11	11	0	22	9	0
Motor Vehicle Theft	2	3	1	6	0	0
Arson	7	0	0	7	5	0
Sexual Assault, including:						
Rape	9	1	0	10	8	0
Fondling	5	1	0	6	4	1
Incest	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0
VAWA Offenses	2016				2016	2016
Domestic Violence	3	5	1	9	1	0
Dating Violence	10	0	1	11	6	0
Stalking	13	0	0	13	3	0
Liquor, Drug & Weapon Violations	2016				2016	2016
Arrests: Liquor Law Violations	75	69	18	162	61	0
Disciplinary Referrals: Liquor Law Violations	1230	17	14	1261	1198	0
Arrests: Drug Law Violations	81	5	11	97	40	0
Disciplinary Referrals: Drug Law Violations	584	4	8	596	513	0
Arrests: Weapons: Carrying, Possessing, etc.	1	0	1	2	0	0
Disciplinary Referrals: Weapons: Carrying, Possessing, etc.	0	0	0	0	0	0
Reportable Hate Crimes	2016				2016	2016
Race	0	0	0	0	0	0
Gender	0	0	0	0	0	0
Gender Identity	0	0	0	0	0	0
Religion	0	0	0	0	0	0
Sexual Orientation	0	0	0	0	0	0
Ethnicity	0	0	0	0	0	0
National Origin	0	0	0	0	0	0
Disability	0	0	0	0	0	0

Hate Crime Information: No reportable hate crimes in 2016.

2017 Statistics

Colorado State University	All On-Campus Property	Non-Campus Property	Public Property	Total	On-Campus Residential Only	Unfounded
Reportable Criminal Offenses	2017				2017	2017
Murder & Non-negligent Manslaughter	0	0	0	0	0	0
Manslaughter by Negligence	0	0	0	0	0	0
Robbery	0	0	0	0	0	0
Aggravated Assault	2	1	0	3	1	0
Burglary	18	4	1	23	3	0
Motor Vehicle Theft	4	0	1	5	0	0
Arson	5	1	0	6	5	0
Sexual Assault, including:						
Rape	14	0	0	14	13	0
Fondling	11	1	0	12	9	0
Incest	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0
VAWA Offenses	2017				2017	2017
Domestic Violence	8	0	0	8	7	0
Dating Violence	20	0	1	21	11	0
Stalking	20	0	0	20	11	1
Liquor, Drug & Weapon Violations	2017				2017	2017
Arrests: Liquor Law Violations	37	22	5	64	24	0
Disciplinary Referrals: Liquor Law Violations	933	1	7	941	906	0
Arrests: Drug Law Violations	70	3	12	85	44	0
Disciplinary Referrals: Drug Law Violations	363	0	9	372	302	0
Arrests: Weapons: Carrying, Possessing, etc.	3	0	1	4	2	0
Disciplinary Referrals: Weapons: Carrying, Possessing, etc.	0	0	0	0	0	0
Reportable Hate Crimes	2017				2017	2017
Race	2	0	0	2	0	0
Gender	0	0	0	0	0	0
Gender Identity	0	0	0	0	0	0
Religion	0	0	0	0	0	0
Sexual Orientation	0	0	0	0	0	0
Ethnicity	0	0	0	0	0	0
National Origin	0	0	0	0	0	0
Disability	0	0	0	0	0	0

Hate Crime Information: 2 destruction, damage, or vandalism of property characterized by racial bias.

Fire Safety on Campus and Evacuation Procedures

In residence halls:

Housing & Dining Services works with Poudre Fire Authority, CSU police and the university's Environmental Health Services department to ensure a safe environment for residence hall and apartment life students and their families. Housing staff and other university health and safety officials monitor all standards. Student rooms are periodically inspected to help promote fire-and life-safety awareness, as well as identifying any noncompliance with safety standards.

Poudre Fire Authority and CSU:

- Provide fire safety education
- Schedule fire drills at all residence halls each semester
- Jointly investigate fires on campus
- Provide fire safety training to all residence hall staff
- Perform fire code inspections for building remodels and new construction

To maintain a safe campus environment in residence halls, smoking, candles, and open flames are not allowed in residence halls and only safe, low wattage, UL-approved electrical appliances without open coils may be used. For more detailed information about fire safety policies, see the Residence Hall Handbook at <http://reshallpolicies.colostate.edu/fire-escape-safety> or call Residence Life at 970-491-4719.

These policies include (but are not limited to):

- Halogen lamps are prohibited.
- Candles and open flames are not allowed. Due to fire safety and the Poudre Fire Authority's adoption of the 2006 International Fire Code, candles -- including unburned or decorative -- and any items with an open flame or exposed heating coils, are not allowed in residence hall rooms. Incense burning is also not permitted.
- Flammable liquids such as kerosene, gasoline, lighter fluid, and other flammable liquids are NOT permitted in the residence halls.
- Appliances are allowed on a limited basis. The misuse and illegal use of electrical appliances create serious hazards in residence halls. Only safe, relatively low-wattage appliances are permitted in your room. These include hair dryers, shavers, hot curlers, study lamps, radios, televisions, DVD and CD players, electric blankets, thermostatically controlled coffee makers, popcorn poppers, small microwave ovens, and compact refrigerators. Do not cook with open flames or coils. Toasters, toaster ovens, or electric coil cook tops are not allowed. Do not leave food in an appliance unattended. Fires have even been caused by popcorn burning in a microwave!
- Electrical light fixtures are not to be modified in any way. If additional outlets are needed, special multiple-outlet boxes with built-in breakers can be purchased at a hardware store. Each power strip used must be plugged into a wall outlet – do not plug power strips into other power strips. Appliances such as microwaves and refrigerators must be plugged directly into a wall outlet, not an extension cord or power strip.

- Colorado State University residence halls are equipped with:
 - Smoke and heat detectors
 - Fire alarm pull stations
 - Fire sprinkler flow switches
 - Alarm notification devices
- Fire extinguishers are located on every floor as well as in the main office of each residence hall.
- Each residence hall conducts a minimum of two drills per year, with some conducting as many as four. Drills prepare building occupants for an organized evacuation in case of a fire or other emergency. During the drills, students learn the locations of the emergency exits and how to exit the building.
- Plans for future fire safety improvements are considered when residence halls are constructed or remodeled, and CSU conducts health and safety inspections to constantly monitor the fire safety systems to be sure they are in good working order and makes repairs as needed. Several housing buildings are being updated with new fiber paths and fire panels in order to start upgrades of the fire systems once funding is available. Numerous buildings on campus are being updated with new fiber paths and fire panels. Once these upgrades are installed and funding is secured, the horn/strobes are being updated to horn/speakers in order to be able to make announcements throughout the building using the fire system. Other campus buildings are being updated with sprinkler systems as funding becomes available.

On campus in all buildings

- All fire alarm panels display a detailed graphic map pinpointing the exact location of the device in alarm or trouble in the building for CSUPD.
- Fire extinguishers and suppression systems are regularly tested.
- Fire safety education and training programs are offered.
- Fire extinguisher training is available to building proctors, housing staff (Residence Directors, Assistant Residence Directors, Residence Assistants), and faculty and staff.
- Annual evacuation drills are conducted in university buildings including identifying the location of fire alarm pull stations, AEDs, alternate exits and areas of refuge.
- Annual evacuation drills are coordinated by the University Coordinator for Emergency Management for numerous academic buildings.
- Evacuation drills may be done in collaboration with CSUPD and Poudre Fire Authority.
- Drills are to prepare building occupants for an organized evacuation in case of a fire or other emergency.
- During a drill, occupants learn the locations of the emergency exits in the buildings and the direction to travel when exiting the building.
- Each campus building has an assigned building proctor, an assistant proctor, and a building safety plan, developed with the assistance of building proctors.
- Building proctors are trained to assist in emergencies and drills. Building proctors are listed here <https://www.fm.colostate.edu/proctors>.

For more information regarding fire safety, education or training, contact the University Coordinator for Emergency Management, in the Department of Environmental Health Services, at <http://www.ehs.colostate.edu/WEmergencyMgt/Home.aspx>.

To report a fire

To report an active fire, call 911 or pull a fire alarm pull station.

To report a fire that has previously occurred you may contact:

- Colorado State University Police Department at 970-491-6425
- Housing Assistant Safety Coordinator at 970-491-6511 (if a fire occurred in a residence hall or dining center)
- University Coordinator for Emergency Management at 970-491-6745

General evacuation procedures and university emergency response

- When a fire alarm is activated, all residents, guests, and staff are to evacuate the building immediately. NO EXCEPTIONS!
- Before an emergency arises, make sure you know the location of exits and your meeting area.
- In a fire situation:
 - Do not panic; stay as calm as possible. You will need to think clearly to make the right decisions.
 - If you are inside of a room with a door with a doorknob, feel the doorknob with the back of your hand or palm to test for heat.
 - If the door is cool, brace yourself against it, and open it slowly to check for flames or smoke.
 - If there is smoke in the air, stay low and move quickly in a crouched position or crawl to the nearest exit. The most breathable air is always near the floor.
 - If one exit is blocked, try the next nearest exit.
 - Alert others by shouting or knocking on doors as you make your way to an exit.
 - Always escape via stairs – never use elevators during a fire.
 - Once you evacuate, follow directions of fire and police personnel, and never re-enter the building until authorized.
 - Some buildings on campus have designated meeting areas for students and employees when an evacuation occurs.
 - Failure to evacuate a building is a serious act that could result in disciplinary action.

When a fire alarm occurs in the following buildings, a full evacuation is required:

- Alpine
- Aspen
- Cottonwood,
- Durward
- Engineering
- AV Honors
- International House

- Lodgepole
- Piñon
- Walnut
- Westfall

The following buildings are evacuated by wings; an alarm in one wing may not sound in all other wings.

- Allison
- Braiden
- Corbett
- Edwards
- Ingersoll
- Newsom
- Parmelee
- Summit

Moby Arena complex is evacuated by section:

- Moby Arena
- Moby-B Wing and Intramural Gym

Fire extinguishers are placed in academic and office buildings according to fire code.

Abusing fire equipment, intentionally creating a false alarm, or intentionally setting a fire are serious crimes. Violators are subject to fines, university disciplinary procedures, and criminal prosecution.

Fire Statistics for Colorado State University

As required by the Clery Act, CSU publishes the last three years' statistics for fires occurring in the residence halls.

Residence Hall	Address	# Fires	# Injured	# Deaths	Fire drills	Fire Alarm	Fire Sprinkler	Smoke detection	Fire Extinguishers	Evacuation maps
Allison Hall	551 W. Laurel St.	1	0	0	0	Yes	Partial	Full	Throughout	Yes
LV Alpine Hall	910 W. Plum St.	0	0	0	0	Yes	Full	Full	Throughout	Yes
AV Aspen Hall	800 W. Pitkin St.	0	0	0	0	Yes	Full	Full	Throughout	Yes
Braiden Hall	1101 Braiden Dr.	0	0	0	0	Yes	Full	Full	Throughout	Yes
Corbett Hall	801 W. Laurel St.	0	0	0	0	Yes	Full	Full	Throughout	Yes
Cottonwood	511 W. Lake St.	0	0	0	0	Yes	Full	Full	Throughout	Yes
Durward Hall	1001 W. Laurel St.	0	0	0	0	Yes	Full	Full	Throughout	Yes
Edwards Hall	900 W. Pitkin St.	1	0	0	0	Yes	Full	Full	Throughout	Yes
AV Engineering	816 W. Pitkin St.	1	0	0	0	Yes	Full	Full	Throughout	Yes
AV Honors	810 W. Pitkin St.	0	0	0	0	Yes	Full	Full	Throughout	Yes
Ingersoll Hall	1001 W. Pitkin St.	0	0	0	0	Yes	Partial	Full	Throughout	Yes
International House	1400 W. Elizabeth St.	2	0	0	0	Yes	Full	Full	Throughout	Yes
Lodgepole	521 W. Lake St	0	0	0	0	Yes	Full	Full	Throughout	Yes
Newsom Hall	700 W. Pitkin St.	1	0	0	0	Yes	Partial	Full	Throughout	Yes
Parmelee Hall	701 W. Laurel St.	0	0	0	0	Yes	Full	Full	Throughout	Yes
LV Pinon Hall	900 W. Plum St.	2	0	0	0	Yes	Full	Full	Throughout	Yes
Summit Hall	963 W. Pitkin St.	1	0	0	0	Yes	Full	Full	Throughout	Yes
Walnut	501 W. Lake St	2	0	0	0	Yes	Full	Full	Throughout	Yes
Westfall Hall	1009 W. Laurel St.	1	0	0	0	Yes	Full	Full	Throughout	Yes
Aggie Village Family	501 W. Prospect Rd.	1	0	0	0	No	No	Full	Throughout	No
University Village	1500/1600/1700 W. Plum St.	4	0	0	0	No	No	Full	Throughout	No

Partial is defined as having systems in the individual rooms only.

Full is defined as having systems in both the common areas and the individual rooms.

Property damage from fires:

Aggie Village Family - 1 unintentional fire: dumpster - damage \$0-\$99
Allison Hall - 1 intentional fire: Arson: burned poster - damage \$0-\$99
AV Engineering - 1 unintentional fire: accidental cooking fire - damage \$100-\$999
Edwards Hall - 1 intentional fire: Arson: burned door decoration - damage \$0-\$99
International House - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
International House - 1 unintentional fire: accidental cooking fire - damage \$100-\$999
Newsom Hall - 1 intentional fire: Arson: burned door decorations/doors - damage \$0-\$99
LV Pinon Hall - 1 unintentional fire: spontaneous - mulch - damage \$100-\$999
LV Pinon Hall - 1 intentional fire: Arson: burned poster/wall - damage \$0-\$99

Summit Hall - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
University Village - 1 unintentional fire: accidental cooking fire - damage \$100-\$999
University Village - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
University Village - 1 unintentional fire: accidental cooking fire - damage \$100-\$999
University Village - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
Walnut - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
Walnut - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
Westfall Hall - 1 intentional fire: Arson: burned poster - damage \$0-\$99

Section 6

CSU-Global Reports

- CSU-Global Campus Student Representative's Report
- CSU-Global Campus Faculty Representative's Report
- CSU-Global Campus President's Report

Board of Governors to the
Colorado State University System
October 4&5, 2018
Student's Report

CSU-Global continuously improves support services based on student and employer feedback.

The road to success for a college student might not always be a straight line, but with drive, persistence, positive thinking, organization and support on your side, you can achieve anything. As a non-traditional, CSU-Global student, many factors can get in the way of your success, family, work, time, and money. You can easily get distracted on life events and decide to take a break or get frustrated with lack of technical knowledge and drop a course.

My first year at CSU-Global was challenging, I questioned my ability to be a college student with the struggles I had balancing my time to be able to focus on my assignments. Once I got my routine down and used the support services at CSU-Global, I started to get my confidence back. I credit my success with reaching my undergraduate goal with the faculty and technical support I got from CSU-Global support services. My student advisor was my single point of contact and always able to answer questions related to both academics and financing. With each course, the instructor was available to answer my course specific questions and provided great feedback I could use to improve my grade on my next assignment. This assistance and support helped alleviate the stress and kept me focused on the end goal.

Other support services, such as Smarthinking Tutoring Service and CSU-Global Writing Center are great tools to help students succeed. Late at night, when most students are typically completed assignments, the Smarthinking Tutoring service gives students that extra support needed in subjects such as math, writing, science, business and technology. Students can work with a tutor in one of three ways, making it easy to connect with this support service: 1) dropping into a live tutoring session, 2) emailing a question or 3) scheduling a 1-on-1 session. The CSU-Global Writing Center offers dedicated writing center coaches, who are more familiar with the expectations of CSU-Global and its faculty. Students can schedule two sessions per week, and get dedicated help and guidance on anything from research, formatting, organization, etc.

Today, as I continue to pursue my graduate degree, in addition to all these support services, I plan to explore the soft-skills assessment tool called PARIN. This assessment tool will help me to understand my strengths and areas of growth regarding soft skills, qualities, and mindsets that are necessary to succeed in my profession. Upon completing the assessments, I can use resources available to assist in my career development or schedule a session with a coach to further discuss my results.

CSU-Global continues to enhance support services for their students, continuously gathering feedback from not only the students but also their employers. This approach has created an environment where every student can be successful in meeting their academic and professional goals.

Dorothy Axelson

Student Representative
Colorado State University-Global Campus

MATTERS FOR ACTION:

Report Item. No action necessary.

EXPLANATION:

Presented by Barry Smith, Ph.D., Faculty Representative from CSU-Global
Report to the Board of Governors that provides an overview of the CSU-Global's Faculty decision making process.

CSU-Global LOQI/APR/PADD/Course Design

CSU-Global is a data driven organization: faculty review data to help us create courses that are better for our students.

- Tools utilized in data gathering
 - **LOQI** – twice a year (Spring and Fall) we obtain *Learning Outcomes and Quality Indicators*
 - Measurable data (assignments) mapped to each program outcome.
 - Analyze individual assignments to see if there are ones that are not meeting this goal and using all the data determine if there is a reason behind the goal not being reached.
 - First indicator there are issues with courses – helps determine what needs to be done with course design.
 - **APR** – once a year Annual Program Review to determine state of program
 - Review all LOQI data
 - Review ETS exam results – Educational Testing Service
 - Review all faculty course evaluations – what do faculty think of the courses
 - Review all student course evaluations – what do students think of the courses
 - Review grade distribution data for students
 - Review faculty credentials for proper teaching placement
- Data used to create PADD
 - **PADD** – Every 18 months – Program Analysis and Design Document - Review data from LOQI and APR to determine what needs to be done within program for each course during revision cycle.
 - **Program level design** – current and proposed changes
 - Program Description and Program Outcomes
 - Program Outcome Mapping
 - Program Enhancements for each course
 - **Course Level Design** – current and proposed changes
 - Detailed list of courses in program
 - Course Learning Outcomes
 - Course Descriptions
 - Books and tools updates
- **Course Design** – During revision cycle

- Utilizing PADD – Content experts design courses based on the data presented to them.
 - Improve assessments, lectures and overall presentation of course to students.
- Once courses are revised – start watching the data again to make sure improvements are working

Soft Skills: General Education

- Based on an analysis of data and research
- During current revision cycle - mapping every assignment and discussion board in the course to a soft skill.
- Final list of soft skills in five distinct categories. (New Foundational Skills, Baseline Skills, Business-enabling Skills, New Economy Skills and Basic Digital Skills)
 - All courses being revised will contain a minimum of 50% of the list from each category.
 - Badging for each soft skill will be created during the revision process
 - Once student passes measurable data points – will earn badge in Canvas.

Board of Governors of the
Colorado State University System
October 4-5, 2018
President's Report Item



CSU System Goals: Expand Statewide Presence

CSU-Global Transformation Plan Goal: Develop Innovative Stakeholder Engagement

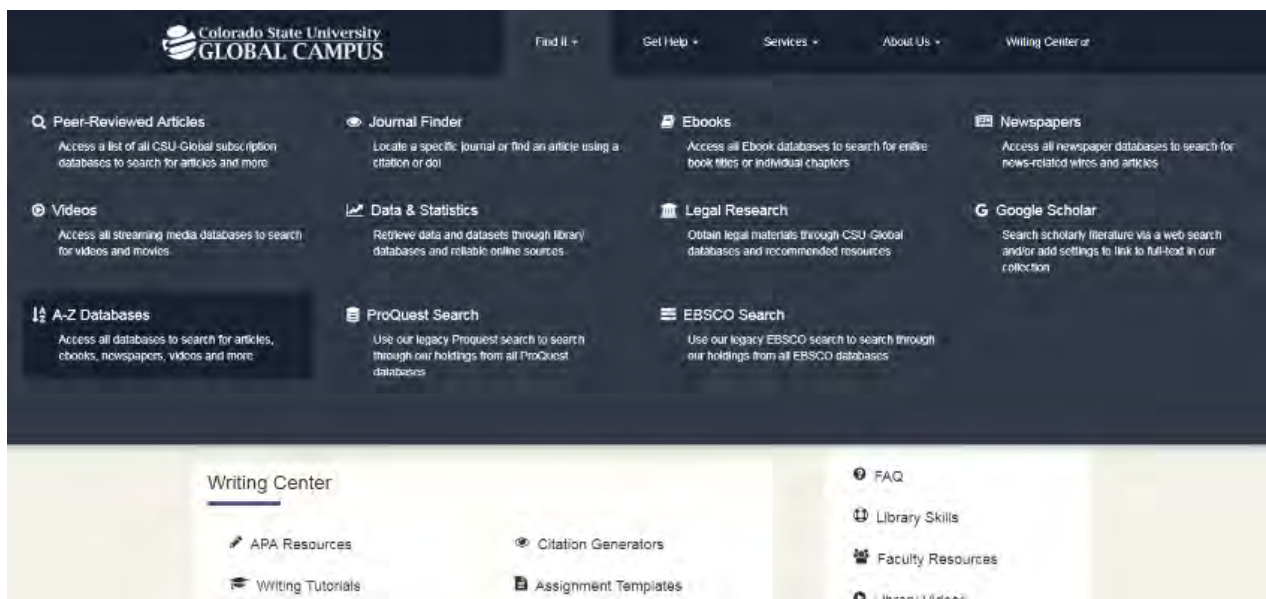
- Colorado Senate Bill 18-101, signed by Governor Hickenlooper in March, officially went into effect as law in August 2018. First-time, first-year freshmen students from Colorado can enroll in CSU-Global's next Freshmen cohort in the Winter-A term (beginning November 12, 2018).
- Six additional CSU-Global degree programs have been approved for accreditation by the Accreditation Council for Business Schools and Programs (ACBSP). The Bachelor of Science in Marketing, Bachelor of Science in Management Information Systems and Business Analytics, Bachelor of Science in Human Resource Management, Master of Professional Accounting, Master in Finance, and Master in Human Resource Management join four CSU-Global programs previously acknowledged and accredited by ACBSP for their merits as high-quality, career relevant business programs.
- A new faculty development strategy has been implemented at CSU-Global to incorporate best practices and tools for the online learning environment. Faculty will continue to be required to participate in a minimum of one faculty development opportunity per year but now have options for additional engagement including an enhanced discussion forum, a Faculty Certification Seminar (FCS) facilitated by a CSU-Global faculty member, or a CSU-Global Learning Path Webinar presented by one of our curriculum partners. In the first two months of the year since its launch, over 67% of our faculty have participated in at least one of these faculty development trainings.



CSU System Strategic Goals: Student Success and Satisfaction

CSU-Global Transformation Plan Goal: Utilize Evidence-based Practices

- CSU-Global upgraded its Learning Management System during the fall trimester in order to provide better integration with industry related tools, improved student-to-student and student-to-faculty communication, and better access to data for continual improvements. This change will allow for the long-term flexibility and adaptability the university needs to meet the ongoing needs of modern learners.
- The CSU-Global Library migrated to a new and improved site in August 2018. The revision was based on a survey of current academic library websites, CSU-Global student and faculty feedback, accessibility issues regarding WCAG 2.1 standards, and scaling issues to create an equitable mobile experience. The new website adds an FAQ as well as a new architecture that features more integrations, tools, and tutorials.



- Career Navigation Services at CSU-Global recently launched a soft skills assessment tool called PAIRIN. This assessment tool can help our students identify their strengths and areas of growth in regard to soft skills, qualities, and mindsets that are necessary to succeed in the 21st century job market as well as their target industry. Upon completing the assessments, students can use resources available to assist them in their development as well as schedule a session with a coach to further discuss their results.

CSU System Goals: Transform Colorado's Future
CSU-Global Transformation Plan Goal: Sharing for Global Good

- CSU-Global participated in a ceremony on August 23, 2018 to commemorate the groundbreaking of the new Aurora Public Schools building that will become the university's headquarters. The lease was signed and approved by the APS Board of Education on August 21, 2018 after the CSU System Board of Governors approved at its last meeting on August 10, 2018. The building is slated to be completed by summer 2019.



- CSU-Global participated in the 2018 Denver Startup Week Job Fair and Showcase on September 26, 2018 as part of the larger CSU System sponsorship. The event showcased educational opportunities and career opportunities within Colorado's thriving innovation and entrepreneurship sector.
- Sean Hogan, Digital Initiatives Librarian, presented at a Springshare lunch and learn. He detailed manipulation of the library's content management system to achieve an upgraded appearance and usability of the new library website on the Springshare platform.

Section 7

Executive Session

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Section 8

*Real Estate and Facilities
Committee*

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA
October 4, 2018 – Fort Collins**

Committee Chair: Bill Mosher, Mark Gustafson (Vice Chair)

Assigned Staff: Jason Johnson, General Counsel, Kathleen Henry, CSU Research Foundation

EXECUTIVE SESSION

- | | | |
|-----------------------------------------|----------------|---------------------|
| 1. Hughes Stadium Property | (Amy Parsons) | Update (10 min) |
| 2. National Western Center | (Amy Parsons) | Update (10 min) |
| 3. CSFS Gunnison – Property Acquisition | (Lynn Johnson) | Discussion (10 min) |

OPEN SESSION

- | | | |
|--------------------------------------------------------------|----------------|---------------------|
| 1. CSFS Gunnison – Property Acquisition | (Lynn Johnson) | Action Item (5 min) |
| 2. Program Plan – Property Acquisition
2243 Centre Avenue | (Lynn Johnson) | Action Item (5 min) |
| 3. Program Plan – South Campus
Animal Research Facility | (Lynn Johnson) | Action Item (5 min) |

Board of Governors of the Colorado State University System
Meeting Date: October 4, 2018
Action Item

MATTERS FOR ACTION:

Land: Acquisition of real property located at 1141 North Highway 135, Gunnison, CO.

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the acquisition of the real property located at 1141 North Highway 135, Gunnison, Colorado, consisting of approximately 20 acres of land, and associated buildings, from Colorado State University Research Foundation (CSURF) on the terms discussed by the Board in its executive sessions and in accordance with the parameters outlined in such discussion, using General Funds to cover purchase price and acquisition costs.

FURTHER MOVED, that the President or Vice President for University Operations of Colorado State University is hereby authorized to sign implementing contracts and other documents necessary and appropriate to consummate the transaction with modifications made in consultation with General Counsel.

EXPLANATION:

Presented by Lynn Johnson, Vice President for University Operations

The Colorado State University Research Foundation is under contract to purchase approximately 20-acres of land with a house, shop and barn (as generally shown on Exhibit A) for the use of the Colorado State Forest Service. Within 10 business days of the CSURF closing, the University will purchase the property from CSURF.

The property is located north of Gunnison city limits along Highway 135. The property will become the new location for the Colorado State Forest Service District Office currently located on the Western State Campus in Gunnison, Colorado.

 Approved

 Denied

 Board Secretary

 Date

Exhibit A



CSU – 20-acre land purchase Gunnison, CO

**Board of Governors of the
Colorado State University System
Meeting Date: Oct 4-5, 2018
Action Item**

MATTER FOR ACTION:

Land: Approval of the Colorado State University Program Plan for and Acquisition of 2243 Centre Ave. for \$9.2M plus closing costs.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approves the Program Plan for and acquisition of the real property located at 2243 Centre Avenue, Fort Collins, CO consisting of approximately 1.88 acres with a 33,000 gsf office building, from Colorado State University Research Foundation.

FURTHER MOVED, that the President or Vice President for University Operations of Colorado State University is hereby authorized to sign implementing contracts and other documents necessary and appropriate to consummate the transaction with modifications made in consultation with General Counsel.

EXPLANATION:

Presented by Lynn Johnson, Vice President University Operations.

Colorado State University requests approval of the program plan to acquire 2243 Centre Avenue for a cost of \$9.2M plus closing costs from the Colorado State University Research Foundation. CSU plans to seek approval to issue the bonds under the State's Intercept program for this purchase.

The property at 2243 Centre Avenue, is a 3-story, 33,000 gsf office building located in the Center for Advanced Technology, about ½ mile south of main campus. CSU Semester at Sea is already leasing space in the building and University Advancement will move from several main campus locations to this building. The building is close to CSU's Around the Horn Transit Service, providing convenient access to Main Campus.

A more detailed project description can be found in the attached Summary of the Program Plan, and the full program plan is posted at www.facilities.colostate.edu.

**Board of Governors of the
Colorado State University System
Meeting Date: Oct 4-5, 2018
Action Item**

SUMMARY OF PROGRAM PLAN FOR THE PURCHASE OF 2243 CENTRE AVE.

Colorado State University intends to acquire 2243 Centre Avenue, for a cost of \$9.2M plus closing costs.

The property at 2243 Centre Avenue, a building owned by the Colorado State University Research Foundation (CSURF), is a 3-story, 33,000 gsf office building located in the Center for Advanced Technology, about ½ mile south of main campus. CSU Semester at Sea is already leasing space in the building and University Advancement will move from several main campus locations to this building. The building is close to CSU's Around the Horn Transit Service, providing convenient access to Main Campus.

University Advancement is currently located in Johnson Hall, Administration and off campus at University Services Center. Johnson Hall is located on the Oval and was built in 1936. University Services Center is a 1960s era private dormitory that was converted to office space in the 1980s. It is located a few blocks north of campus on S. Howes St. There is not enough available office space at either location to collocate the Division of Advancement, and parking is not convenient at either location. Offices in these buildings will be backfilled according to Space Committee determinations, after a call for space needs is issued. The purchase of 2243 Centre Avenue will allow Advancement to consolidate staff into a newer building with much more functional office and conference space. They will retain the VP of Advancement office space in the Administration Building.

The purchase of the property helps to address the current shortage of office space at CSU. It will provide a modern, attractive space for University Advancement to engage with potential donors, with the added benefit of convenient parking. Additionally, the core and shell building is LEED Gold and includes common shower facilities and covered bike storage. It is located close to bike trails and the Fort Collins MAX bus service.

With Board of Governors approval, the program plan for this project will be submitted to the Colorado Commission on Higher Education for program plan and cash spending approvals. CSU plans to seek approval to issue bonds under the State's Intercept program for this purchase. Once necessary approvals and financing are in place, the transaction is expected to close in March 2019.

Approved

Denied

Board Secretary

Date



**Colorado State University
Purchase of 2243 Centre Ave
Program Plan
Aug 2018**

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 2.4 Alternative analysis
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Appendices

- a. Site map
- b. Floor plans

EXECUTIVE SUMMARY

Colorado State University intends to purchase 2243 Centre Avenue and provide tenant finishes as required, for a cost of \$9.2M plus closing costs. CSU intends to issue Intercept Bonds for this purchase.

2243 Centre Avenue, a building owned by the Colorado State University Research Foundation (CSURF), is a 3-story, 33,000 gsf office building located in the Center for Advanced Technology, about ½ mile south of main campus. CSU Semester at Sea is already leasing space in the building and University Advancement will move from several main campus locations to this building. The building is close to CSU's Around the Horn Transit Service, providing convenient access to Main Campus.

University Advancement is currently located in Johnson Hall, Administration and off campus at University Services Center. The purchase of 2243 Centre Avenue will allow them to consolidate their staff into a newer building with much more functional office and conference space. They will retain the VP of Advancement office space in the Administration Building.

The core and shell building is LEED Gold and includes common shower facilities and covered bike storage. It is located close to bike trails and the Fort Collins MAX bus service.

JUSTIFICATION

Program Mission

The purchase of the property helps to address the current shortage of office space at CSU. It will provide a modern, attractive space for University Advancement to engage with potential donors, with the added benefit of convenient parking.



University Advancement

With a deep commitment to CSU's tradition and innovation, University Advancement engages alumni, friends, corporations, and foundations to raise the financial support necessary to advance the University's mission and vision. Private support is integral to our mission of preparing students and conducting research to solve our most challenging global problems. Contributions impact students for generations to come through access to leading faculty, state-of-the-art facilities, cutting-edge research, financial support, and programs driven by industry demand. The Division includes Academic and Student Affairs, Advancement Business Services, Advancement Communications, Alumni Relations, Annual Giving, Constituent and Gift Information, Corporate Relations, CSU Events and Donor Engagement, Development and Advancement Information Services, Donor Relations and Stewardship, Foundation Relations, Gift Planning Regional Development, Talent Management, Training and Support.

Semester at Sea

Semester at Sea offers an unparalleled educational program in partnership with CSU. The distinctive feature of Semester at Sea is the opportunity it affords students to engage in global comparative education. All Semester at Sea academic credits are earned through fully accredited CSU courses. The University appoints the academic dean from among its most accomplished faculty, oversees curriculum, and approves course syllabi for the Semester at Sea academic program. The *MV World Odyssey* serves as a traveling home and campus that brings approximately 600 students to the farthest reaches of the globe every semester, giving deeper meaning to education, experiential learning, and community. The Semester at Sea program itineraries are built around international challenges, trends, issues, and relevant academic themes.

Relation to Academic Strategic Plan

Inspired by its land-grant heritage, Colorado State University (CSU) is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States and the world. In alignment with the 2016 Academic Strategic plan, this project addresses Goals 9 and 10, Financial resources and Physical Resources.

Goal 9: Financial Resources

Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).

Goal 10: Physical Resources

Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

Physical Condition/functionality of Existing Space

Johnson Hall is located on the Oval and was built in 1936. University Services Center is a 1960s era private dormitory that was converted to office space in the 1980s. It is located a few blocks north of campus on S. Howes St. There is not enough available office space at either location to collocate the Division of Advancement, and parking is not convenient at either location. Offices will be backfilled according to Space Committee determinations, after a call for space needs is issued.

Program Alternatives

Alternatives to purchase of this building include building new space on campus, leasing office space or keeping the Advancement Division staff in their present locations. New space on campus cannot be built for the same cost/sf as the purchase of this building, due to CSU on-campus aesthetic guidelines and construction standards. If new space were built, academic and research uses would take priority over office space. In addition, Advancement staff do not need to be physically located on Main Campus, other than the Vice President's office. An analysis to look at leasing this building rather than purchasing, determined it is less expensive to purchase. Consolidating the division will allow for greater communication and coordination among staff, and the appearance/functionality of the office space will be much improved from the current locations.

Benefits of the project

- Improved office space and collocation of staff for Division of Advancement
- Opportunity to use space that will be vacated for both current and projected space shortages.

Project Schedule, Costs, Financing**Project Schedule**

CSU expects to close on this property in March 2019. CSURF will provide tenant finishes and lease the building to the University's Office of the Vice President for Administrative Services until closing.

Financing

Purchase price is \$9.2M plus closing costs, to be funded through Intercept bonds that are anticipated to be issued March 2019.

Site Map



Floor Plans

First Floor



Second Floor



Floor	Suite	SF Available
1st Floor	1A	4,548
1st Floor	1B	1,561
2nd Floor	210	4,660
2nd Floor	2B	6,539

**Board of Governors of the
Colorado State University System
Meeting Date: Oct 4-5, 2018
Action Item**

MATTER FOR ACTION:

Approval of the Colorado State University Program Plan for the South Campus Animal Research Facility.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approves the Program Plan for the South Campus Animal Research Facility.

EXPLANATION:

Presented by Lynn Johnson, Vice President University Operations.

This project will construct an approximately 12,150 gsf facility on the Veterinary (South) Campus to house laboratory animals in support of the Translational Medicine Institute, Animal Cancer Center, Pre-surgical Research Laboratory and the Veterinary Teaching Hospital (VTH). Current animal housing for the Veterinary Campus includes rooms in the (VTH) for cats, dogs and rodents. This space has limited animal holding capacity and is contiguous with client service areas. Additionally, procedure space is limited and long range planning for the VTH includes eventual remodel of these areas to additional client and teaching space. Construction of the C. Wayne McIlwraith Translational Medicine Institute (TMI) will increase the number of animals that need care. A centralized facility designed for animal holding that will serve the entire South Campus has been envisioned since the early programming of the TMI building, and was included in the TMI program plan document.

A more detailed project description can be found in the attached Summary of the Program Plan, and the full program plan is posted at www.facilities.colostate.edu.

SUMMARY OF PROGRAM PLAN FOR THE SOUTH CAMPUS ANIMAL RESEARCH FACILITY.

South Campus Animal Research Facility

**Board of Governors of the
Colorado State University System
Meeting Date: Oct 4-5, 2018
Action Item**

This project will construct an approximately 12,150 gsf facility on the Veterinary (South) Campus to house laboratory animals in support of the Translational Medicine Institute, Animal Cancer Center, Pre-surgical Research Laboratory and the Veterinary Teaching Hospital (VTH). Current animal housing for the Veterinary Campus includes rooms in the (VTH) for cats, dogs and rodents. This space has limited animal holding capacity and limited procedure space. There are no dog runs to provide outdoor exercise, and housing research animals near client service areas is not desirable. Additionally, long range planning for the VTH includes eventual remodel of these areas to additional client and teaching space.

Construction of the C. Wayne McIlwraith Translational Medicine Institute (TMI) will increase the number of animals that need care on South Campus. A centralized facility designed for animal holding that can serve the entire South Campus has been envisioned since the early programming of the TMI building, and was included in the TMI program plan document.

The estimated budget range is \$6-8M. The project will be financed with bonds backed by University resources. We plan to seek approval to issue these bonds under the State's Intercept Program

With Board of Governors approval, the program plan for this project will be submitted to the Colorado Commission on Higher Education for program plan and cash spending approvals. CSU intends to seek approval to issue State Intercept Bonds for this purchase. Once necessary approvals and financing are in place, the project is estimated to take 15 months to complete.

Approved

Denied

Board Secretary

Date

South Campus Animal Research Facility

Aug 2018

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Appendices

- a. Site map
- b. Floor plans
- c. Elevations
- d. South Campus Flood Plain
- e. Utility map
- f. Budget
- g. LEED Scoresheet

Executive Summary

This project will construct an approximately 12,150 gsf facility on the Veterinary (South) Campus to house laboratory animals in support of the Translational Medicine Institute, Animal Cancer Center, Pre-surgical Research Laboratory and the Veterinary Teaching Hospital (VTH). Current animal housing for the Veterinary Campus includes rooms in the (VTH) for cats, dogs and rodents. This space has limited animal holding capacity and is contiguous with client service areas. Additionally, procedure space is limited and long range planning for the VTH includes eventual remodel of these areas to additional client and teaching space. Construction of the C. Wayne McIlwraith Translational Medicine Institute (TMI) will increase the number of animals that need care. A centralized facility designed for animal holding that will serve the entire South Campus has been envisioned since the early programming of the TMI building, and was included in the TMI program plan document.

The estimated budget range is \$6-8M. The project will be financed with Intercept bonds backed by University resources.

Justification

Program mission and history

Laboratory Animal Resources (LAR) oversees the care and management of animals used in research and teaching at Colorado State University, providing a full-spectrum of animal care and related services. The C. Wayne McIlwraith Translational Medicine Institute will house state-of-the-art facilities for both research and teaching in areas such as stem cells, engineered tissues and organs, regenerative therapies and biological therapies.

Relation to Academic Strategic Plan

Inspired by its land-grant heritage, Colorado State University (CSU) is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States and the world. In alignment with this commitment, the primary objectives of LAR are to:

- Foster an environment of care, respect and support for animals, researchers and staff
- Provide humane husbandry and veterinary care for research animals
- Facilitate essential animal-based research with an emphasis on ethics, communication and safety
- Participate with investigators in the development of animal-based research
- Promote educational opportunities for staff, students, researchers and the public
- Maintain animal facilities and equipment to meet animal needs and regulatory standards of care
- Be a leader in the field of animal care and support

Physical Condition/functionality of Existing Space

Current animal housing for the Veterinary Campus includes rooms in the Veterinary Teaching Hospital (VTH) for cats, dogs and rodents. This space has limited animal holding capacity and limited procedure space. There are no dog runs to provide outdoor exercise, and housing research animals near client service areas is not desirable. Long-range planning for the VTH includes eventual remodel of these areas to additional client service and teaching space.

New Space Requirements

Room type	Number	GSF/room	Total GSF
Dog runs	2	400	800
Dog holding	4	320	1280
Dog procedure	4	200	800
Cat holding	3	80	240
Cat procedure	1	100	100
Rodent holding	2	200	400
Rodent procedure	1	160	160
Rabbit holding	3	300	900
Rabbit procedure	1	200	200
Storage	1	450	450
Sheep pens	6	100	600
Multiuse procedure	1	400	400
Office	1	150	150
Mechanical penthouse			1700
total asf			8180

Equipment List

Equipment will include dog runs, sheep pens, rodent racks and rabbit caging. Estimated budget is: \$350K.

Alternative analysis

Existing facilities in the VTH are undersized and long-range plans call for research animal housing to be separated from clients and client animal housing. The VTH Masterplan calls for the eventual remodel of these areas to accommodate client services. The animals need to be housed close to the new C. Wayne McIlwraith Translational Medicine Institute, where most of the research activity will occur. There are no existing buildings on the Veterinary Campus that could be renovated to serve the Laboratory Animal Housing need, thus a new facility is needed.

Benefits of the Project

The new building will provide increased animal care space to support new research and will allow for planned remodel of the current animal holding areas in the Veterinary Teaching Hospital.

Design Criteria

See conceptual floor plans and building elevations in Appendix.

Site Constraints

The proposed facility is adjacent to the TMI building to allow for animal transport between the two facilities. Dog runs will extend to the east of the facility to minimize interaction with research horses, housed in a barn to the north west. The loading dock will be accessed via Niswender Road, and there is no requirement for additional parking.

Flood Mitigation Analysis

The facility lies south of the Spring Creek Floodplain. There are no specific flood mitigation concerns for this project; however, there will be stormwater management and animal waste management concerns to be addressed per the South Campus Infrastructure Plan and the South Campus Stormwater Master Plan documents.

LEED Goal

Senate Bill 07-051 directs that state buildings undergoing substantial renovation or new construction conform to the High Performance Certification Program. The Office of the State Architect has stated that USGBC LEED-NC Gold is the targeted standard of this program, or at a minimum, the highest obtainable LEED standard. The most current LEED publication at the time of design will be used. The inclusion of high performance standards is an integral part of the project, beginning at the program plan stage.

The goal of this project is LEED Silver.

Architectural

The building is envisioned as a pre engineered metal building with gabled roof. Structural system will be slab on grade with caissons and grade beams, pending geotechnical report. Assume grade beams extend 3' above finished grade for wash-down. A large mechanical penthouse will be located on the roof. Future growth of the facility will likely be through an addition to the east.

Design Criteria:

Roof Dead Load: 15 psf

Roof Snow Load: 30 psf

Ground Snow Load (for snow drifting calculations): 30 psf

Wind Loads: Exposure C, Vult = 129 mph, Vasd = 100 mph, IW = 1.15 Seismic Loads: (Equivalent Lateral Force Procedure)

IEQ = 1.25, Ss = 0.185g, S1 = .058g

RISK CATEGORY II, SITE CLASS D (ASSUMED)

Mechanical System:

Airflow: Animal holding areas require 12-air exchanges/hr. This building will require 100% outside air.

Humidification: Small animal holding rooms will require humidification. The air handling unit will require ultrasonic humidification to maintain the humidity levels.

Heating: The glycol heating water system can be fed from the TMI boiler plant. 4" pre-insulated pipes for supply and return shall be provided with isolation valves at TMI and at this building.

Cooling: The cooling water will come for the district cooling loop. 6" HDPE piping will be required from the district loop into the building where it will transition to 4" steel.

Energy Recovery: A glycol run-around energy recovery will be required for this building.

Electrical System:

It is anticipated that a 600-amp, 480/277-volt, 3-phase, 4-wire feed will be routed from the MDC to the lab animal support building. Additionally, a 200-amp, 480/277-volt, 3-phase, 4-wire feed is anticipated to be routed from the TMI emergency generator to a generator distribution panelboard. Branch distribution

equipment is anticipated to be located in separate main electrical and emergency electric rooms within the structure. The emergency electric room will contain the generator distribution panelboard, automatic transfer switches, and branch circuit panelboards. General power, lighting and lighting controls are anticipated to follow CSU standards.

Fire Alarm System:

- a. The facility is anticipated to be equipped with a dedicated fire alarm control panel and equipped with initiating and notification devices throughout. Animal holding areas may require special notification appliances to prevent stress to the animals. Refer to the system description for TMI for additional information and requirements.

Plumbing System:

Hose bibs, trench drains, and floor drains are required at each animal housing space.

CSU Standards

The CSU Building Construction Standards Manual is available at:

http://www.facilities.colostate.edu/index.asp?url=construction/constr_standards

The CSU Standards are to be used as guidelines for design. They are divided into 3 parts for use by Architects and Engineers: the first part is administrative; the second part discusses requirements for design and deliverables at each stage of the design process; the third part consists of the technical standards arranged by CSI division. The Standards are a work in progress, and as such, any question about the applicability of a standard should be discussed with the project manager. The Standards should never be referenced or copied in Contract Documents – the design is expected to embody and conform to the Standards. Contractors are not to be directed to review the Standards as a contract requirement.

APPROVED STATE BUILDING CODES

The following approved building codes and standards have been adopted by State Buildings Program (SBP) and other state agencies as identified below as the minimum requirements to be applied to all state-owned buildings and physical facilities including capital construction and controlled maintenance construction projects.

The 2015 edition of the International Building Code (IBC)

(as adopted by the Colorado State Buildings Program as follows: Chapter 1 as amended, Chapters 2-35 and Appendices C and I)

The 2015 edition of the International Mechanical Code (IMC)

(as adopted by the Colorado State Buildings Program as follows: Chapters 2-15 and Appendix A)

The 2015 edition of the International Energy Conservation Code (IECC) (as adopted by the Colorado State Buildings Program)

The 2014 edition of the National Electrical Code (NEC)

(National Fire Protection Association Standard 70) (as adopted by the Colorado State Electrical Board)

The 2015 edition of the International Plumbing Code (IPC)

(as adopted by the Colorado Examining Board of Plumbers as follows: Chapter 1 Section 101.2, 102, 105, 107, Chapters 2-13 and Appendices B, D, E, F and G)

The 2015 edition of the International Fuel Gas Code (IFGC)

(as adopted by the Colorado Examining Board of Plumbers as follows: Chapter 1 Section 101,102, 105, 107, Chapters 2-8 and Appendices A, B, and C)

The National Fire Protection Association Standards (NFPA)

(as adopted by the Department of Public Safety/Division of Fire Prevention and Control as follows with editions shown in parentheses: NFPA-1 (2006), 11 (2005), 12 (2005), 12A (2004), 13 (2002), 13D (2002), 13R (2002), 14 (2003), 15 (2001), 16 (2003), 17 (2002), 17A (2002), 20 (2003), 22 (2003), 24 (2002), 25 (2002), 72 (2002), 409 (2004), 423 (2004), 750 (2003) and 2001 (2004))

The 2010 edition of the ASME Boiler and Pressure Vessel Code

(as adopted by the Department of Labor and Employment/Boiler Inspection Section as follows: sections I, IV, V, VIII-Divisions 1 and 2 and 3, 1X, X including the 2011 addenda and B31.1, 2010 edition.)

The 2011 edition of the National Boiler Inspection Code (NBIC)

(as adopted by the Department of Labor and Employment/Boiler Inspection Section)

The 2012 edition of the Controls and Safety Devices for Automatically Fired Boilers CSD-1 (as adopted by the Department of Labor and Employment/Boiler Inspection Section)

The 2011 edition of the Boiler and Combustion Systems Hazards Code, NFPA 85 (as adopted by the Department of Labor and Employment/Boiler Inspection Section)

The 2013 edition of ASME A17.1 Safety Code for Elevators and Escalators

(as adopted by the Department of Labor and Employment/Conveyance Section and as amended by ASME International)

The 2005 edition of ASME A17.3 Safety Code for Existing Elevators and Escalators

(as adopted by the Department of Labor and Employment/Conveyance Section and as amended by ASME International)

Note: Additional codes, standards and appendices may be adopted by the state agencies and institutions in addition to the minimum codes and standards herein adopted by State Buildings Program.

1. The 2015 edition of the IBC became effective on July 1 of 2016. Consult the state electrical and plumbing boards and the state boiler inspector and conveyance administrator and the Division of Fire Prevention and Control for adoption of current editions and amendments to their codes.
2. Projects should be designed and plans and specifications should be reviewed based upon the approved codes at the time of A/E contract execution. If an agency prefers to design to a different code such as a newer edition of a code that State Buildings Program has not yet adopted, the agency must contact SBP for approval and then amend the A/E contract with a revised Exhibit C, Approved State Building Codes. Please note that the state plumbing and electrical boards enforce the editions of their codes that are in effect at the time of permitting not design.
3. The state's code review agents, or the State Buildings Program approved agency building official, shall review all documents for compliance with the codes stipulated herein. Note: The Department of Public Health and Environment, Division of Consumer Protection will review drawings for food service related projects.
4. This policy does not prohibit the application of various life safety codes as established by each agency for specific building types and funding requirements. NFPA 101 and other standards notwithstanding, approved codes will supersede where their minimum requirements are the most restrictive in specific situations. If a conflict arises, contact State Buildings Program for resolution.
5. It is anticipated that compliance with the federal Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities (ADAAG) and Colorado Revised Statutes Section 9-5-101 will be met by compliance with the 2015 International Building Code and ICC/ANSI A117.1. However, each project may have unique aspects that may require individual attention to these legislated mandates.
6. The 2015 edition of the International Building Code (IBC) is to be applied to factory-built nonresidential structures as

established by the Division of Housing within the Department of Local Affairs.

Appendices

Appendices are provided to supplement the basic provisions of the codes. Approved IBC Appendices are as follows:

Mandatory

IBC Appendix Chapter C - Agricultural Buildings

IBC Appendix Chapter I - Patio Covers

Optional

Any non-mandatory appendix published in the International Building Code may be utilized at the discretion of the agency. Use of an appendix shall be indicated in the project code approach.

Amendments

1. International Building Code, Chapter 1 as amended

Project schedule, cost estimates and financing

Schedule/phasing

Once necessary approvals and financing are in place, the project is estimated to take 15 months to complete.

Financing

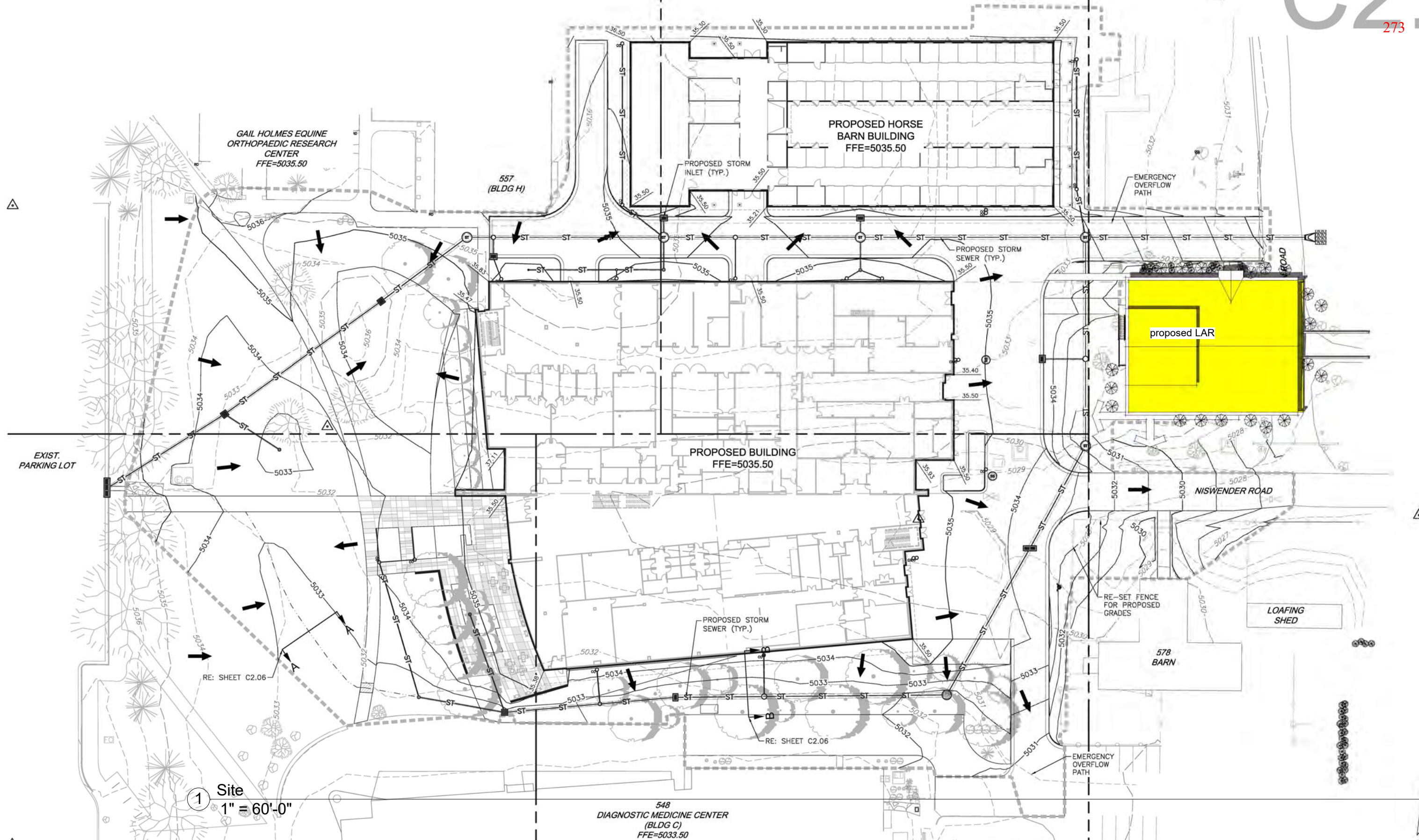
The estimated budget range is \$6-8M. The project will be financed with Intercept bonds backed by University resources.

Cost estimate/methodology

Cost estimates were provided by the P3 developer. CSU standards specify that the A/E document 20% of the construction budget in bid alternates, to cover potential volatility in the construction market as the project progresses.

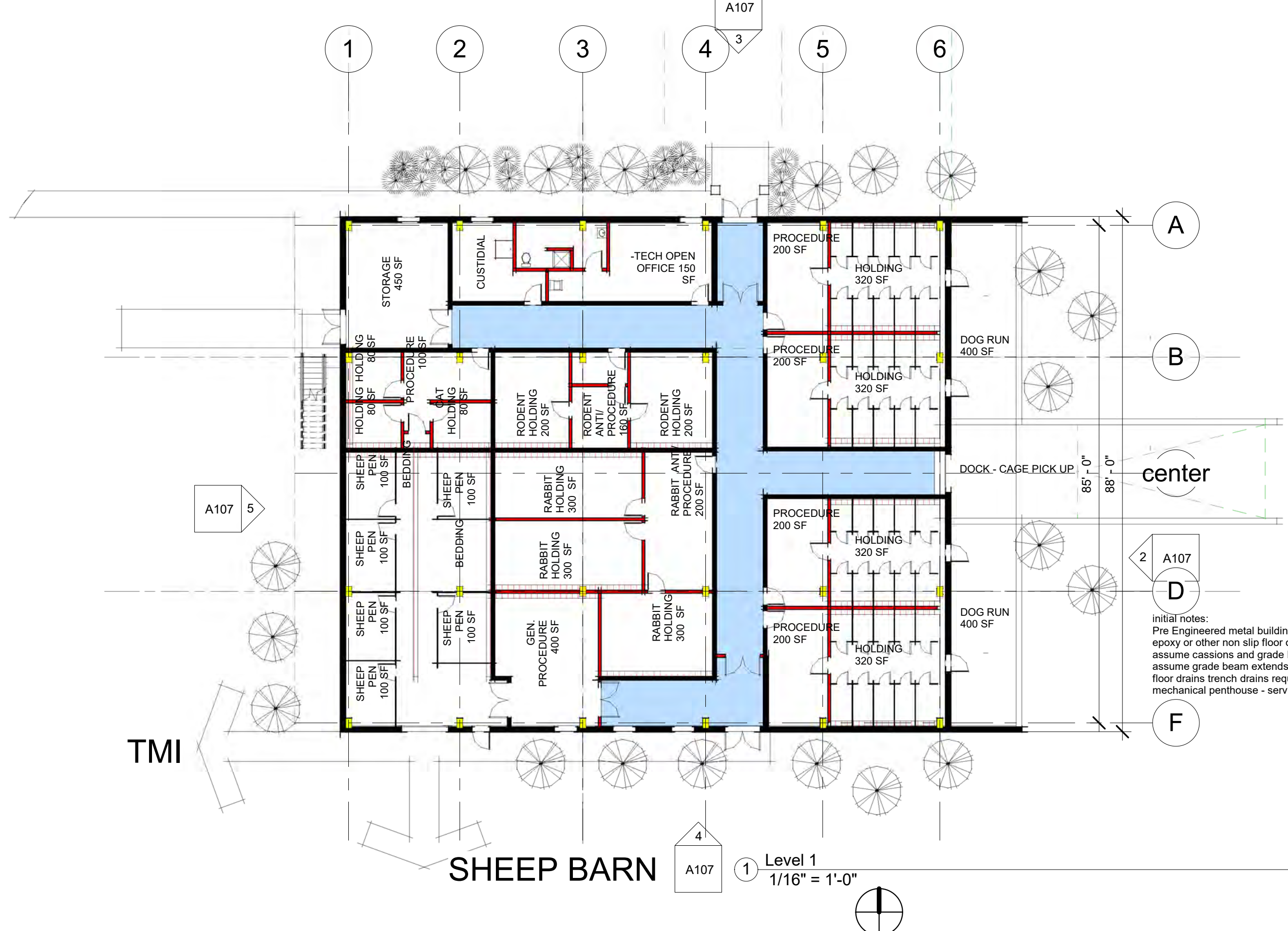
Appendices

- a. Site map**
- b. Floor plans**
- c. Elevations**
- d. South Campus Flood Plain**
- e. Utility corridors**
- f. Budget**
- g. LEED scoresheet**



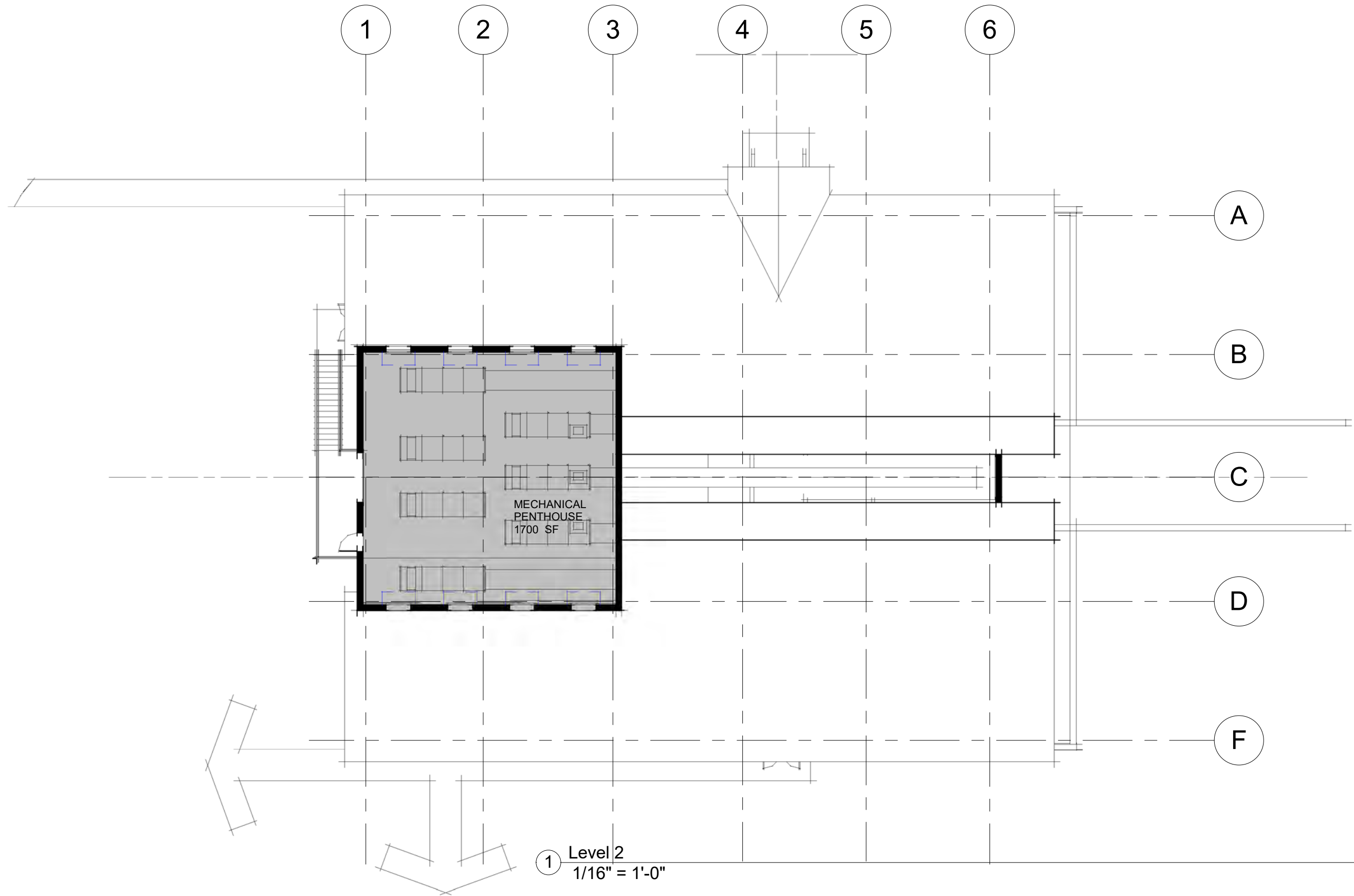
1 Site
1" = 60'-0"

Lab Animal Research (LAR) Concept

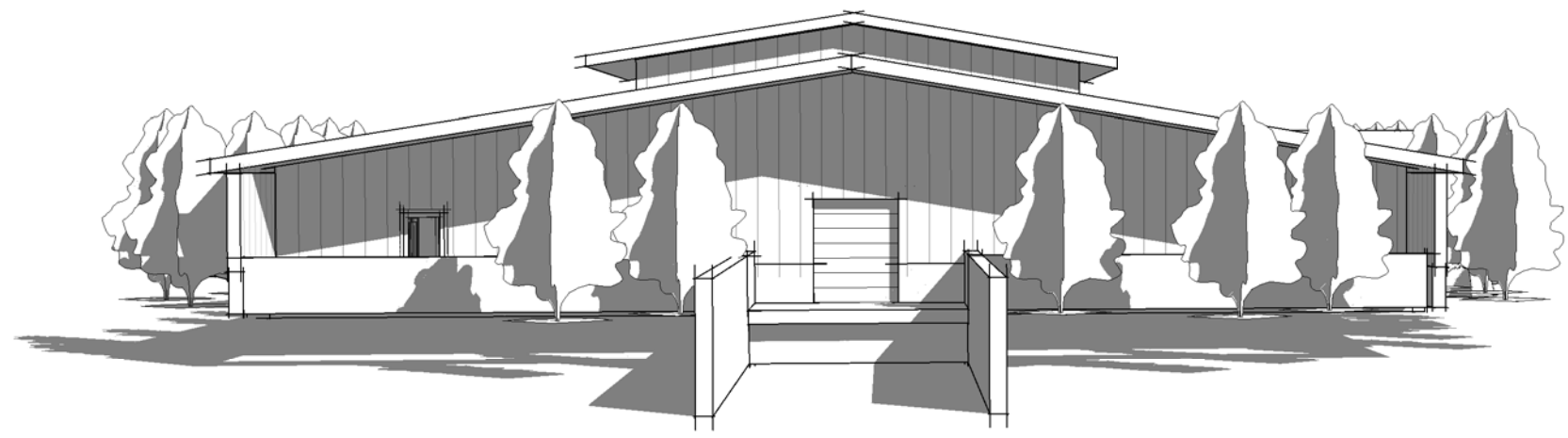
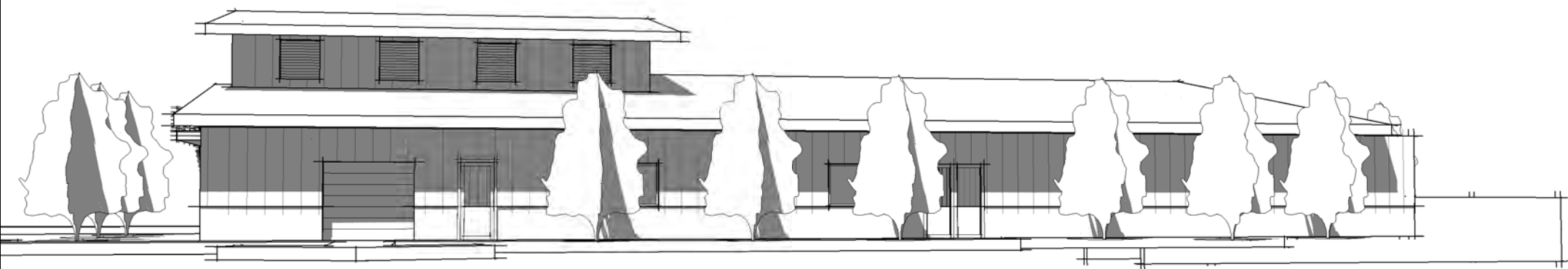


initial notes:
 Pre Engineered metal building spec
 epoxy or other non slip floor over sog (geotech)
 assume cussions and grade beams
 assume grade beam extends 3' above finished grade - for wash down
 floor drains trench drains required at each animal housing space
 mechanical penthouse - servicable equip. with min 12 air exchanges/hr.

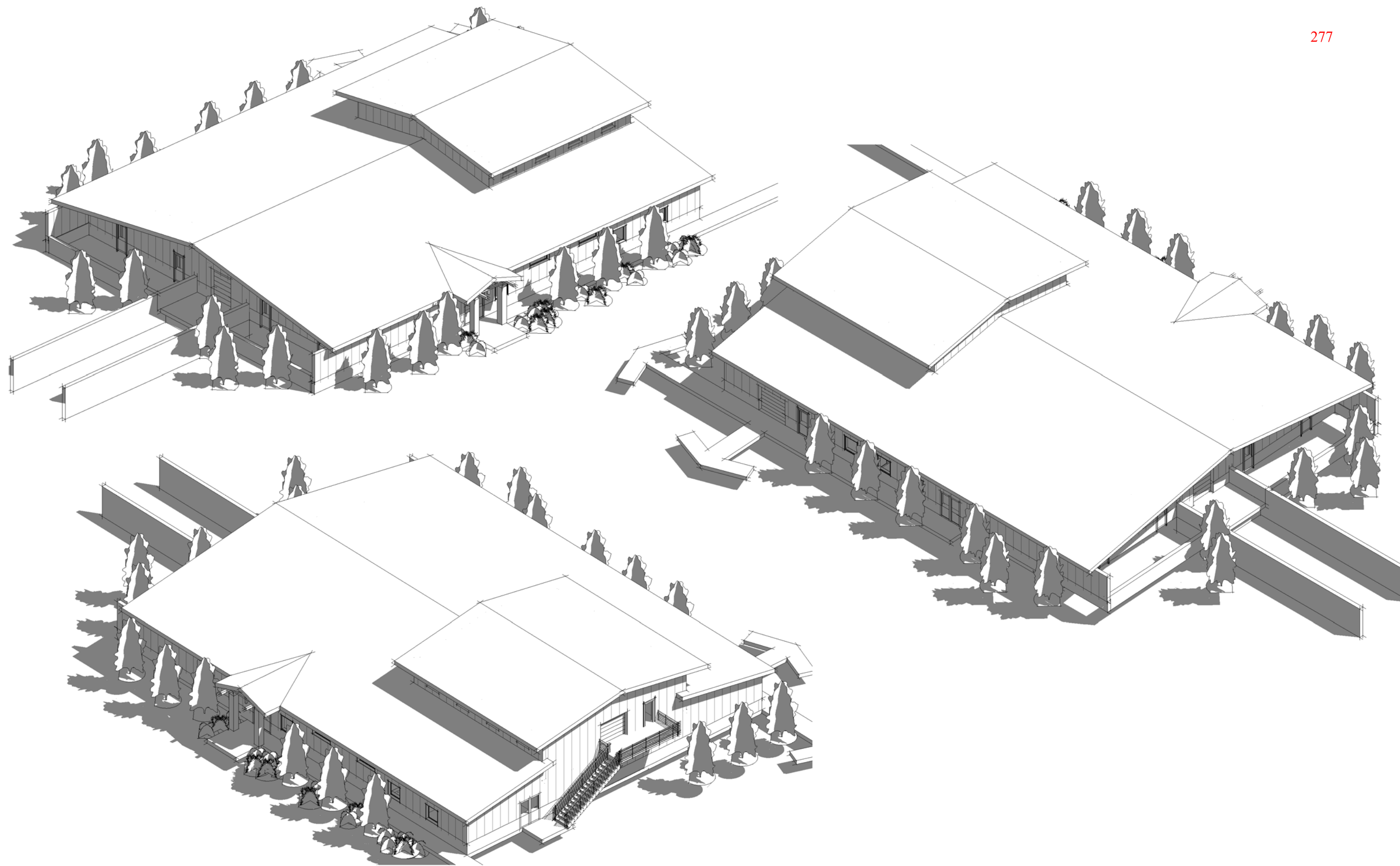
Lab Animal Research (LAR) Concept



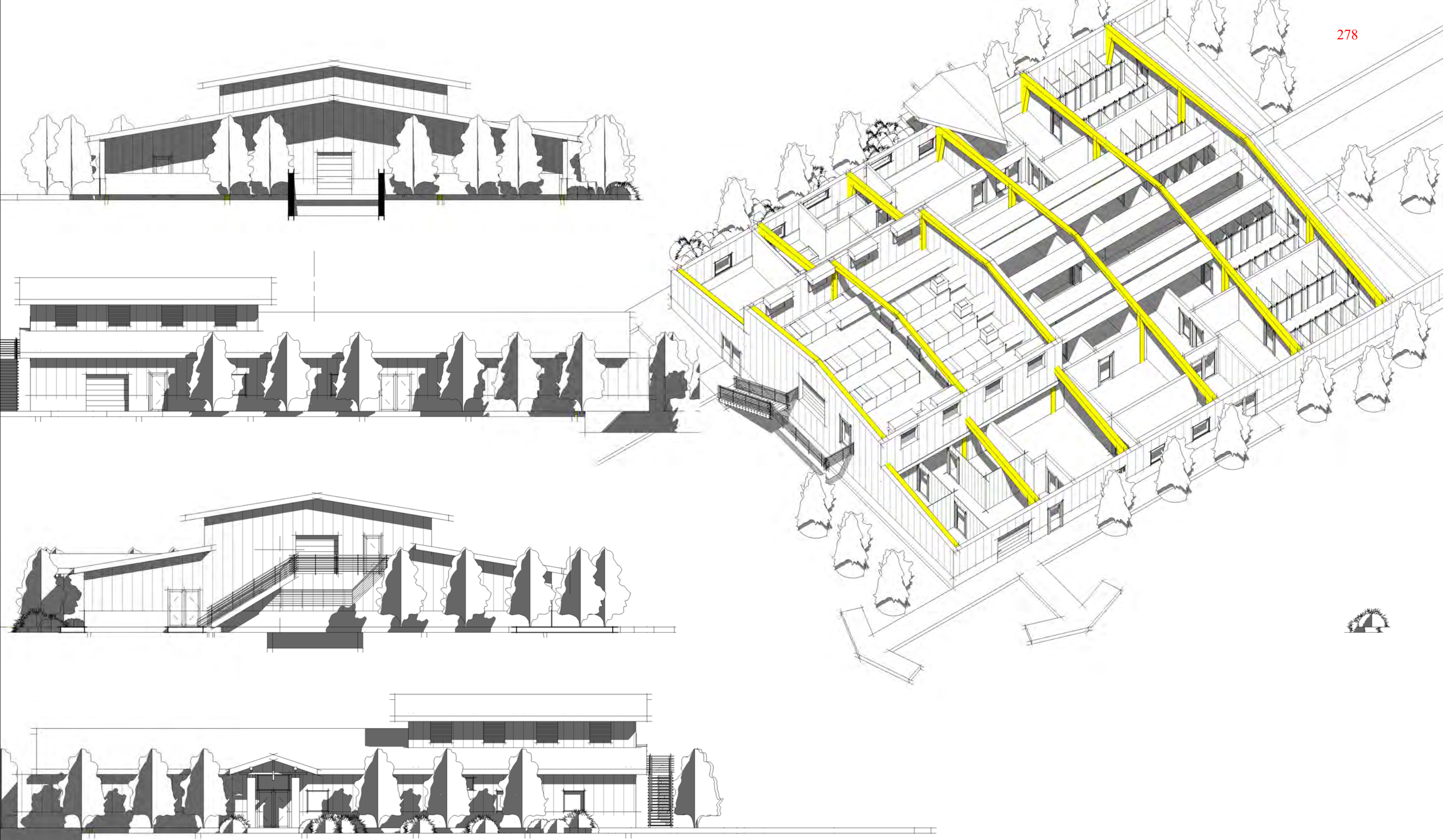
Lab Animal Research (LAR) Concept



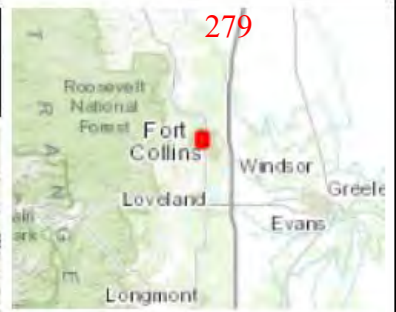
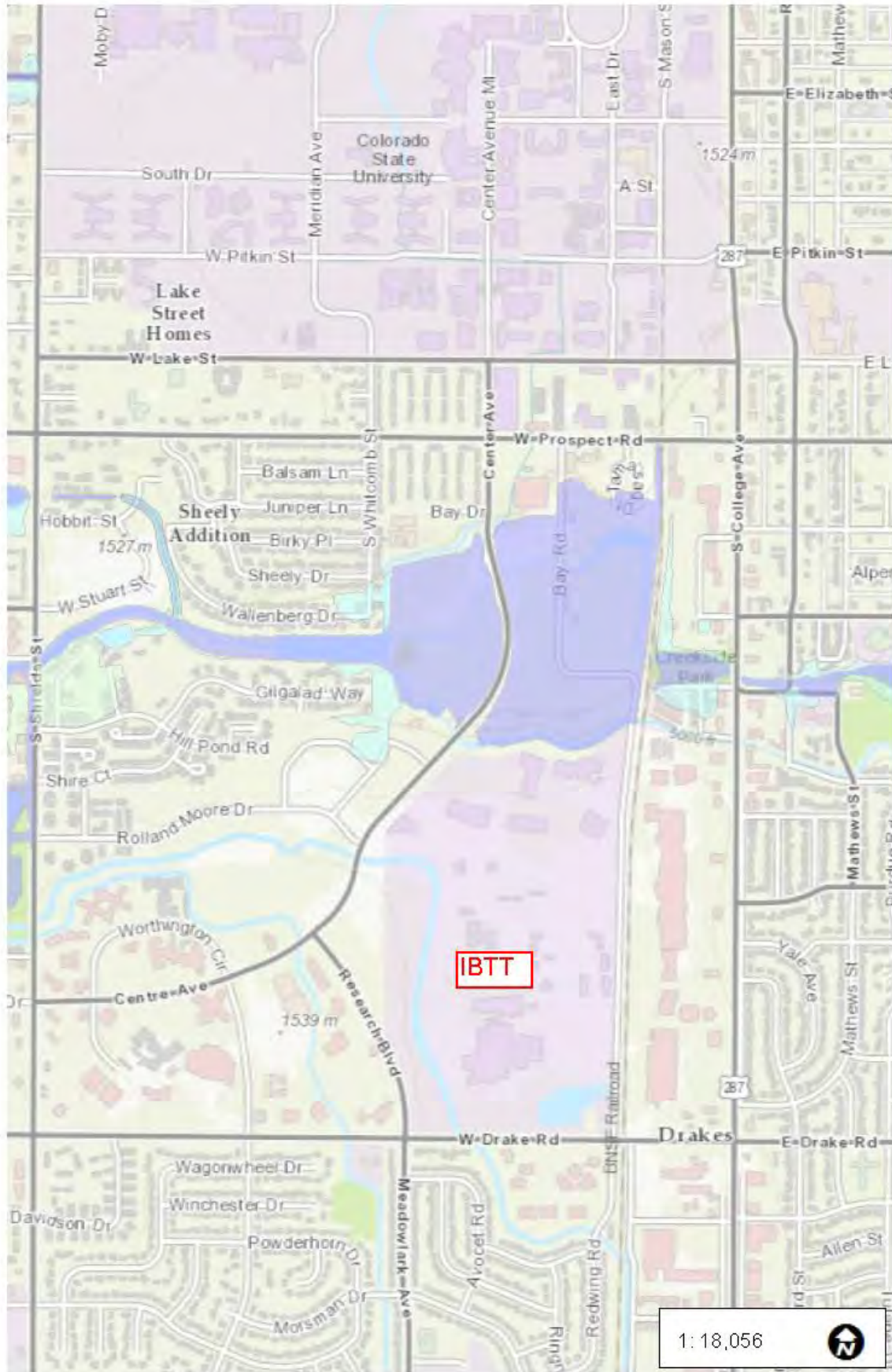
Lab Animal Research (LAR) Concept



Lab Animal Research (LAR) Concept



Lab Animal Research (LAR) Concept



Legend

FEMA Floodplain

- FEMA High Risk - Floodway
- FEMA High Risk - 100 Year
- FEMA Moderate Risk - 100 / 500 Y.

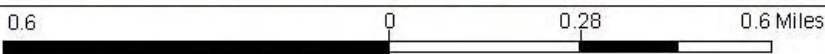
City Floodplains

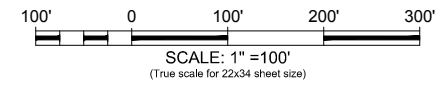
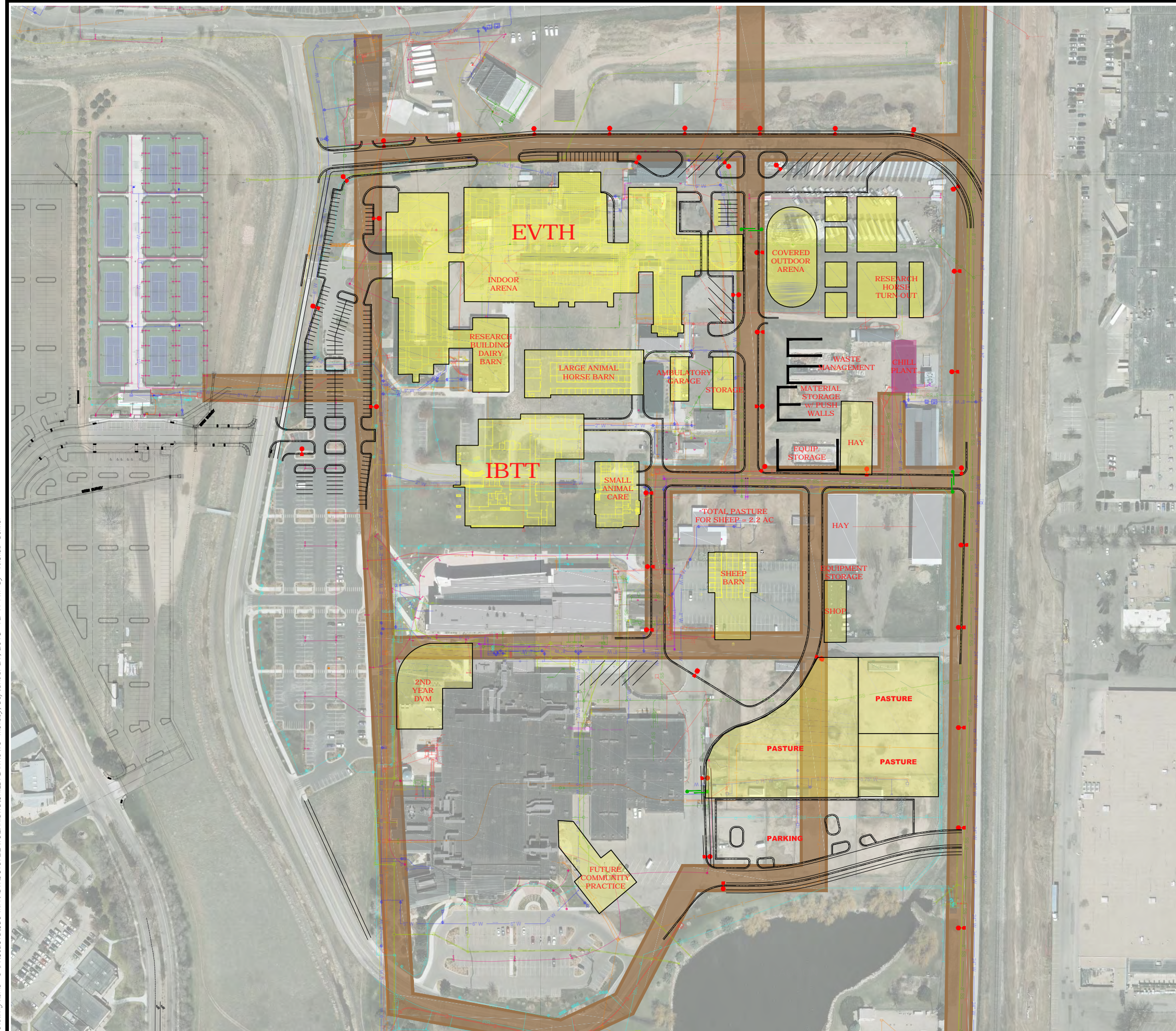
- City High Risk - Floodway
- City High Risk - 100 Year
- City Moderate Risk - 100 Year

City Limits

Notes

1: 18,056





UTILITY CORRIDORS

SOUTH CAMPUS INFRASTRUCTURE
 MASTER PLAN



Drawing Name: D:\PROJECTS\CSU INFRASTRUCTURE\DWG\IBTT\IBTT.CHILL PLANT.DWG Monday, September 21, 2015 12:41 PM By: Rhonda Blumer

South Campus Animal Research Facility conceptual cost estimate

8/20/2017

Project Budget		Estimated Costs-12,150 gsf		Remarks
assumes construction start in Aug 2018	Low	Medium	High	
Professional Services				
Site Survey, Geotechnical	25,000	25,000	25,000	
Consultants - Architects, Engineers, Vibration, Acoustics	294,022	347,360	343,025	
Commissioning and Advertisements	115,000	115,000	115,000	
FM project development fee (.5%)	28,500	28,500	28,500	
Developer Fees & Overhead	126,000	251,312	126,000	
Independent Code Review, code insp, material tests	125,000	125,000	125,000	
PFA plan review	10,000	10,000	10,000	
Total Professional Services	723,522	902,172	772,525	
Construction				
New Space - 12,150@\$308,\$324,\$340/sqft	3,540,270	3,933,633	4,130,315	
Site Work Service/Utilities	67,500	75,000	78,750	
Site Improvements/Landscaping	67,500	75,000	78,750	
Utility impacts per Facilities Management				
Subtotal Construction Costs	3,675,270	4,083,633	4,287,815	
Equipment & Furnishings				
Fixed Equipment	315,000	350,000	367,500	
Moveable Equipment	22,500	25,000	26,250	
CSU Communications	76,500	85,000	89,250	\$7/sf
CSU Notifier system				
Total Equipment and Furnishings Costs	414,000	460,000	483,000	
Miscellaneous				
Relocation Costs-	0	0	0	
Artwork and signage	0	0	0	
Parking replacement or new				
Total Miscellaneous Costs	0	0	0	
Subtotal Project Cost	4,812,791	5,445,805	5,543,340	
Project Contingency				
Project Contingency 5% for New	255,363	268,803	282,243	
Project Contingency 10% for Renovation				
Total Contingency	255,363	268,803	282,243	
Budget- Occupancy in Sept 2020				
escalation to 2021-5%	5,321,562	\$ 6,000,338	\$ 6,116,862	
escalation to 2022-5%	5,587,640	\$ 6,300,355	\$ 6,422,705	
This opinion of probable cost is made on the basis of experience, qualifications and best judgement of a professional cost consultant familiar with the construction industry, combined with the professional experience of Facilities Management. FM cannot guarantee that proposals, bids or actual construction costs will not vary from this cost estimate due to market conditions at the time of the bid.				
Total Project Cost / sqft--Jan 2020	\$ 417.13	\$ 470.34	\$ 479.47	



LEED for New Construction v2.2 Registered Project Checklist

Project Name: South Campus LAR Building
Project Address: Colorado State University

Yes ? No Reason not attainable

9 1 3 Sustainable Sites 14 Points

Y	?	No	Prereq 1	Construction Activity Pollution Prevention	Required	
		1	Credit 1	Site Selection	1	
	1		Credit 2	Development Density & Community Connectivity	1	
		1	Credit 3	Brownfield Redevelopment	1	site does not qualify
1			Credit 4.1	Alternative Transportation, Public Transportation Access	1	
1			Credit 4.2	Alternative Transportation, Bicycle Storage & Changing Rooms	1	
1			Credit 4.3	Alternative Transportation, Low-Emitting & Fuel-Efficient Vehicles	1	
1			Credit 4.4	Alternative Transportation, Parking Capacity	1	
			Credit 5.1	Site Development, Protect or Restore Habitat	1	
1			Credit 5.2	Site Development, Maximize Open Space	1	
1			Credit 6.1	Stormwater Design, Quantity Control	1	
		1	Credit 6.2	Stormwater Design, Quality Control	1	connected to city system
1			Credit 7.1	Heat Island Effect, Non-Roof	1	
1			Credit 7.2	Heat Island Effect, Roof	1	
1			Credit 8	Light Pollution Reduction	1	

2 3 Water Efficiency 5 Points

1			Credit 1.1	Water Efficient Landscaping, Reduce by 50%	1	
	1		Credit 1.2	Water Efficient Landscaping, No Potable Use or No Irrigation	1	
	1		Credit 2	Innovative Wastewater Technologies	1	
1			Credit 3.1	Water Use Reduction, 20% Reduction	1	
	1		Credit 3.2	Water Use Reduction, 30% Reduction	1	

8 9 Energy & Atmosphere 17 Points

Y			Prereq 1	Fundamental Commissioning of the Building Energy Systems	Required	
Y			Prereq 2	Minimum Energy Performance	Required	
Y			Prereq 3	Fundamental Refrigerant Management	Required	

*Note for EAc1: All LEED for New Construction projects registered after June 26th, 2007 are required to achieve at least two (2) points under EAc1.

4	6		Credit 1	Optimize Energy Performance	1 to 10	
				10.5% New Buildings or 3.5% Existing Building Renovations	1	
				14% New Buildings or 7% Existing Building Renovations	2	
				17.5% New Buildings or 10.5% Existing Building Renovations	3	
		4		21% New Buildings or 14% Existing Building Renovations	4	
				24.5% New Buildings or 17.5% Existing Building Renovations	5	
				28% New Buildings or 21% Existing Building Renovations	6	
				31.5% New Buildings or 24.5% Existing Building Renovations	7	
				35% New Buildings or 28% Existing Building Renovations	8	
				38.5% New Buildings or 31.5% Existing Building Renovations	9	
				42% New Buildings or 35% Existing Building Renovations	10	
1	2		Credit 2	On-Site Renewable Energy	1 to 3	
		1		2.5% Renewable Energy	1	
				7.5% Renewable Energy	2	
				12.5% Renewable Energy	3	
	1		Credit 3	Enhanced Commissioning	1	
1			Credit 4	Enhanced Refrigerant Management	1	
1			Credit 5	Measurement & Verification	1	
1			Credit 6	Green Power	1	

continued...

Yes ? No

6	1	6	Materials & Resources	13 Points
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Y	?	No	Prereq 1	Storage & Collection of Recyclables	Required
		1	Credit 1.1	Building Reuse , Maintain 75% of Existing Walls, Floors & Roof	1
		1	Credit 1.2	Building Reuse , Maintain 100% of Existing Walls, Floors & Roof	1
		1	Credit 1.3	Building Reuse , Maintain 50% of Interior Non-Structural Elements	1
1			Credit 2.1	Construction Waste Management , Divert 50% from Disposal	1
		1	Credit 2.2	Construction Waste Management , Divert 75% from Disposal	1 renovation
		1	Credit 3.1	Materials Reuse , 5%	1 renovation
		1	Credit 3.2	Materials Reuse , 10%	1 renovation
1			Credit 4.1	Recycled Content , 10% (post-consumer + ½ pre-consumer)	1
	1		Credit 4.2	Recycled Content , 20% (post-consumer + ½ pre-consumer)	1
1			Credit 5.1	Regional Materials , 10% Extracted, Processed & Manufactured Region	1
1			Credit 5.2	Regional Materials , 20% Extracted, Processed & Manufactured Region	1
1			Credit 6	Rapidly Renewable Materials	1
1			Credit 7	Certified Wood	1

Yes ? No

12	3		Indoor Environmental Quality	15 Points
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Y	?	No	Prereq 1	Minimum IAQ Performance	Required
Y			Prereq 2	Environmental Tobacco Smoke (ETS) Control	Required
1			Credit 1	Outdoor Air Delivery Monitoring	1
	1		Credit 2	Increased Ventilation	1
1			Credit 3.1	Construction IAQ Management Plan , During Construction	1
1			Credit 3.2	Construction IAQ Management Plan , Before Occupancy	1
1			Credit 4.1	Low-Emitting Materials , Adhesives & Sealants	1
1			Credit 4.2	Low-Emitting Materials , Paints & Coatings	1
1			Credit 4.3	Low-Emitting Materials , Carpet Systems	1
1			Credit 4.4	Low-Emitting Materials , Composite Wood & Agrifiber Products	1
	1		Credit 5	Indoor Chemical & Pollutant Source Control	1
1			Credit 6.1	Controllability of Systems , Lighting	1
1			Credit 6.2	Controllability of Systems , Thermal Comfort	1
1			Credit 7.1	Thermal Comfort , Design	1
1			Credit 7.2	Thermal Comfort , Verification	1
1			Credit 8.1	Daylight & Views , Daylight 75% of Spaces	1
	1		Credit 8.2	Daylight & Views , Views for 90% of Spaces	1

Yes ? No

1	4		Innovation & Design Process	5 Points
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	1		Credit 1.1	Innovation in Design : Provide Specific Title	1
	1		Credit 1.2	Innovation in Design : Provide Specific Title	1
	1		Credit 1.3	Innovation in Design : Provide Specific Title	1
	1		Credit 1.4	Innovation in Design : Provide Specific Title	1
1			Credit 2	LEED® Accredited Professional	1

Yes ? No

38	21	9	Project Totals (pre-certification estimates)	69 Points
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Certified: 26-32 points, **Silver:** 33-38 points, **Gold:** 39-51 points, **Platinum:** 52-69 points

Section 9

Chancellor's Report



COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University - Pueblo • CSU Global Campus

COLORADO STATE UNIVERSITY SYSTEM CHANCELLOR'S REPORT

October 5, 2018

CSU-System Wide

- Executive Vice Chancellor Parsons led a group to Seattle September 18-19 to further conversations with Amazon and T-Mobile. This is a continuation of efforts by the System-wide Industry Partnerships Council to explore strategic partnerships through procurement with the current focus on cellular services, Amazon, and renewable energy.
- Continued efforts toward strategic implementation of an integrated Student Information System (SIS), after reviewing the recommendations of the Strategic Directions Ad Hoc Committee.
- Planning and development of *State*, the new CSU System magazine continues, with the first issue scheduled for release in winter 2018.

Campus Updates

- Chancellor Frank and Executive Vice Chancellor Parsons spoke and represented the System at the Seattle Fish Company's 100 year celebration event.
- Leadership from the System, CSU-Pueblo, and CSU-Fort Collins have analyzed CSU-Pueblo AIS needs, and the Chancellor will provide a recommendation for a path forward at the October Board meeting.
- CSU President Frank hosted a meeting with the new president of the University of Northern Colorado, Andy Feinstein, August 20.
- CFO Sobanet joined the CSU President's Fall Forum in Estes Park September 6-7.
- Chancellor Frank met with President Mottet at CSU-Pueblo August 1, reviewing strategies to continue to advance CSU-Pueblo.
- Chancellor Frank sent his annual message about compliance reporting and expectations, initiated by Director of Internal Auditing Susy Serrano, to the three System campuses. The letter specifically referenced the Board of Governors' comprehensive policy on financial fraud.

CSU System Government Affairs – Federal

- Chancellor Frank and Executive Vice Chancellor Parsons continue to engage with the Colorado congressional delegation when possible.

CSU System Government Affairs – State

- Meetings with key members of the Legislature and local delegations continue.

Statewide Partnerships:

- Executive Vice Chancellor Parsons represented the CSU System at the Dancing with the Denver Stars fundraiser for Cleo Parker Robinson Dance August 25.

- Executive Vice Chancellor Parsons represented the CSU System at the Annual Denver Rustlers event in conjunction with the State Fair September 28.
- Chancellor Frank and Executive Vice Chancellor Parsons attended the National Western Authority Board meetings August 30 and September 27.
- Continued the traditional joint reception with the University of Colorado at the Rocky Mountain Showdown.
- Executive Vice Chancellor Parsons represented the System on the Biennial of the Americas trip to Canada September 3-7, visiting Montreal and Toronto.
- Chancellor Frank and Executive Vice Chancellor Parsons participated in the interview process for the new CEO of the National Western Authority Board, which resulted in the announcement of Brad Buchanan as the sole finalist. The NWA Board will take action on the official appointment at its next Board meeting.
- Chancellor Frank and Executive Vice Chancellor Parsons hosted leadership from CSU and Canvas Credit Union September 11 to continue to strengthen that new partnership.
- The CSU System and its students had a large presence at Denver Start Up Week September 24-28, the largest free entrepreneurial event in the world, with predicted attendance of more than 20,000 participants.
- Executive Vice Chancellor Parsons represented the CSU System on the Denver Metro Chamber's Leadership Exchange trip September 27-29 in San Diego.

National Partnerships

- Executive Vice Chancellor Parsons and Executive Associate Dean James Pritchett from the CSU College of Agricultural Sciences were invited to meet with the *Together We Grow – Advancing American Agriculture* board in Washington D.C. July 19. The purpose was to discuss opportunities for future partnership.

CSU System IT Systems

Review: Summary of & Goals for IT Systems

- | | CSU-FC | CSU-P |
|-----------------------------------------------|------------|-------------|
| • Major IT Systems | | |
| • Student Information System | Banner | AIS |
| • Financial Management System (shared) | Kuali | Kuali |
| • Human Resources Management System/Payroll | Oracle EBS | Spreadsheet |
| • Research Management System | Kuali | Kuali |
| • Goals for Combining at the CSU System level | | |
| • More effective operations | | |
| • More efficient operations | | |
| • Easier compliance and reporting | | |
| • Business intelligence for both campuses | | |
| • Mitigation of risks, staff retirements | | |

Review: Vision for Shared Student Systems

- SIS – sharing across institutions
 - Courses
 - Majors
 - Students
 - Instructors
 - Reporting
 - Business Intelligence: WebFOCUS
 - Rich, robust web/mobile interface
 - More effective & efficient operations
- Sharing on the front end – students
- Sharing on the backend - operations
- Other possible sharing
 - Canvas Learning Management System – best available
 - Students want consistent user interfaces
 - Shared Learning analytics to improve student success
 - Pre-course
 - In-course (educational “Moneyball”)
 - Low-cost and free eTexts via Unizin
 - Ex. \$35 for any McGraw-Hill eText
 - Better terms and conditions
 - Payroll, then upgrade to next gen HRS

Initial Direction – Kualu Student (KS)

- Great experience with Kualu Financial System
 - Implementation kept \$millions in colleges' budgets
 - Best financial system for higher education – made by higher ed, for higher ed
- Good experience with a shared Kualu Research Management System
- Expected a similar experience for the Kualu Student System
 - Vision – made by higher ed, for higher ed
 - The best contemporary, most configurable SIS – wanted a better SIS
 - Also, less expensive: significant annual savings in annual costs and operational effort
 - Joined in FY17 as a “developing partner” @ \$500k/yr. for three years

Perspective: IT Admin Systems are Hard & Expensive

- There has never been a worse time for vendors overpromising, overcharging, and underdelivering

WASHINGTON STATE
UNIVERSITY

Finance/HR:
\$30M implementation
\$2m/yr. annually

UNIVERSITY
OF
CALIFORNIA

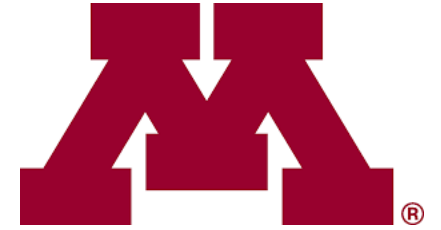
System Payroll
>\$800M implementation
Projected savings: \$100M/yr.
Observed savings: ~\$0



Finance/HR:
\$80M expended
Put on hold...

UNIVERSITY
of
VIRGINIA

Finance/HR:
\$115M implementation
\$15M overrun



Peoplesoft ERP
\$83M
“. upgrade”



Banner SIS:
\$8.5M implementation
~\$1M/yr. all in
Kuali Finance:
\$1.6M implementation
\$400k/yr. annually

Status & New Direction

- Two years and \$1.4 million in, we have decided to pursue Banner instead
 - Kualu, Inc. has struggled with timely and effective delivery
 - Implementation through the end of ~2022 – too late, too much effort and too much risk
 - But, much BPA has been accomplished, and CSU-P is live on KS Curriculum Management
- New Banner MEP (Multi-entity Processing)
 - New architecture allows sharing between institutions
 - We are still in “discovery mode” as to implementation scope and details
 - Current pricing is more than \$1million less than when we considered this two years ago
 - CSU-FC has deep and broad expertise with Banner
 - Has very high quality Financial Aid built in

Financial Aspects - Implementation

- Original Plan (\$2.31M)
 - \$125K annually from Board Reserves FY17, FY18 and FY19
 - The FY19 draw has not occurred.
 - \$1.935M over FY17-FY29 from CSUFC IT budgets
 - Approximately \$1.2M has been expended.
- New Recommendation (\$4.3M)
 - \$905K remaining from original budget
 - Recommendations for draws in the \$1.1M range for FY19, FY20 and FY21 from the Board reserve are anticipated.
 - These amounts could be decreased by offsets from the CSUFC IT budgets; to be defined prior to the December recommendation regarding reserves.

Summary

- No action needed – update and sense of the Board
- Detailed financial plan to accompany any recommended Board reserve draw in December
- Still a reasonable rapid and cost effective implementation that offers us some advantages
- Still engaged with and assessing Kualu as a longer-term solution

Section 10

Strategic Mapping

Strategic Mapping Update

October 4, 2018



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS

System Mission

Operate as a dynamic whole to produce access to excellence across all three institutions, delivering human and economic advances throughout Colorado and the world.

Strategy

Mission Projection

Rapidly respond to the market through innovation and research

Mission Delivery

Leverage academic and operational expertise across the System to create stronger programs, improve student success and create efficiencies

Mission Alignment

Deliberately engage with a diverse array of partners to ensure our work brings critical value to the community

Work Areas

- Major Projects
 - National Western Center
 - Todos Santos
 - Allied Health Professions
 - University Partnerships
- Workforce

- Academic
- Operational

- Government Relations
- Partnerships/Engagement

Outcomes

Student Success, Fiscal Strength, Community Impact

System

Institutional Strategic Plans



Sustainable Options for Agricultural Resources (SOAR) Update

September 2018



COLORADO STATE UNIVERSITY SYSTEM

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Vision

Integrate innovative, diverse, and sustainable food production, renewable energy production, research, and innovation with local to global viable transportation models, creating clear aesthetic, food security, economic, environmental and health benefits.

Areas of Activity

- Onsite ag for business, aesthetic, health, education, resiliency, environmental purposes
- Provide expertise and training to local to global audiences
- Provide educational and recreational options for DEN passengers, staff, and visitors
- Position DEN a global leader in innovation, collaboration
- Position DEN along distribution pathway of food (particularly high value foods)

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Bringing Areas of Activity to Ground

Initial Steps

- Created native plant garden in Westin Plaza
- Exploring Opportunities at Peña Station



In Progress

- Collaboration with Panasonic Smart Cities
- Considering programs part of Metro Ag Experiment Station (with NWC)
- Exploring collaboration with emerging commercial ag

In-terminal Activities

- Exploring opportunities with Ferrovial via Terminal Design

Malachi Haynes Youth of the Year!



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Becky Takeda Tinker 2018 Girl Scouts Woman of Distinction!

302



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Section 11

*Academic and Student Affairs
Committee*

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA
October 4, 2018

Committee Chair: Dennis Flores, Kim Jordan (Vice Chair)

Assigned Staff: Dr. Rick Miranda, Chief Academic Officer

I. New Degree Programs

Colorado State University

- None

Colorado State University-Global Campus

- CSU-Global Program Name Change Masters of Science in Criminal Justice
- CSU-Global Program Name Change Bachelors of Science in Criminal Justice

Colorado State University-Pueblo

- None

II. Miscellaneous Items

Colorado State University

- None

Colorado State University-Global Campus

- None

Colorado State University-Pueblo

- Faculty Manual Change – Faculty Performance Review Policy Section 2.9.4

III. Campus Reports

- CSU-Online Report

Board of Governors of the Colorado State University System
Meeting Dates: October 4-5, 2018
Consent Item

MATTERS FOR ACTION:

Program name change for the Masters of Science in Criminal Justice and Law Enforcement Administration and the Bachelors of Science in Criminal Justice and Law Enforcement Administration to Masters of Science in Criminal Justice and Bachelors of Science in Criminal Justice

RECOMMENDED ACTION:

Moved, that the Board of Governors approve the program name change for the Masters of Science in Criminal Justice and Law Enforcement Administration and the Bachelors of Science in Criminal Justice and Law Enforcement Administration to Masters of Science in Criminal Justice and Bachelors of Science in Criminal Justice

EXPLANATION:

Presented by Dr. Karen Ferguson, Provost and VP of Strategic Development

The faculty of the Masters and Bachelors program in Criminal Justice and Law Enforcement Administration, based on feedback from students and the program advisory board, have initiated the request for the program name change. Changing the name of the degree from the current Criminal Justice and Law Enforcement Administration to Criminal Justice aligns with the industry standard nomenclature, feeder programs from the Community Colleges, and the outcomes of the programs. Perceived benefits relate immediately to marketability and employability for CSU-Global students and graduates. The term “Law Enforcement Administration” in the criminal justice industry implies content focused on managing law enforcement organizations, which is just one of the many areas of concentration in criminal justice. The CSU-Global programs at both the graduate and undergraduate level seek to serve the educational needs of all aspects of the criminal justice system (law enforcement, courts, and corrections), as well as the growing private sector. The change to a more general name will also allow our program to adapt more quickly to changes in the industry. Additionally, this change avoids potential confusion allowing CSU-Global students to better understand the positioning of the program(s) and clearly articulate the program to potential employers. The proposed name change will go into effect for new students in the Spring 2019 catalog. Current students will be provided with the option to change to the new program. The program descriptions, learning outcomes and course sequences will not be modified as part of this program name change, as the curriculum is already aligned with industry expectations.

Board of Governors of the Colorado State University System
Meeting Date: October 4-5, 2018
Consent Item

MATTERS FOR ACTION:

CSU-Pueblo Faculty Handbook revision – addition of the Titled Faculty Performance Review Policy

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed Titled Faculty Performance Review policy as an addition to the Colorado State University-Pueblo Faculty Handbook, section 2.9.4.

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Executive Vice President for Academic Affairs, CSU-Pueblo.

The purpose of the Titled Faculty Performance Review is to provide a basis for reappointment, professional development opportunities, and assessment of student learning. It is an opportunity for feedback from Department Chairs of the units or their designee and for faculty self-evaluation. The University is committed to providing instruction that meets the Higher Learning Commission requirements. Clearly defining evaluation criteria demonstrates the University's commitment to our students and to the requirements defined by the U.S. Department of Education and the Colorado Department of Higher Education. The plan for titled faculty evaluation thus prescribes an orderly system of assessment that ensures that instructors are evaluated formally, appropriately, and regularly.

This version was developed in close consultation with Office of General Counsel and in collaboration with CSU personnel. Evaluation forms will be developed by department faculty and chairs and approved by the Provost's office.

2.9.4 Titled Faculty Performance Review

2.9.4.1 Purpose

The purpose of Titled Faculty Performance Review is to provide a basis for reappointment, professional development opportunities, and assessment of student learning. It is an opportunity for feedback from Department Chairs of the units or their designee and for faculty self-evaluation. The University is committed to providing instruction that meets the Higher Learning Commission requirements. Clearly defining evaluation criteria demonstrates the University's commitment to our students and to the requirements defined by the U.S. Department of Education and the Colorado Department of Higher Education. The plan for titled faculty evaluation thus prescribes an orderly system of assessment that ensures that instructors are evaluated formally, appropriately, and regularly.

2.9.4.2 Process

Titled faculty evaluation is the responsibility of the department chair or designee. Titled faculty evaluation will be completed within the first semester of teaching and minimally once every two years for continuing faculty. Syllabus review for student learning outcomes, peer review of teaching and discussion of goals and progress are included as indicated.

- a. Teaching expectations shall include, where disciplinarily applicable:
 1. command of one's subject;
 2. ability to organize subject matter and to present it clearly, logically, and imaginatively;
 3. knowledge of current developments in one's discipline;
 4. ability to relate subject matter to other areas of knowledge;
 5. ability to provoke and broaden student interest in the subject matter;
 6. ability to utilize effective teaching methods, strategies and appropriate technologies
- b. Titled faculty members shall exercise adequate supervision of students in classroom, clinical and laboratory activities and officially scheduled related activities, such as field trips. Titled faculty members shall provide instruction in safety procedures to students who are engaged in academic activities where a known potential danger is present, such as in laboratory work where equipment or chemicals are in use. Titled faculty members shall ensure that safe practices are followed by students under their supervision at all times.
- c. Evaluation may be based on any or all of the following:
 1. self-report of activities linked to individual, department, and college goals;
 2. peer, department chair, or supervisor observations;
 3. student perceptions of teaching and learning;
 4. student outcomes
- d. This evaluation will be maintained in the titled faculty member's permanent file in Human Resources.

Colorado State University Online

History and Future Vision



COLORADO STATE UNIVERSITY SYSTEM

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CSU - GLOBAL CAMPUS

Transformation of Continuing Education

CSU System’s rapid rise in public university online capacity and revenues

2006

CSU Board of Governors considers new vision for nontraditional education and community engagement.

- CSU-FC created the VP for Outreach and Strategic Partnerships (now the Office of Engagement) with one of its first charges being the creation and bringing to market CSU Global Campus.

2009

CSU-FC Division of Continuing Education transformed into CSU Online leveraging campus faculty and research reputation to grow credit and noncredit programs.



2006
\$10.7 million

2018
\$134.9 million



Supporting CSU's Access Mission



39,714 students served



3,097 degrees awarded to online students



1,105 credit courses



337 noncredit professional development courses



10 MOOCs/free online courses



1,050 CSU faculty

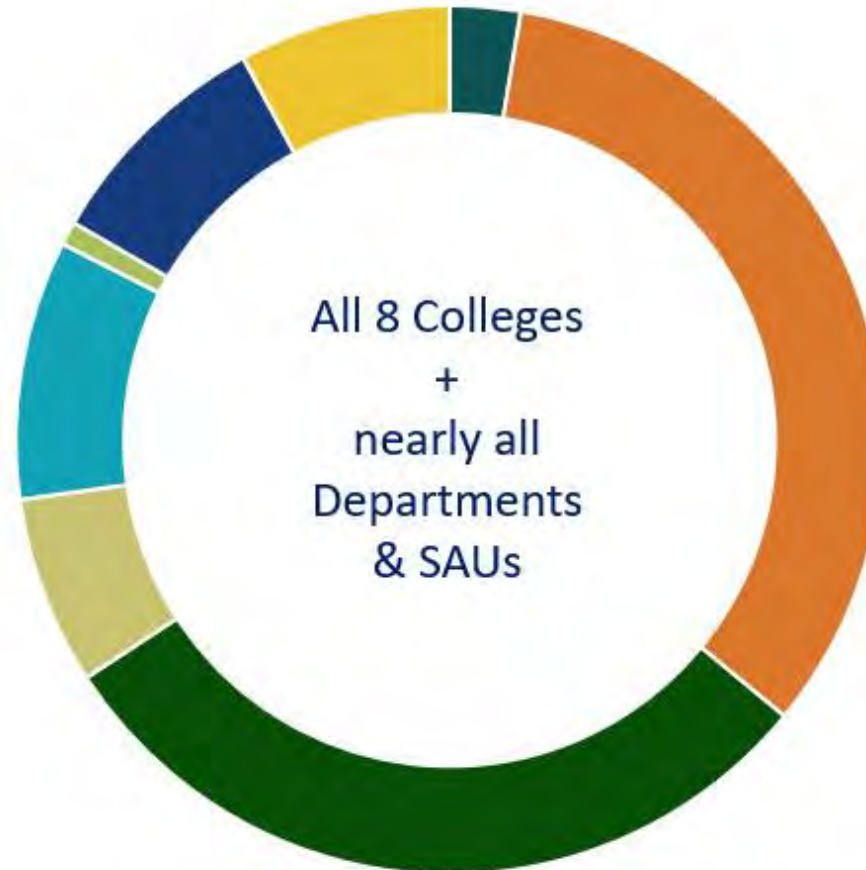
** In the last 5 years*

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Current Offerings

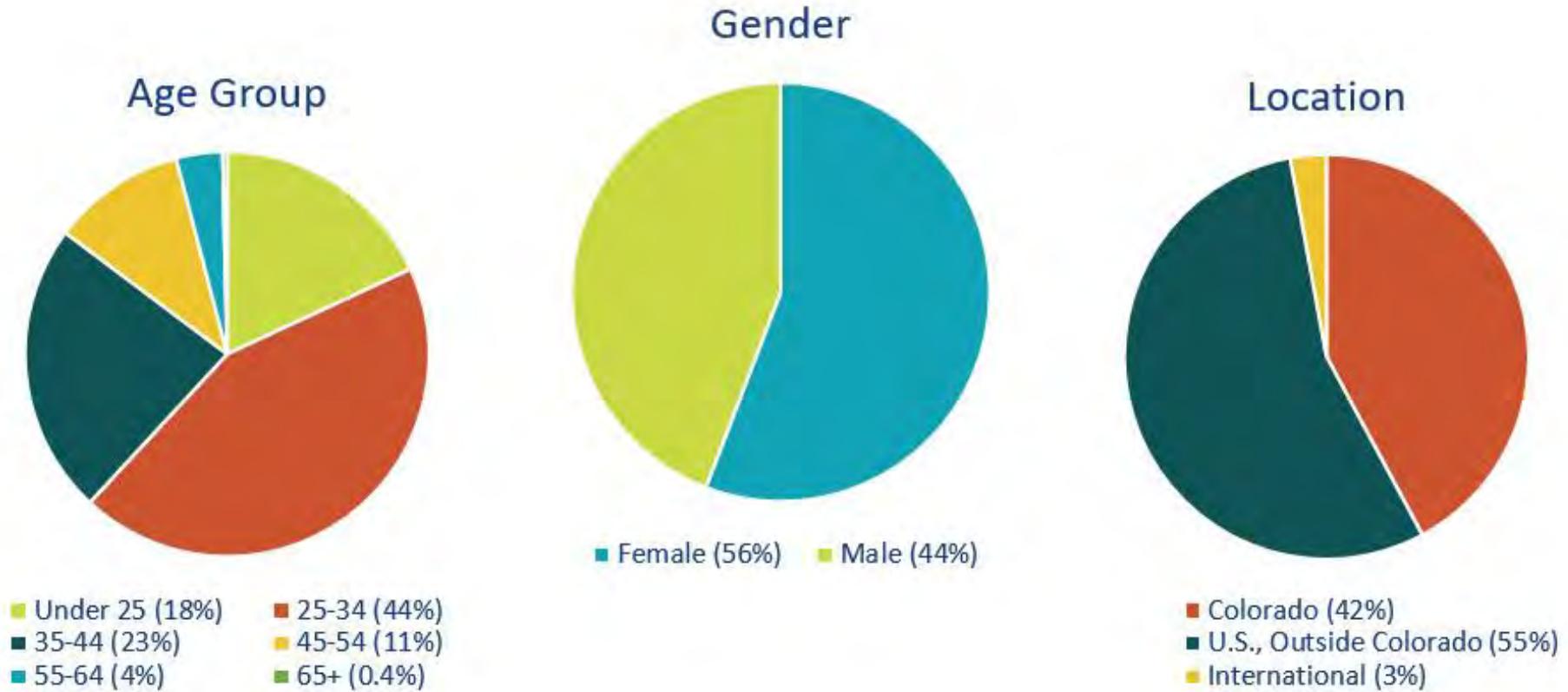
- Ph.D. Programs (3)
- Master's Degrees (38)
- Graduate Certificates (34)
- Undergraduate Degrees (8)
- Undergraduate Minors (11)
- Undergraduate Certificates (1)
- Digital Badges (10)
- MOOCs (9)



COLORADO STATE UNIVERSITY SYSTEM

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Student Demographics

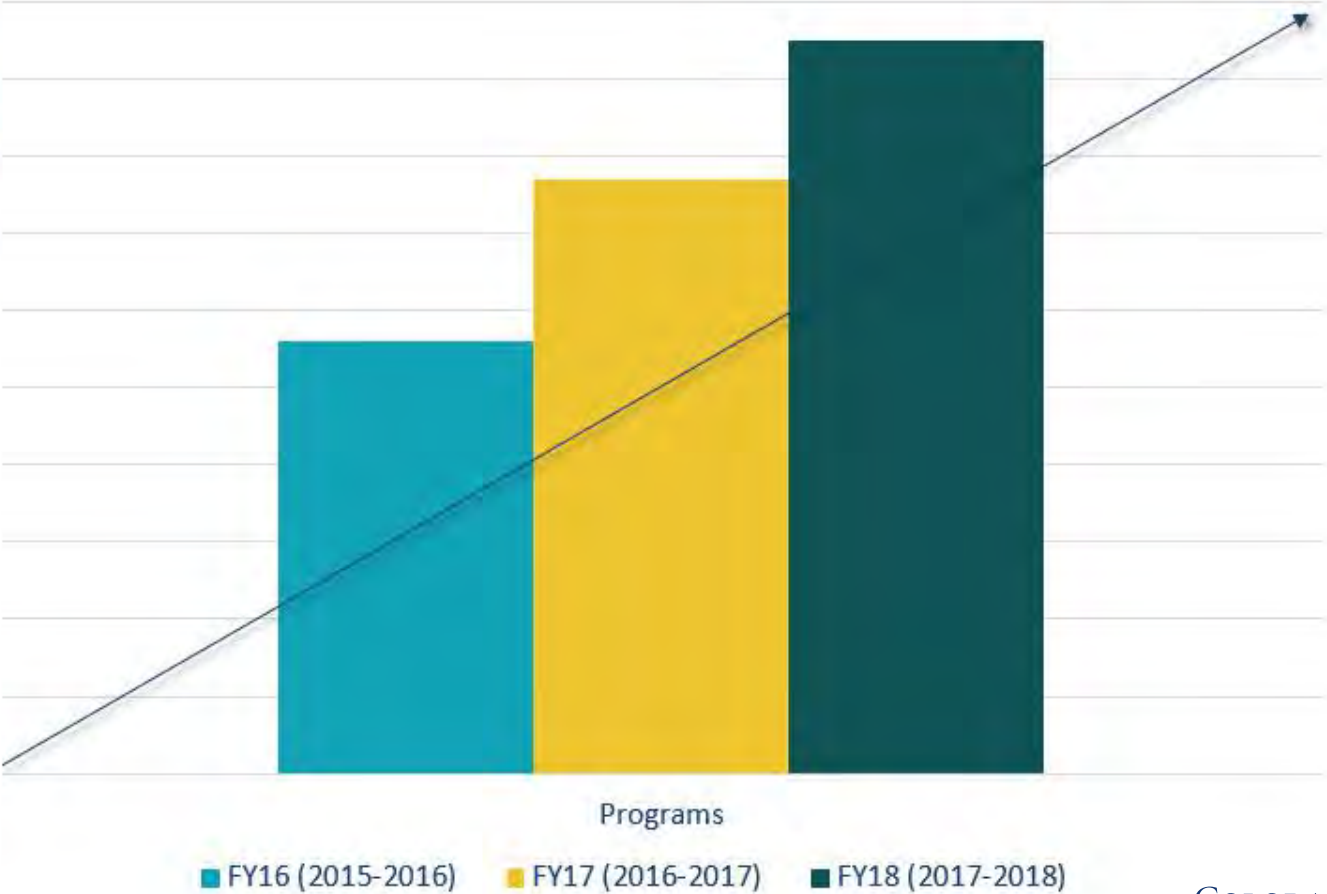


COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
 COLORADO STATE UNIVERSITY - PUEBLO
 CSU - GLOBAL CAMPUS

Significant Program Growth

+ 33 certificates
+ 10 degrees
+ 4 minors
** In the last 3 years*



COLORADO STATE UNIVERSITY SYSTEM

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Significant Revenue Growth

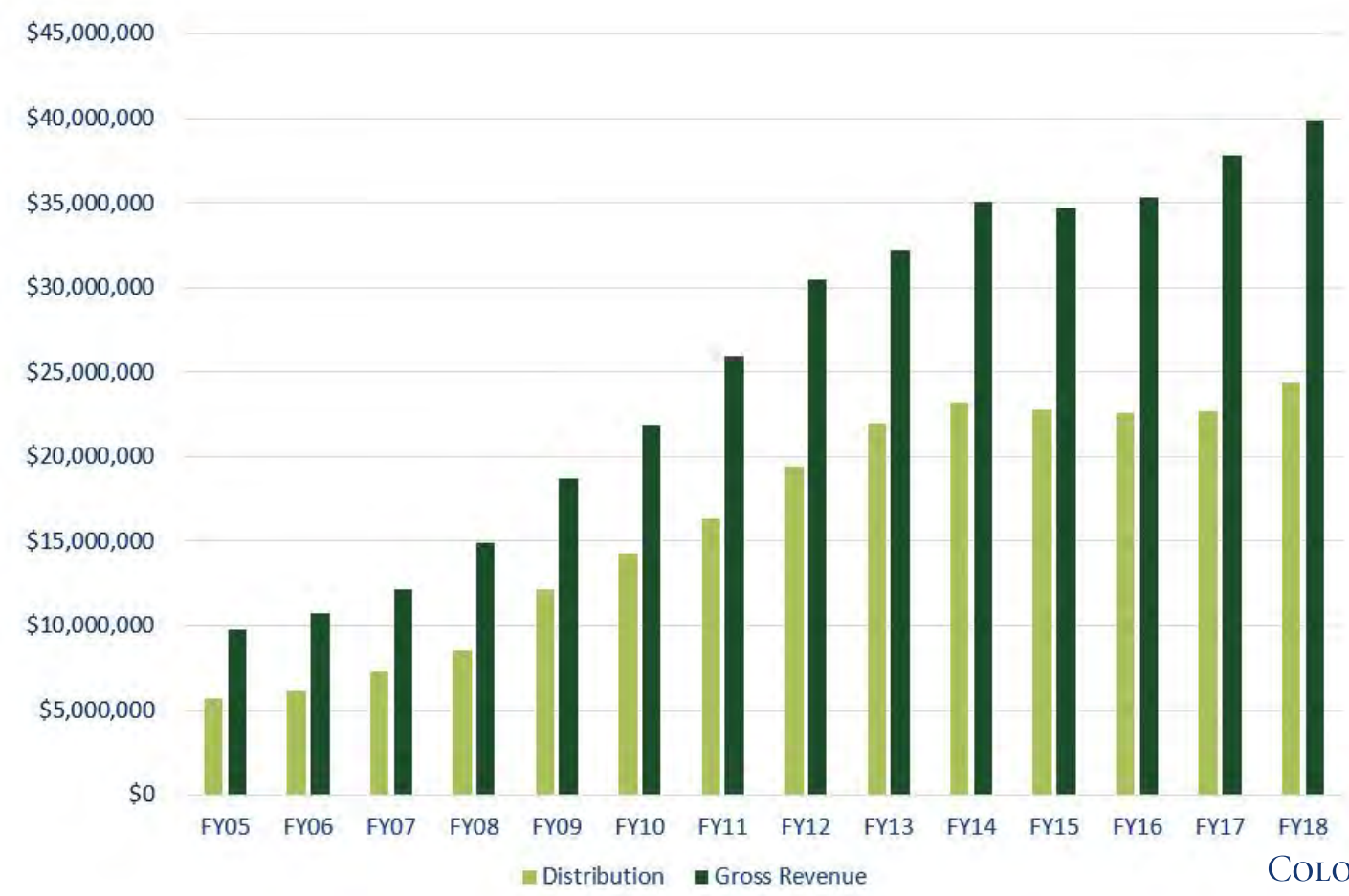
CSU Online Gross Revenue (millions)



COLORADO STATE UNIVERSITY SYSTEM

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Growth in Distributions to Colleges

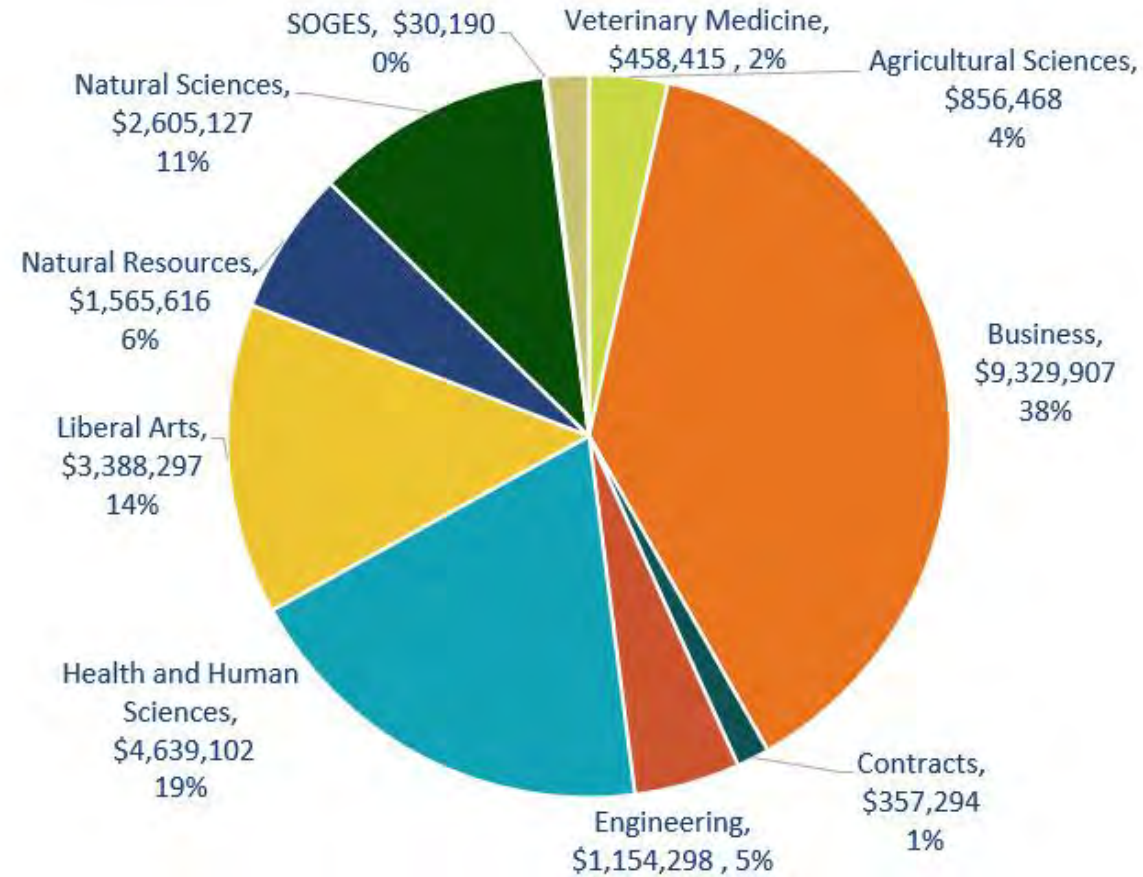


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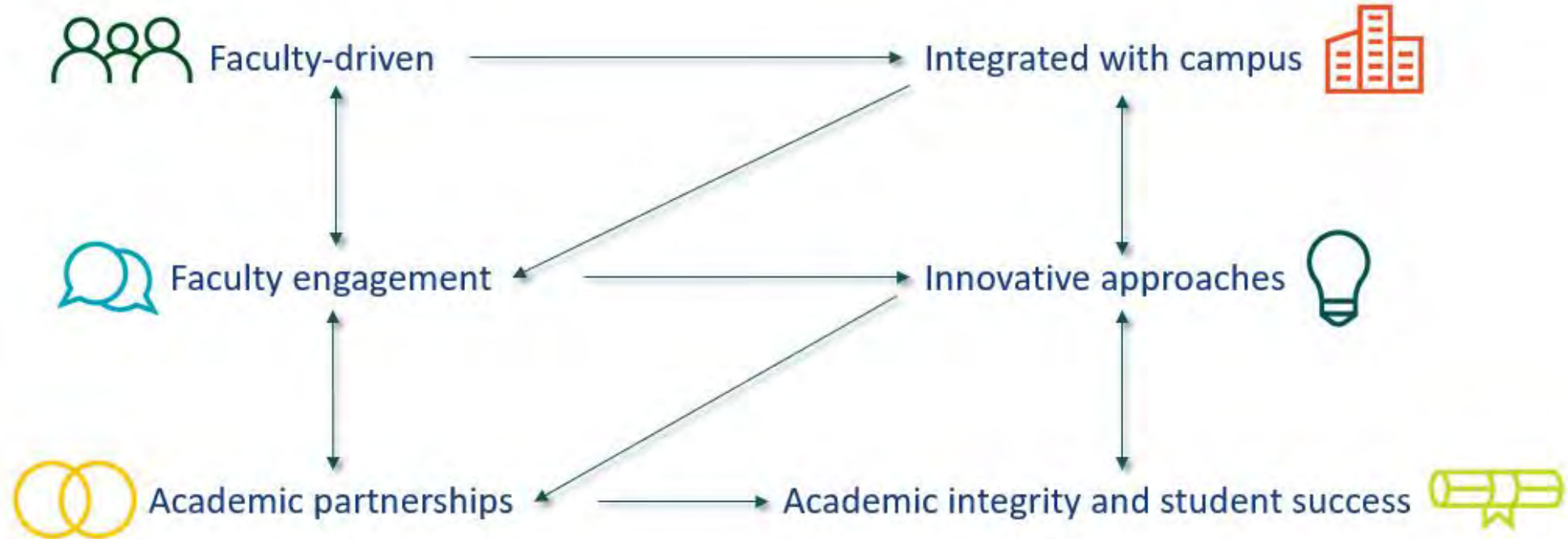
Distribution by College FY18



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What Defines Us and Future Opportunities



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Supporting the Land Grant Mission



Undergraduate

- Courses
- Degrees
- Minors
- Majors



Graduate

- Biomedical Engineering
- Social Work
- Natural Resource Stewardship
- Business Administration
- Higher Education Leadership Ph.D.



Professional development

- Badges
 - Creative Organizational Innovation
 - Spanish for Animal Healthcare
- Graduate certificates
 - Data Analysis
 - Military and Veteran Culture
- Non-credit and professional development
 - Project Management
 - Sustainable Community Development



Life/Hobbies

- Master Gardener training
- MOOCs
 - Science of Relationships
 - Water Scarcity

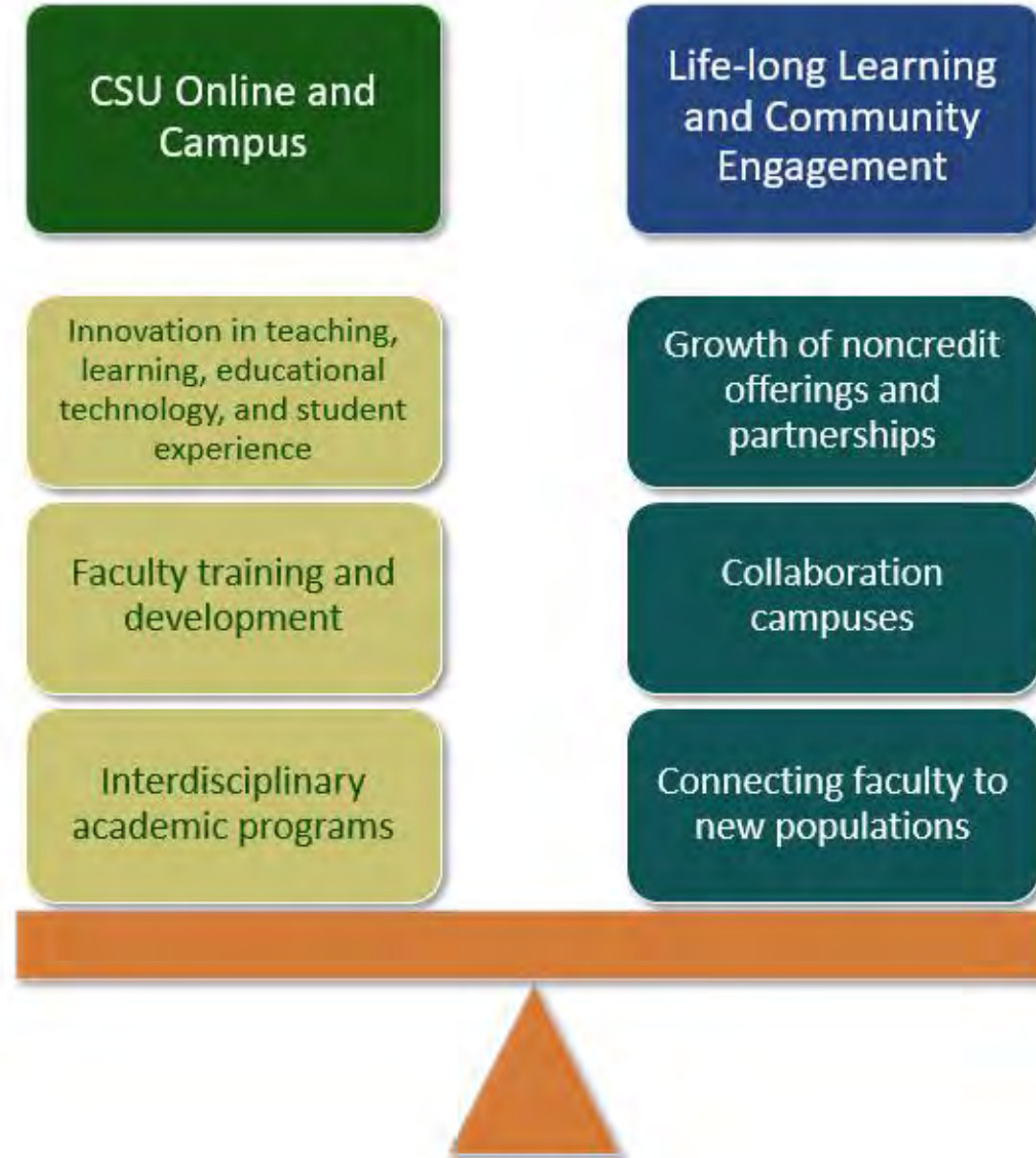


50 and better

- Osher
 - Modern and Contemporary Architecture
 - Living Aloha
 - Food for Life: Cancer Prevention and Survival



CSU Online Vision



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Section 12

CSU-Pueblo Campus Reports

- CSU-Pueblo Student Representative's Report
- CSU-Pueblo Faculty Representative's Report
- CSU-Pueblo President's Report



Colorado State University – Pueblo

Associated Students' Government



October Board of Governors Report

Mission:

- The Associated Students' Government of CSU-Pueblo is dedicated to advocating on behalf of students and their concerns, bridging the gap between faculty and student leaders. As well as establishing a productive and dynamic learning environment. ASG will serve as a liaison for students to staff, faculty and administration. It is our mission as representatives for the student body to create a positive and conducive collegiate atmosphere that will establish a strong personal and professional foundation that will propel students into a successful future

Past Traditions:

- The beginning of each academic year is an extremely exciting time of year to be on campus. For freshman, this is their first opportunity to experience what CSU-Pueblo has to offer along with a fresh start of becoming whomever they want to be. Because of this, student leadership administrations in the past have come up with multiple ways of enhancing the student-college experience. If a student has an incredible time in their first couple weeks here at CSU-Pueblo, this does two things: First, it increases their pride of becoming a CSU-Pueblo Thunderwolf, and; it also gives them bragging rights to their peers from high school who might have went to different institutions. The traditions of the past that were kept this year were Wolfpack Welcome Week, Packfest, the Student Employment and Involvement Festival, along with the ASG Homecoming Bonfire.
 - The first tradition to be mentioned is a week-long student engagement experience that is put on by the Student Engagement and Leadership office. Wolfpack Welcome Week helps provide a great beginning of the semester experience for all students, especially the incoming freshman. The week started Friday night of the new student move-in, with Night HOWL, which had s'more building stations right outside the resident halls. The following night was Pack Kick-Off which is mentioned in more detail later in this report. Sunday night, Hypnotist C.J. Johnson provided a show for over 115 students in the common

area of Culebra Hall. Monday, which was the first day of classes, students had the opportunity to make their own personalized street signs in the library. This was the 10th year that students were able to partake in this experience and over 200 signs were made. Tuesday's event provided 52 students the ability to enjoy a virtual reality experience where they could play different games or just observe others. The oldest tradition of Wolfpack Welcome Week was held on Wednesday where 2,110 students attended the Student Employment and Involvement Festival. This event had a total of 115 participating organizations of which 45 were off-campus vendors. On Thursday, students were able to meet the school mascot, Tundra, through Camp Tundra. Friday was the conclusion of Wolfpack Welcome Week where the S.E.A.L office gave out free state fair tickets to all students.

- This was the 3rd year CSU-Pueblo conducted Packfest. Packfest is a concert and festival for the student body and community. The event is conducted by the S.E.A.L office with collaborations from ASG through donations and volunteering. This was the first year that Packfest was accessible for the Pueblo community to attend through non-student tickets. This goes in-line with ASG's vision of connecting the Pueblo community with the CSU-Pueblo campus. The event was a huge hit, selling 1,400 tickets with an attendance of 1,000 people. Due to unforeseen weather circumstances, the main headline DJ Pauly D, couldn't make it to the festival. This upset a great number of attendees of the event, but the S.E.A.L administration and staff did an incredible job mediating the situation and promptly made decisions to help keep the festival going. Currently S.E.A.L is in communication with DJ Pauly D trying to reschedule for a performance in the near future. S.E.A.L has also refunded all tickets for the event due to the circumstance and have made it publically aware that when DJ Pauly D returns, the rescheduled performance will be free to the entire community.
- The ASG-Homecoming Bonfire has been a tradition for main previous ASG administrations. The true purpose of this event is too provide students with a networking atmosphere with CSU-Pueblo Alumni. In the past it was geared more towards connecting previous ASG with current ASG, however we felt that this limited outside ASG students from the networking experience. This year the event has been promoted from a different approach. Starting with a name change from ASG Alumni Bonfire to ASG Homecoming Bonfire. Additionally it has been marketed through our Alumni relations office and other constituent groups on campus.

New Traditions:

- Even though all of the past traditions mentioned above were successful this year and helped the overall student experience at CSU-Pueblo, there were a couple of new

traditions this year that helped increase pride all over campus. These events were not just from one single student leadership unit but were collaborations from a variety of constituent groups that had the same single focus in mind. This single focus was how can we make CSU-Pueblo a college going culture. In the past, the mindset of CSU-Pueblo was often looked second tier to large campuses in Colorado that tended to have a more social experience along with great academics. Seeing this as a growing point in the overall culture of CSU-Pueblo, these organizations banded together to help generate new traditions to challenge this mindset. These new traditions included Tundra's Tailgate and Pack Kick-Off.

- In the past there has never really been a student tailgate at CSU-Pueblo football games or other sporting events. Students often had to find their own non-school operated tailgates with community members or families. This distanced the students from one another and didn't provide a tailgating community atmosphere. Athletics saw this issue, and came to S.E.A.L and ASG to help generate a new concept that would better student involvement at sporting events. The result of this collaboration was a free tailgate to students for home football games that had free food and drinks provided by donations from both the on campus food source A'viands along with outside beverage vendors. The first Tundra Tailgate had just over 100 students.
- The second new tradition implemented this year was Pack Kick-Off. This event was a collaboration between Athletics, S.E.A.L, and volunteers from ASG. This was a night event hosted at the Thunderbowl. At the beginning of the night students were able to attend casino night on the patio overlooking the field. Casino night had a variety of card games with the chance to win tickets. These tickets were used to enter a raffle for different prizes. Immediately following Casino night, the students headed down to the field to either eat free pancakes, make spray paint t-shirts, or race through an inflatable obstacle course. The free pancakes were provided by campus ministries. Shortly after sunset the event concluded with a fireworks display put on by S.E.A.L. This event had just over 800 students.

In Closing:

- By re-emphasizing past traditions and implementing new, CSU-Pueblo is going in the right direction to enhance its college going culture. There is a genuine mind shift in the eyes of the student body, and an increase in overall pride. When walking through the newly renovated OSC, you noticed a gleam of hope and optimism for the future through the overall campus atmosphere. Students are enjoying each other's company, studying together in the new common areas, or enjoying lunch with their peers. Students are the most important aspect of this university, and we must do everything it takes to make

sure their experience here is life changing, encouraging, and promising for a better future.

Colorado State University System
Board of Governors

CSU-Pueblo Faculty Representative Report
Respectfully submitted by Susan Belpert
September 20, 2018

Colorado State University-Pueblo
AY 2018-19 Faculty Senate Meeting Agenda
ASG Chambers OSC 2nd floor, Faculty Senate Retreat
August 16, 2018 10:00 AM to 2:00 PM

- I. Call to Order: Margie Massey
- II. Approval of Minutes
 - a. April 16, 2018 minutes
- III. Approval of Agenda
- IV. Guests – 11:00a
 - a. Dr. Mottet – President CSU-Pueblo
 - b. Dr. Abdelrahman – Provost CSU-Pueblo
- V. Lunch at noon
- VI. Regular Meeting Schedule
- VII. Committee Service (Tim Peters)
 - a. Volunteers for appointments
- VIII. Individual Committee Sessions
 - a. Elect chairs
 - b. Determine meeting schedules
- IX. Potential Agenda Items 2018-2019 – From Faculty Open Forum
- X. Adjournment

Faculty Senate (FS) Key Discussions/ Actions:

- Reviewed: August 15, 2018 Convocation Week Senate, Open Session

- **Concern** Athletic costs vs. investments in academic programs: **Action:** campus wide meeting scheduled Thursday, September 20th
- **Concern** faculty handbook change requested department committee voting representation: ongoing adjunct, guest lecturers, etc. **Action:** college senators will consider a motion
- **Concern** marketing: advertising campaign: discussion and **Action:** FS chair will forward information to university marketing department
- **Concern** Blackboard changes: lack of communication with faculty and student access issues. **Action:** the ITC committee will address.
- Provost:
 - Efficiency combining course sections and canceling courses to improve accuracy of student count for census and budget monitoring
 - Efficiency improvements/ question do job descriptions need standardized (Ranges 50-80% teaching/ 10-20% scholarship/ 10-20% service)
 - Student Evaluations: bimodal results with small sample sizes/ voluntary online process
- President: FCC requirements for open records related to staffing plans and contracted payments
- Faculty Senate Board committee service and other representative assignments/ chairs
- Faculty Survey: spring 2018 data under analysis
- Graduate Studies: workload policy

Motions: None

Actions: None

**Colorado State University-Pueblo AY 2018-19
Senate Meeting Agenda OSC 006A Great Plains
September 17, 2018 3:30 PM to 5:30 PM**

- I. Call to Order: Margie Massey
- II. Approval of agenda
- III. Approval of minutes (April 16, 2018)
- IV. Information Items/Reports/Guests
 - A. President Mottet
 - B. Provost Abdelrahman
 - C. Senate President - Margie Massey
- V. Unfinished Business and New Action Items-First Readings, Second Readings, and Votes
 - a. 2nd Reading Graduate Faculty Workload – (GSB) – Cindy Taylor
 - b. 1st Reading Improve Current Teaching Evaluation Process – (FPP) – Kathryn Balek
 - c. Expedited Reading and Vote – Adjunct Evaluation (FPP) – Kathryn Balek
 - d. Amended Standard Syllabus Template (Appendix B of FHC) – (Previously approved 3/27/18) (APSB) – Matt Cranswick
- VI. Committees/Boards Reports -
 - a. Academic Programs and Standards Board (APSB) – Matt Cranswick

- b. Committee on Shared Governance (CSG) – Chris Messer
- c. Curriculum and Academic Programs Board (CAPB) – Arlene Reilly-Sandoval
- d. Faculty Compensation Committee (FCC) – Margie Massey
- e. Faculty Handbook Committee (FHC) – Cindy Taylor
- f. Faculty Procedures and Policies Committee (FPP) – Kathryn Balek
- g. General Education Board (GEB) – Justin Holman
- h. Graduate Studies Board – (GSB) Cindy Taylor
- i. Information Technology Board (ITB) – Margie Massey
- j. Scholarly Activities Board (SAB) – Mel Druelinger
- k. University Budget Board (UBB) – Alan Mills
- l. University Board on Diversity and Equality (UBDE) – Kim Cowden

VII. Faculty Representatives –

- a. Board of Governors (BoG) – Susan Belpport
- b. Colorado Faculty Advisory Council (CFAC) – Steve McClaran

VIII. New Business

IX. Adjournment

Faculty Senate (FS) Key Discussions/ Committee Action topics:

- Provost: requesting early September Faculty meeting (2019) to complete any unfilled committee membership from August meeting.
- Provost: HLC interim HLC report due spring 2019 to include Adjunct Evaluation Policy; implement fall 2018 after approval.
- Faculty Compensation Committee (FCC) working with president and other leadership to determine the equity process.
- Information Technology Board (ITB) working with Information Technology Services concerning Blackboard changes and communication with faculty
- Evaluation and Teaching; current handbook and discussion about potential revisions. Faculty Procedures and Policies Committee (FPP) will explore further and clarify motion and questions before next reading of the FS motion.
- Adjunct Evaluation form needs minor revisions; policy motion
- Curriculum and Academic Programs Board (CAPB): White Paper. Faculty Senate meeting Nov. 26 asked for motion to move to Nov. 12 to accommodate deadlines
- Graduate Studies Board – (GSB): discussions continue related to potential Graduate Director Role and reassignment time for current GSB member and motion related to the Graduate Faculty Workload policy. Graduate online applications are being implemented in the next two weeks to streamline university and department processes. RN (Associates degree) to MS (Nursing) approved to progress through approval process. Meeting Sept. 20th
- University Budget Board (UBB): Alan Mills will represent FS 2018-2019. Discussion related to adding Faculty Budget Board (FBB) committee to FS that was replaced by UBB; formed by the previous president.
- Committee on Shared Governance (CSG) – Chris Messer will contact the co-chairs for vacancies on boards
- Board of Governors (BOG): August meeting enrollment and budget predictions, review of athletics at CSU-Ft Collins and CSU-Pueblo, student fee processes and financial aid.

- Colorado Faculty Advisory Council (CFAC) opportunities to participate in Illumina Grant. Information on the recurring cost of current CUPA data.

Motions:

- Motion, second and **approved *to move*** motion to the next faculty meeting to allow the Graduate Studies Board to discuss at their meeting on Thursday, Sept. 20th: Reading Graduate Faculty Workload – (GSB) – Cindy Taylor
- **1st Reading** completed. Improve Current Teaching Evaluation Process – (FPP) – Kathryn Balek
- Motion, second and **approved**. Expedited Reading and Vote – Adjunct Evaluation Policy for Faculty Handbook (FPP) – Kathryn Balek (HLC requirement, discussions in Colleges began spring 2018)
- Motion, second and **approved**. Amended Standard Syllabus Template (Appendix B of FHC) – (Previously approved 3/27/18) (APSB) – Matt Cranswick
- Added to Agenda: Motion, second and **approved**. Move Faculty Senate meeting to November 12th (canceling Nov. 26th meeting) to facilitate CAPB curriculum approval meeting dates
- **Added to Agenda: Motion** by David Volk to reconstitute the former Budget Board (BB) committee which was last used in 2012. 2013 the University Budget Board replaced the Budget Board.

Cross Walk
Faculty short and long term goals (July 2017- David Volk presented to BOG) and
2017/18 and 2018/2019 President Priorities/ Jump Start Initiatives

2018-2019 University Priorities (2017)	2019-2020 Goals (2018)	2018 Twenty- Jump Start Initiatives (2017)	2017 July Short and Long Term Faculty Goals
<p>1. Enhance workplace for all employees</p>	<p>*Increase employee Satisfaction (every 2 yrs) 2016 2018 72.8% spr survey 2020 Goal 75% *Faculty compensation: 2017 2018 85% peer group 2019 Goal 90% Peer group *Admin Pro 2017 2018 unknown peer % 2019 Goal 90%</p>	<ul style="list-style-type: none"> • Address employee compensation (<i>Progress and In Progress; lacking anticipated annual 1.3 million dollars (FCC predicted report in 2017/ Faculty Senate chair) to complete equity adjustments.</i>) • Implement supervisory training (<i>Completed: Spring 2018</i>) • Research CSU-Pueblo "Academy" <i>concept (In Progress/ hire Office of Sponsor and Research Program Director)</i> <p><u>Employee Survey completed Jan 2018/ related, please see complete survey results</u> 418 participants Key: Strongly Agree and Agree/ Disagree and Strongly Disagree <u>Overall satisfied with employment</u></p>	<p>Short Term Goals</p> <ul style="list-style-type: none"> • Quicken the interview and hiring processes for new faculty. <ul style="list-style-type: none"> ○ <i>Are we expeditious and timely in recruiting the best faculty we can?</i> <p><i>Interim Provost Bruce Raymond eliminated provost second approval process (once position approved for posting) significantly improved timeliness of hiring process</i></p> • Establish base-level compensation for graduate faculty, the chairing of thesis committees, and by whom this will be determined. <ul style="list-style-type: none"> ○ <i>Are we fairly compensating the additional work and responsibilities of graduate faculty?</i> <p><i>In Progress: Graduate Studies Board preparing motion for (Faculty Handbook changes) second reading at Faculty Senate fall 2018</i></p> • Provide additional time for research and creative activities as well as service through a one-course reduction of the mandatory faculty load.

		<p>2013/14 70%/15.3% 2017/18 64.3%/16.8%</p> <p><u>Composite satisfaction:</u> <i>feel good about work I do</i> <i>treated with respect/</i> <i>supervisor</i> <i>treated with respect/</i> <i>colleagues</i> <i>Work environment</i> <i>work/life balance</i> <i>Feel Isolated overall</i> <i>university</i></p> <p>2013/2014 69.2%/13% 2017/2018 72.8%/11.7%</p> <p><u>Trust Leadership</u> 2013/2014 46.6%/13% 2017/2018 65.6%/2.4%</p> <p><u>Cares Employees</u> 2013/2014 46.4%/10.8% 2017/2018 53%/7.2%</p> <p><u>Like most -working with students most common answer</u> 2013/2014 77.6% 2017/2018 79.14%</p> <p><u>Like least- Pay most common answer</u></p>	<ul style="list-style-type: none"> ○ <i>Are faculty provided adequate time and support to be active scholars in their field?</i> <i>In Progress: Graduate Studies Board preparing motion for (Faculty Handbook changes) second reading at Faculty Senate fall 2018</i> ● Institute a clock-stopping mechanism for tenure and promotion for time in rank for faculty demonstrating documentable need, allowing for the accommodation of emergent needs not currently addressed in the Faculty Handbook. <ul style="list-style-type: none"> ○ <i>Do we have policies that support faculty facing medical hardships, etc.?</i> <i>This has not been addressed by any of the Faculty Senators would need Human Resources advisement for any motions.</i> <p>Long Range Goals</p> <ul style="list-style-type: none"> ● Continue to implement recommendations of the campus-wide Equity Study <ul style="list-style-type: none"> ○ <i>Are we adequately addressing issues of salary compression and salary inequity in departments?</i> ○ <i>Are we losing faculty over these issues?</i> <i>Faculty Compensation Committee: \$25,000 budget equity/ sm number of faculty increased</i> <i>Continued issues with compression and equity all colleges/ FCC</i>
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		<p>2013/2014 50.3% 2017/2018 56.16% <u>Compensation compared similar dept</u> 2013/2014 39.2%/37.5% 2017/2018 27.53%/49.04% <u>Compensation compared similar outside</u> 2013/2014 23.5%/53.4% 2017/2018 13.22%/ 63.94% <u>Professional Development available</u> 2013/2014 42.3%/32% 2017/2018 47.59%/ 66.15% <u>Adequate Staff to do the job</u> 2013/2014 33.8%/48.2% 2017/2018 28.23%/ 54.54%</p>	<p><i>implemented double increase tenure/ promotion increased inversion and compression issues Faculty Recruitment and retention rates; need data from Exit Interviews- will follow-up 2013-2014 staff/faculty position cuts increased workload with no equity or COL increases until recent 2018-2019 predicted 3% COLA in July; with predicted fall decrease enrollment January COLA 2% with 1% equity changes.</i></p>
<p>2. Design differentiated vision</p>	<p>Vision/Mission/ Value/ Principles statements 2018 Draft BOG Oct. meeting 2019 Goal Implementation Execute by Feb. 2019</p>	<ul style="list-style-type: none"> • Create four-year college going culture in Pueblo <i>Vision 2028 (Vision, Mission, Values, and Principles anticipate to engage potential students in college conversations with parents with university visibility in high</i> 	<p>Long Range Goals</p> <ul style="list-style-type: none"> • Strengthen our campus culture as an HSI and possible MSI. <ul style="list-style-type: none"> ○ <i>What changes in campus culture are evident around our HSI (and possible MSI) status?</i> <p><i>Mission/ Vision/ Values/ Principles process anticipated to address this goal in 2019.</i></p>

		<p><i>schools and magnet elementary school on campus.</i></p>	<p><u>Employee Survey completed Jan 2018/ related, see complete survey results</u> 418 participants Key: Strongly Agree and Agree/ Disagree and Strongly Disagree</p> <p><i><u>Express Opinions openly Dept/Division</u></i> 2013/2014 45%/ 29.6% 2017/2018 42.75%/ 32.61%</p> <p><i><u>CSU-Pueblo's Mission, Vision and goals are clear</u></i> 2013/2014 53.2%/ 22.8% 2017/2018 64.95%/ 14.96%</p>
<p>3. Maximize organizational efficiencies</p>	<p>*Identify, prioritize, procure and implement <u>2 critical</u> enhancements to organization efficiencies that significantly reduce employee time, reduce errors and minimize institutional risk</p> <p>*Implement 10 leading indicators with measurable outcomes</p>	<ul style="list-style-type: none"> Expand nursing program <i>Progress and In Progress/ Undergraduate nursing program student FTE increased 209.1-241.6 since Fall 2017 and Graduate Nursing program maintained MS student FTE and awaiting Doctor of Nursing Practice (DNP) HLC approval fall 2018.</i> Develop task force to examine Psychology building <i>In Progress (Task Force includes Provost) 4 subcommittees meeting weekly to discuss and work with design team for proposed School of Nursing & Health Sciences collaboration between</i> 	<p>Short Term Goals</p> <ul style="list-style-type: none"> Review campus policies and procedures, the role of non-academic offices in supporting academic units, and the role of academic units in designing the campus processes that support them. <ul style="list-style-type: none"> <i>Are support units adequately meeting the needs of the academic units?</i> <p><i>Until recently overall adequate is a fair measurement. Multiple retention and retirements have led to delays and customer service issues. Anticipate when positions are filled delays and inadequacies will improve by spring 2018. The president and provost are aware of the gaps with recent and anticipated employee losses and agreed to prioritize support staff (HR Director, Chief Information Officer, administrative support department positions) / web</i></p>

		<p><i>multiple disciplines Nursing, Athletic Training, Health Promotion (Public Health & Pre-Nursing students) to expand degree options with current and little to minimal curriculum course additions and space utilization</i></p>	<p><i>site development/ and BB faculty and student support.</i></p> <p>Long Range Goals</p> <ul style="list-style-type: none"> • Strengthen IT and computer functionality across campus. <ul style="list-style-type: none"> ○ <i>Are instructors provided the IT support and technology they need in their classrooms?</i> <p><i>Over the last few years, state funding partially updated infrastructure however; lacking in teaching capabilities (LMS) with no faculty or student support for evening or weekend courses (online or on campus). Summer 2018 instructor control taken away to add enrolled students to BB without communication to summer or fall faculty.</i></p> <p><u>Employee Survey completed Jan 2018/ related, see complete survey results</u> 418 participants Key: Strongly Agree and Agree/ Disagree and Strongly Disagree</p> <p><u>Duties well defined</u> 2013/2014 73.5%/ 12% 2017/2018 69%/ 14.67%</p>
<p>4. Market & position the university</p>	<p>Implement 2nd phase of marketing plan design to increase enrollment and elevate brand (Greg Hoy starts in Oct. 2018)</p> <p>Phase 1: <i>Marketing (billboards, commercials, radio) to local</i></p>	<ul style="list-style-type: none"> • Increase financial aid <i>In Progress</i> • Implement local marketing campaign; <i>High School tracks and magnet elementary school on campus</i> 	<p>Short Term Goals</p> <ul style="list-style-type: none"> • Increase transparency in the budgeting process and give college Dean’s greater authority in budget and hiring decisions. <ul style="list-style-type: none"> ○ <i>Are we centralizing budget decisions or engaging the entire campus in these decisions?</i>

	<p><i>community and across Colorado to increase visibility. Outside organization marketing campaign to initiate university diversity and brand</i></p>	<ul style="list-style-type: none"> • Develop "First-Stop" concept <i>New Occhiato Student Center provides advising, student support services, resources, bookstore, cafeteria and other student academic and social engagement opportunities.</i> 	<ul style="list-style-type: none"> ○ <i>Are we utilizing the expertise and knowledge of our Deans effectively?</i> <i>Needs some additional improvement to streamline process with Faculty Senate involvement</i> <p>Long Range Goals</p> <ul style="list-style-type: none"> • Increase our community engagement and service role to Pueblo and southern Colorado. <ul style="list-style-type: none"> ○ <i>Are we making a difference in Pueblo and the region we serve?</i> <i>High School Track Centers in District 60 and 70 should increase engagement. Advertisement and community input into Vision 2028 process is hopeful to further engage community. Collaborative course experiential learning experiences in communities will engage students and faculty in community. Continue student and faculty community service activities.</i>
<p>5. Improve university performance</p>	<p>Increase student to faculty ratio from 14.1 to 16.1 (Peers at 16-17:1)</p>	<ul style="list-style-type: none"> • Implement wait lists- <i>Complete</i> • Implement advising month <i>Complete</i> • Connect all students to another person <i>In Progress</i> • Implement professional advisors <i>In Progress- some faculty resistance to model proposed with recent</i> 	<p>Short Term Goals</p> <ul style="list-style-type: none"> • Empower faculty and staff at all levels to expedite work and improve quality of service delivered. <ul style="list-style-type: none"> ○ <i>Are we centralizing policy decisions or engaging the entire campus in these decisions?</i> <i>No process change; no senator has brought a motion proposing change. College Faculty Senators currently bring motions from departments represented to Faculty Senate committees for</i>

		<p><i>progress to a collaborative department type model</i></p> <ul style="list-style-type: none"> • Implement STARFISH <i>Implemented- Provost office is working to improve gaps for adjunct faculty teaching</i> • Implement GPA alert program <i>Implemented Starfish- Provost office is working to improve gaps for adjunct faculty teaching</i> • Study summer school offerings- same task force as below? <i>2018 Task Force initiated 2019 Planning in Progress</i> • Develop task force to examine course scheduling <i>Same task force as above</i> • Implement career advising council <i>No to little progress- continued efforts to establish process and support resources</i> • Increase internship participation <i>In Progress-departments collaborating with community employers to implement experiential learning and internships</i> 	<p><i>advancement to Faculty Senate Executive committee for full Senate agenda. A first and second reading allow for input, clarity and organization and department/ College specialized needs.</i></p> <ul style="list-style-type: none"> • Consider a new content management system (Blackboard). The current contract was extended without input of faculty. <ul style="list-style-type: none"> ○ <i>Are we utilizing the best content management system for courses and are faculty satisfied with the system offered?</i> <p><i>Over the last few years, state funding partially updated infrastructure however; lacking in teaching capabilities (LMS) with no faculty or student support for evening or weekend courses (online or on campus). Summer 2018 instructor control taken away to add enrolled students to BB without communication to summer or fall faculty.</i></p>
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<p>6. Enhance financial sustainability</p>	<p>*Maintain Comprehensive Financial Index (CFI) at 2.33 2018 2.33 2019 maintain at 2.33 *Increase enrollment 2018 (fall) <i>actual</i> 3936 (goal was 4075) 2019 Goal 4181 *Increase Fr. retention 2018 goal 63 (2017) increase to 67% 2019 to 68% *Increase completion 2018 Goal (six yr. rate at or above 34%) 2019 to 35% *Increase placement 6 mo. after graduation 2018 goal 82% 2019 to 83% *Increase foundation annual fundraising from 2018 3.1 mil 2019 4.5 mil</p>	<ul style="list-style-type: none"> Increase on-line enrollments <p>2018 <i>Expanded online programs, streamlining student application processes and consultant online companies to assist with online course/ program development to establish rigorous and quality instructional services)</i></p> <p>2019 <i>Continue evaluating current course/ program outcomes while expanding within the market need and resources available to maintain sustainability of programs.</i></p>	<p>Long Range Goals</p> <ul style="list-style-type: none"> Increase philanthropic support of the academic program. <ul style="list-style-type: none"> <i>Are we increasing private dollars toward the academic program?</i> <p><i>Presidents 2019 goals for increasing foundation fundraising and Alumni organization development at the department level before graduation are hopeful to address this goal.</i></p>
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DATE: September 26, 2018
 TO: Colorado State University System Board of Governors
 FROM: Timothy Mottet
 SUBJECT: President's Report for October 2018

My report is organized around the below six university priorities.

University Priorities

1. Enhance workplace experience for all employees
2. Design a differentiated vision
3. Maximize organizational efficiencies in all work processes
4. Market and position university
5. Improve university performance metrics
6. Enhance financial sustainability

Enrollment and Retention for Fall 2018 (Priority 5)

Fall 2018 headcount is 3,936, compared to 4,053 in fall 2017, a decline of 3%. However, new student enrollment (1,061 new freshmen and transfers) increased by more than 4% and surpassed the new student goal, an accomplishment attributed to new recruitment and outreach activities, including efforts to improve opportunities for transfer student enrollment. Cornerstones of that effort were two new transfer scholarship programs, with one scholarship tailored to transfers from partner Southern Colorado community colleges, as well as improved relationships with those colleges.

Online enrollments continue to be a source of growth for the University, with 131 new students enrolling solely in online programs, including the fully online Construction Management, Master of Business Administration and RN to BSN programs.

Strong new student enrollment was matched by a dramatic increase in freshman retention, the measure of first time, full-time new freshmen from Fall 2017 who returned this fall. While the retention rate is not final until the fall semester is complete, preliminary results show that 68.4% of the freshman class returned, compared with this year's goal of 67% and an actual retention rate of 63% last year.

While fall enrollment saw an uptick in non-resident students, the majority of CSU-Pueblo students are from Colorado, and 44% come from Pueblo County. This fall, 17% of all students and 22% of new students are from out-of-state, with a notable increase from Texas and the largest out-of-state population coming from California. ThunderWolves hail from 39 states and 41 countries.

Aligning Expenses with Revenues (Priorities 3 and 6)

The university has identified the following initiatives as ways to align expenses with revenues allowing us to have a balanced FY20 budget.

Increase summer programming. We continuously look for ways to expedite student completion and consider summer school programming to be one of the drivers. We are currently assessing student needs and working to increase on-line general education course offerings.

Incentivize retirements. As enrollments fluctuate, we believe a program to incentivize retirements may provide the university with opportunities to optimize staffing levels.

Optimize programming at Tower location. We have an opportunity to increase market share by more strategically tapping into the higher education needs of those who live in Colorado Springs. CSU-Pueblo provides a four-year university alternative to the University of Colorado-Colorado Springs.

Review all non-teaching releases and assess low enrolling programs and courses. Both of these best practices ensure best use of resources and quality pedagogy.

Develop IT solutions to increase efficiency and productivity. The university is in need of IT solutions to significantly reduce employee time, reduce errors, and minimize institutional risk.

HR Transitions (Priority 1)

Three university leadership transitions are underway.

Chief Information Officer. Chris Milliken is currently serving as interim CIO until a search is conducted to find the permanent replacement for Erich Matola who has left the university.

Director of Human Resources. Jennifer Quintana is currently serving as interim Director of Human Resources until a search is conducted to find the permanent replacement for Ralph Jacobs who is retiring.

Controller. Chris Fendrich is currently serving as interim Controller until a search is conducted to find the permanent replacement for Bob Gonzales who is stepping down to assume another role within Business Financial Services.

Update on Visioning (Priority 2)

Through a comprehensive stakeholder engagement process that started in April, the university community has endorsed a new vision, mission, set of values, and guiding principles that will be presented to the Board of Governors at the October board meeting. Dr. Donna Souder Hodge and 10 of her steering committee members will be in attendance to make a 30-minute presentation. By February 2019, we will bring an implementation plan and investment opportunities to the Board of Governors for feedback and consideration.

Opportunities (Priorities 1-6)

Solar initiative. CSU-Pueblo has been exploring the possibility of significantly expanding our campus' reliance on solar power ("net zero electric"). We estimate that installing 12MW to 14MW of solar panels on the campus would be sufficient to meet our current electricity needs. Cost estimates have not been solicited, but vendors have indicated that an investment of approximately \$50 million would be required. We are currently exploring the possibility of a third party provider financing the entire project at their

expense, including the cost of installation and maintenance. CSU-Pueblo could enter into a long-term ground lease (i.e., 25 years) with a solar energy provider, who would then sell the electricity generated by the solar panels to CSU-Pueblo. We intend to continue to explore the opportunity with Johnson Controls (our energy performance contractor).

Charter school initiative. We are examining a potential partnership with Pueblo County School District 70 to support a charter school located next to campus. Our partnership will involve the following:

- Our teacher education students gaining teaching experience by working alongside experienced teachers in a lab school setting.
- Our teacher education faculty providing counsel and professional development to the faculty of the charter school.
- Our faculty across the university serving as subject matter experts to charter school faculty.

We have not signed any agreements at this time and this partnership will not involve a financial commitment from the university. This partnership aligns with numerous university priorities including our

- Creating a university going culture
- Providing our students with high impact, profession-based instructional practices
- Maximizing our programming, especially our new program in Early Childhood Education
- Strengthening our partnership with the community

Developing Partnership with Eurofins (Priorities 3, 5, and 6)

CSU-Pueblo has collaborated with Eurofins to develop a non-binding Memorandum of Understanding (MOU) as a framework for collaboration to establish such a partnership. This includes research collaborations and data sharing, facilities use by CSU-Pueblo faculty and students, and internship opportunities for CSU-Pueblo students. The MOU further outlines the proposed testing activities at the lab to likely include DNA analysis, cannabinoid and terpene analysis, measurements of contaminants such as heavy metals and pesticides, as well as pathogen and pest analysis.

Eurofins (<https://www.eurofinsus.com/>) is a publically traded multibillion-dollar multinational products testing company with facilities located throughout the globe including Europe and North America. Testing services range from those related to the agrosiences to genomics to food safety. Eurofins is interested in moving into the cannabis testing space in the United States. Eurofins does have experience in this space with labs testing cannabis and cannabis related products in Canada and the Netherlands (<https://www.eurofins.com/biopharma-services/product-testing/services/>). This is a timely move, especially given the likelihood of Congress treating hemp as an agricultural product.

We seek to develop a public-private partnership that would establish a Eurofins testing lab in Pueblo adjacent to the CSU-Pueblo campus. This laboratory would be under the AgBio (<https://www.eurofinsus.com/agbio/>) portion of Eurofins. This lab would support the ongoing Institute of Cannabis Research (ICR) projects and support the education mission of the University.

The Pueblo Economic Development Corporation (PEDCO) has entered into negotiations to use incentives to bring the Eurofins lab to Pueblo. PEDCO has vetted Eurofins and believes the lab is economically viable. Vetting focused on the financial strength and sustainability of the enterprise. Given the size (revenue and number and distribution of facilities) of Eurofins, the fact that they are a publically traded company for over 20 years, and experience and expertise in the space (AgBio testing with emphasis on cannabis) that they seek to enter they were identified as a strong candidate to receive incentives from PEDCO to locate in Pueblo. Locating the lab in Pueblo is expected to bring 15 high paying, highly skilled jobs to the area.

Eurofins is interested in a partnership with CSU-Pueblo for a variety of reason including the ICR, potential for future collaborative research projects from a variety of potential external sources, and our location (cannabis production in the region and potential PEDCO incentives).

The presence of the Eurofins facility will provide internship opportunities to students at their facility in Pueblo, as well as a gateway to internship opportunities and careers at other facilities. Internships and careers are not limited to the STEM disciplines. Internship opportunities directly grow the experiential education options for CSU-Pueblo students. Eurofins will likely complement the expertise on campus. This partnership is anticipated to increase external research funding, and therefore, research opportunities for our students. In recent years CSU-Pueblo and CSU have been discussing and planning for some 2+2 agriculture degree options. The Eurofins lab may help facilitate this partnership between campuses, and with the changing climate towards hemp as an agricultural product, the partnership with Eurofins may be timely and relevant to developing niche educational markets around hemp production.

Cannabis continues to be a hot button topic and any announcements around the ICR and a laboratory that will be doing testing related in any way to cannabis production may garner extra scrutiny, attention, and likely some criticism. However, Eurofins is an established testing company with a strong reputation, and if they do pursue testing beyond hemp (i.e. high THC materials) they will require a Schedule 1 license and all testing activities will have to be federally compliant.


Update on Institutional Investments Introduced at December 2017 BOG (Priorities 1-6)

The university has invested \$1.5 million to enhance university performance. These funds came from CSU-Pueblo's Extended Studies reserves. Six initiatives have been identified that map to one or more of the university's priorities. Four of the six initiatives have return on investments allowing the initiatives to be sustainable over time.

CSU-Pueblo Funded Jumpstart Initiatives Update

University Priority	Jumpstart Initiative	Initial Investment / Investment to Date	Budget Detail	Status Report	Impact to Date
4	Implement local marketing campaign	\$725,000* 2018 \$143,260 2019 \$194,130	<ol style="list-style-type: none"> 1. We will invest 20% in Spring 2018 or \$127k. See below for breakdown. 2. We will invest 20% in Summer-Fall 2018 and 60% in Spring-Summer-Fall 2019 to launch new vision. 3. The marketing and communication plan for Summer-Fall 2018 is being refined. 4. Extended Studies contracted with Easy Social, a Social Media Company for expanded social media/online marketing in Summer 2019. 	<p>Campaign was fully implemented in May 2018, which had significantly less time for the impact to total fall enrollment numbers than initially envisioned, but increasing awareness and driving traffic to the website has been successful.</p> <p>Money has been reserved to be able utilize in a more strategic approach with the hiring of a new Executive Director of Marketing, Communication, and Community Relations on October 1, 2018. We will assess the impact of the campaign by measuring the following four sets of enrollment indicators:</p> <ol style="list-style-type: none"> 1. Increase the Fall 2018 enrollment to 4,075 headcount (from 4,053). 2. Increase the Fall 2018 "resident" enrollment to 3,418 headcount (from 3,414 with ultimate goal of 3480 by 2020). 3. Increase Capture Higher Education-tracked visitors to CSU-Pueblo websites from June 1-Sept. 1, 2018 by 2% over 2017 (goal=58,774 during the summer timeframe). 4. Increase the percent of visitors June 1- Dec. 31 tracked by Capture Higher Education to websites tagged as Admissions-related from 4.3% in 2017 to 5% in 2018. 	<p>New student enrollment (1,061 new freshmen and transfers) increased by more than 4% and surpassed the new student goal for Fall 2018.</p> <ol style="list-style-type: none"> 1. Not met – Enrollment was 3,936 at census but, new student target of 1,039 was exceeded at census 1,061. 2. Not met – was 3,248, but among new students, the percentage of in-state (83%) held steady. We did see a slight uptick in new student enrollment from Pueblo and El Paso Counties, the target campaign markets. Also, we did see an uptick in new freshmen and new transfers from Colorado overall and some slight increases in Alamosa and Las Animas counties, which received small portions of the campaign efforts. 3. Goal met – Visitors totaled 157,940 during the summer timeframe – excluding athletic visits, the traffic still totaled 118,750 more than doubling our efforts. 4. Not yet complete - Trending towards 6.7% of visitors are to pages tagged as admissions-related with time to reassess in January 2019.
5	Increase financial aid	\$170,000* 2018 \$0 2019 TBD 2020 TBD	<p>The Foundation assisted with increasing transfer scholarship for Spring 2018 semester to jumpstart our investment. The University will cover this investment for FY19 and FY20.</p> <p>For new transfer students beginning in Spring and Fall 2018, we will offer a \$1,250 Phi Theta Kappa scholarships up to 40 students and \$750 Southern Colorado Partnership Scholarships up to 160 students from local community colleges with at least a 2.75GPA and an Associate's Degree.</p>	<p>Transfer scholarships were the main focus and connection for AY 2017/2018.</p>	<p>Institutional Research and Enrollment Management are coordinating on an in-depth analysis of our financial aid awarding model, to determine the success of our changes adopted in 2016 and to bring forward recommendations for any changes in that model or the total aid made available.</p>
5	Expand nursing program	\$200,000*	<p>We will invest in the following manner:</p> <ol style="list-style-type: none"> 1. Spring 2018: \$78k, which includes half of simulation tech @ \$33k, equipment @ \$34.6k, and adjunct instructors @ \$10.4k. 	<p>Launched Online RN-BSN program through Extended Studies in Summer 2018. Developed an MBA with a Healthcare emphasis in collaboration with the Hasan School of Business.</p>	<p>Headcount grew from 233 in Fall 2017 to 276 in Fall 2018 (150 -> 193 undergraduates, 83 -> 83 graduates) FTE increased from 209.1 to 241.6</p> <p>Ten additional students have been enrolled and as of 9/1/18 our student FTE is up by 12.5% for fall 2018.</p>

			<p>2. Total estimated first year cost is \$131k for equipment, full year of technician, and adjunct instructors. Equipment needs include server, computer/monitor/printer, desk chairs, phone, other costs include some IT needs for wiring/connecting equipment, and acoustic curtains/dividers.</p> <p>3. Estimated total annual costs after two years (for salaries and adjuncts; does not include startup equipment costs \$121k.</p> <p>4. Estimated total annual revenue (based on student share for an in-state student, and assuming 25% of tuition goes to financial aid) \$142k</p>	<p>We added the simulation technician and equipment as planned, some of the marketing funds are in the process of being used with the RN-BSN and is being coordinated with CSU-Pueblo Online (approximately \$8K).</p>	<p>With additional funding from Parkview Medical Center, we have increased 10 student admits during spring/summer 2017 and 2018. An additional 10 students were added Spring 2018. Additionally, we will be adding 10 more students this spring so the total increase admits from 90 student average per year from 2 years ago and for spring/summer 2019 will be admitting 130/year.</p>
1	Supervisory training	\$70,000***	<p>We will invest this amount over a two-year period and will offer four training programs that will touch over 200 employees. See below for budget detail. To make the training sustainable, the 70k fee includes Train-the-Trainer programs.</p>	<p>Presidential Fellows Dr. Donna Souder Hodge, Mr. Adam Pocius and Mrs. Amy Robertshaw were assigned to this task for January – August 2018. Each of them received training and certification in Real Colors “Train the Trainer”. They worked with IOD to implement a plan for four levels of supervisory training: Real Colors, Extraordinary Leaders, Supervisory Training, HRDQ+ and Coaching for Commitment</p>	<p>Real Colors – 181 of 529 full time employees have participated, four more trainings scheduled to include 210 employees for fall 2018. Extraordinary Leaders – All Cabinet members participated in a 360* review by their supervisor, direct reports, peers and others. Report was disseminated and each Cabinet member participated in a one-hour coaching session for direction and improvement. All Cabinet members had the option of participating in the Gallup Strengths Finder. HRDQ+/Supervisor Training is scheduled for early Spring 2019 and will impact 75 employees including all department chairs, supervisors of 5+ employees and unit directors. Coaching for Commitment is scheduled in May 2019 and will impact 32 employees, all of whom are on the University Leadership Team. This will include a second day of one-on-one coaching sessions for Cabinet.</p>
5	Study summer school offering	\$20,000 Additional \$30,500 from Provost's Office and \$10,000 from Center for Teaching and Learning	<p>We will invest in marketing summer school in addition to assisting faculty in converting some face-to-face general education courses to the on-line format. We focused on increased advertising for resident instruction (RI) classes and seven new online general education courses, allowing students to receive in-state tuition for summer school for those new courses; we also discounted summer dorm rates for the first summer session; and we supported summer hourly positions for students (\$1000 jobs were available for students enrolled in at least 6 summer credit hours, and \$500 jobs were available for students enrolled in at least 3 credit hours).</p>	<p>We awarded a total of \$30,500 from the Provost's account toward Institutional Work Study awards. Additionally, because we leveraged CTL resources (management and marketing) and Extended Studies online expertise, we did not use any of the \$20,000 we were given from the President. These funds can be used in 2018/2019AY.</p>	<ol style="list-style-type: none"> 1. We ended up with exactly the same headcount in summer 2018 RI plus enrollments in the seven new online general education courses 2. Summer 2018 RI headcount of 960, plus non-RI headcount of 42 (students only taking online general education classes), for a total of 960+42=1002 3. We ended up with .8% more credit hours or up .8% FTE 4. 37 students were employed in the special summer jobs program, for 233 total summer (RI and non-RI) credit hours. 5. Housing discounts went to 18 students, 15 of whom were enrolled in RI summer courses (and 2 of those also were enrolled in one of the new online courses). 6. All seven of the 'new' online courses ended up with at least 10 enrolled except for Chemistry 160 (which had 5); two of the 'new' online courses had at least 25 enrolled.

					7. Had a ~6% decline occurred in credit hours as would otherwise have been expected, the loss in tuition revenue would have been ~\$100K, i.e. the funds invested (\$30.5K, not including revenue sharing, plus ~\$30K for instructional and housing costs,) were well below the return.
5	University Track Centers	\$317,460*	<p>We will invest in the following manner:</p> <ol style="list-style-type: none"> Y1 (17-18): \$84,500 - \$50,000 renovation work at 2 schools; \$10,000 signage; \$2,500 publicity/kickoff event; \$12,000 pubs and giveaways; \$10,000 office setup Y2 (18-19): \$116,480 - \$84,480 center coordinators' salary and benefits (\$33,000 + 9,240 =42,240 x 2); \$32,000 operating/special events (2 centers) Y3 (19-20): \$116,480 - \$84,480 center coordinators' salary and benefits (\$33,000 + 9,240 =42,240 x 2); \$32,000 operating/special events (2 centers) 	<p>Pueblo West High School Track Center - Staffed by Ms. Malorie Weiss, Opened August 13, 2018 and Ribbon Cutting September 12, 2018.</p> <p>Pueblo East High School Track Center - Staffed by Ms. Lacey Clemmensen, Opened August 22, 2018 and Ribbon Cutting September 12, 2018.</p>	
	Total	\$1,502,460			

CSU-Pueblo Unfunded Jumpstart Initiatives Update

University Priority	Jumpstart Initiative	Investment	Budget Detail	Status Report	Impact to Date
5	Increase on-line enrollments	\$0	NONE	Continued offering Construction Management, launched Online MBA in Spring 2018 and Online RN-BSN program through Extended Studies in Summer 2018. Also, added GenEd online courses through Extended Studies in Summer 2018	Fall 2016 SCH = 321.0 and 40 head count Spring 2017 SCH = 456.0 and 95 head count Summer 2017 SCH = 432.0 and 66 head count Fall 2017 SCH = 643.0 and 67 head count Spring 2018 SCH = 530.0 and 93 head count Summer 2018 SCH = 865.0 and 203 head count Fall 2018 is still being finalized, but expected growth.
4	Create four-year college going culture in Pueblo	\$0	NONE	Presidential Fellows Dr. David Volk and Mr. Jeremiah Blaha were assigned to this task for January – August 2018. Dr. Volk worked with community partners to launch “CSU-PuebloFEST” in June 2018.	The event was held, with between 350-450 attendees throughout the day (exact attendance not taken) and more than 40 vendors. The planning committee is developing recommendations for the annualization of the event. While the focus was on the community-university partnership, a number of admitted-enrolled students were invited and attended, and this was believed to have contributed to the improved yield of new students. Additionally, CSU-Pueblo has opened the two high school to University Track Centers, secured a CDHE Talent, Innovation and Equity grant to increase and improve degree attainment for African American, Hispanic and American Indian students by 6-8%, and hosted the first in Colorado Boys and Girls Club Summer site and Friday site to encourage youth at the University.
3	Implement waitlists	\$0	NONE	Implemented for fall 2018. Students on waitlist are notified when a spot for enrollment opens and have 48 hours to register before the next student is notified. Feedback from this fall implementation will inform the process for future semesters.	Waitlists were generated for 154 fall class sections, leading to 260 student enrollments in 130 sections. Students chose not to enroll when a spot was available and 54 sections still had 134 students pending on waitlists after census.
5	Implement advising month	\$0	NONE	Completed in October 2017 and March 2018. Specific month long advising events to encourage early enrollment for current students that included drawings for prizes and scholarship giveaways.	There were initial gains in enrollment that leveled out over time each semester. Summer enrollment initiatives were developed including an increase in online courses, summer institutional work-study, and tuition reduction for out-of-state students. The data for summer is preliminary and won't be finalized until later this fall.
3	Implement STARFISH	\$0	NONE	Implemented for pilot sections in 2016-17 and for all on-campus courses in fall 2018 to report early alert progress and improve communication for student success. No Show surveys were added starting in Spring 2018, and success plans for first year students were added starting fall 2018. More analyses are pending regarding retention impacts.	Highlights of the Fall implementation: 1. Early alert progress surveys were reported by 74.8% of the 0xx, 1xx, and 2xx sections 2. Furthermore, 96% of the 0xx course sections, 74% of the 1xx course sections, and 73% of the 2xx course sections reported their early alert progress surveys by the requested deadline 3. 18% of new freshmen received an email status report about each of their classes 4. 84% of new freshmen received an email status report about at least half of their classes 5. Early alert reporting in spring 2018 and fall 2018 semesters has maintained participation in over 50% of sections.
3	Develop task force to examine course scheduling	\$0	NONE	Summer 2018 course scheduling task force worked to optimize summer enrollments. Ongoing efforts for summer 2019 scheduling are underway. Fall 2018 course scheduling of sections were adjusted in late summer to match student demand. Future semester scheduling will be addressed with additional task force.	Enrollments in summer 2018 were above projections from prior fall and spring student counts. Summer 2019 planning group continues to meet. In fall 2018 adjusting for low enrollment sections resulted in 5.7% fewer sections staffed as compared to fall 2017, thereby saving instructor costs.
5	Implement career advising council	\$0	NONE	Created Career Center Advisory Council – made of PEDCo, Alumni, Pueblo Workforce Center, Latino Chamber and 4 local Employers. Est. February 6, 2018, meeting Bi-annually, purpose of this council is to provide a forum for	Group will continue to meet and advise career services for 2018/2019 AY

				employers and Career Center staff to discuss a wide variety of career and employment trends and issues. Local employers are very open to providing internship opportunities to our students and support of Career Closet, etc.	
5	Increase internship participation	\$0	NONE	The Internship Coordinator position was not funded at this time through Student Fees, but, still on the wish list. Every attempt to increase internship and experiential learning opportunities are being implemented. We are measuring all internship participation through the First Destination Survey and measurement should be forthcoming in the Fall 2018 from Institutional Research. We will be using the measurement 6 months after graduation.	Will continue to pursue funding for Internship Coordinator position and will have measurement data at the end of Fall 2018.
1	Address employee compensation	\$0	NONE	<p>As members of the CSU-Pueblo Compensation/Salary Equity Team, Vice President Spiecker, Dr. Kristina Proctor, and Jennifer Quintana worked to:</p> <ol style="list-style-type: none"> 1. Obtain current CUPA salary data; 2. Solicit and electronically store updated position descriptions (complete with two-digit CIP codes for faculty); 3. Determine whether compression/inversion issues exist resulting from the promotion salary increase from associate to assistant and assistant to professor, and explore potential remedies; 4. Meet with CSU-Fort Collins' salary equity team to determine whether their model is suitable for implementation at CSU-Pueblo; 5. Ascertain whether the Q3 comparison peer set is appropriate for updating the Fox-Lawson equity study; and 6. Collaborate with the Faculty and Administrative Professional Compensation Committees to understand their priorities and concerns. <p>The team recommended a 3% across-the-board salary increase (COLA) for faculty and administrative professional employees, based on feedback from representatives from both groups and on the work they were able to do in a relatively short time. The President announced these employee groups will receive a 2% COLA in January 2019.</p>	There is still extensive work to do regarding compensation and salary equity, which likely includes continued cooperation with Fort Collins; determining whether our historical comparison institution set is appropriate and, if not, identifying an appropriate comparison institution set; developing a schedule for regularly updating job descriptions (with an agreed-upon CIP code component for faculty) and conducting market comparisons; and enhancing the University's ability to manage compensation and salary equity issues by creating a human resources digital infrastructure so that data are more reliable, easier to access, and provide as much information as is necessary to conduct market comparisons.
5	Implement GPA alert program	\$0	NONE	<p>The Center for Academic Enrichment (CAE) enhanced the process used for GPA alert students. This included a three-contact model of intervention with the Associate Director of CAE. In addition GPA alert students are encouraged to take US 151, an academic recovery course.</p> <ol style="list-style-type: none"> 1. Step 1: Students are emailed a letter explaining their academic status and encouraged to fill out a Probation Intake Survey. 2. Step 2: First appointment: the students' academic status and GPA and financial aid SAP policies are reviewed. Student signs a probation contract and receives an email with self-assessment worksheet. Step 3: Second appointment: review of the self-assessment worksheet and goal setting. Specific individualized student tasks are assigned. 3. Step 4: Third appointment: review the student's progress and discuss tasks completed. This completes the AIP program. Students can request additional meetings, if they believe it will help them stay on track. The goal is to replicate this process and to work more diligently to encourage students to have an 	GPA Alert students who met with the CAE Associate Director and completed the AIP program saw significant increases in their cumulative GPA and were retained at 72% vs 33% for non-completion students. The cumulative GPA at the conclusion of their second semester (Spring 18) showed 95% of students had a positive GPA increase vs 48% for non-completion students. This positive trend associated with intervention was also seen if only 1 or 2 meetings with director were held during spring. Students enrolled in US 151 had a 77% had a positive cumulative GPA increase compared to non-enrolled students (57% increase in cumulative GPA.)

				intervention with the CAE Associate Director and complete the AIP program.	
5	Implement professional advisors	\$0	NONE	This was tabled due to the Provost transition and the various reorganizations within EMCSA. Discussions about advising models and strategies have begun with collaboration from the Provost and VP EMCSA.	A COSI grant was awarded to CSU-Pueblo during summer 2018 to support advising and outreach initiatives in the Pueblo community.
3	Develop task force to examine Psychology building	\$0	NONE	A committee was charged by the president to form a vision for the future of Health Sciences Education at CSU-Pueblo in conjunction with the renovation of the Psychology Building. The committee had representatives from the Health Sciences areas as well as departments impacted by the planned renovation. The full committee met and in order to facilitate a holistic look at all issues, four subcommittees were formed. These subcommittees are: 1. Academic Programs Programs in Health Sciences that we can offer in short term and long term to support our students. 2. Integration of General Education in Health Sciences How to integration humanities, the arts and other discipline to achieve a holistic education. 3. Academic Structure Academic structure to facilitate collaboration and support the vision. 4. Space Needs Facilities to support academic programs we identify.	The subcommittees have met and reported their progress to the full committee including identification of potential new programs that will be considered either in the short term or long term and recommendations for space utilization in the new building to accommodate the needs of nursing and health sciences as well as the Health Center and current occupants of the building. Additionally, recommendations for the creation of spaces for faculty and students to spur interdisciplinary collaborations were presented including a proposed Interdisciplinary Center for Health Sciences and Humanities Research and Education. The full committee is expected to share its progress with the campus community in October and present a final report to the President on November 2 nd , 2018.
5	Connect all students to another person	\$0	NONE	Initiative is tabled.	NONE
5	Research CSU-Pueblo "Academy" concept	\$0	NONE	Initiative is tabled.	NONE
3	Develop "First-Stop" concept	\$0	NONE	This initiative is on hold. A small working group developed concepts and potential locations around campus, ranging from renovation to new construction. Currently, it is cost-prohibitive to develop the space needed for something like this in physical form, and other physical needs have higher priority. Instead, the VP EMCSA intends to begin researching the virtual one-stop model that other schools have successfully implemented.	NONE

*Over a multi-year period

** We will invest this amount annually for 2 years at a total cost of \$340,000. The Foundation will initially fund as we launch Spring 2018

***Over a 2-year period

Section 15

Consent Agenda

- Colorado State University System
 - Minutes of the August 8, 2018 Real Estate Committee Meeting
 - Minutes of the August 9, 2018 Meeting and Committee Meetings
 - Minutes of the August 10, 2018 Meeting and Committee Meetings
 - Minutes of the September 10, 2018 Evaluation Committee Meeting

- Colorado State University-Pueblo
 - Faculty Handbook -Section 2.9.4 - Titled Faculty Performance Review Policy

- Colorado State University Global Campus
 - CSU-Global Program Name Change Masters of Science in Criminal Justice
 - CSU-Global Program Name Change Bachelors of Science in Criminal Justice

**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 1st. 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.

Board of Governors of the Colorado State University System
Meeting Dates: October 4-5, 2018
Consent Item

MATTERS FOR ACTION:

Program name change for the Masters of Science in Criminal Justice and Law Enforcement Administration and the Bachelors of Science in Criminal Justice and Law Enforcement Administration to Masters of Science in Criminal Justice and Bachelors of Science in Criminal Justice

RECOMMENDED ACTION:

Moved, that the Board of Governors approve the program name change for the Masters of Science in Criminal Justice and Law Enforcement Administration and the Bachelors of Science in Criminal Justice and Law Enforcement Administration to Masters of Science in Criminal Justice and Bachelors of Science in Criminal Justice

EXPLANATION:

Presented by Dr. Karen Ferguson, Provost and VP of Strategic Development

The faculty of the Masters and Bachelors program in Criminal Justice and Law Enforcement Administration, based on feedback from students and the program advisory board, have initiated the request for the program name change. Changing the name of the degree from the current Criminal Justice and Law Enforcement Administration to Criminal Justice aligns with the industry standard nomenclature, feeder programs from the Community Colleges, and the outcomes of the programs. Perceived benefits relate immediately to marketability and employability for CSU-Global students and graduates. The term “Law Enforcement Administration” in the criminal justice industry implies content focused on managing law enforcement organizations, which is just one of the many areas of concentration in criminal justice. The CSU-Global programs at both the graduate and undergraduate level seek to serve the educational needs of all aspects of the criminal justice system (law enforcement, courts, and corrections), as well as the growing private sector. The change to a more general name will also allow our program to adapt more quickly to changes in the industry. Additionally, this change avoids potential confusion allowing CSU-Global students to better understand the positioning of the program(s) and clearly articulate the program to potential employers. The proposed name change will go into effect for new students in the Spring 2019 catalog. Current students will be provided with the option to change to the new program. The program descriptions, learning outcomes and course sequences will not be modified as part of this program name change, as the curriculum is already aligned with industry expectations.

Board of Governors of the Colorado State University System
Meeting Date: October 4-5, 2018
Consent Item

MATTERS FOR ACTION:

CSU-Pueblo Faculty Handbook revision – addition of the Titled Faculty Performance Review Policy

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed Titled Faculty Performance Review policy as an addition to the Colorado State University-Pueblo Faculty Handbook, section 2.9.4.

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Executive Vice President for Academic Affairs, CSU-Pueblo.

The purpose of the Titled Faculty Performance Review is to provide a basis for reappointment, professional development opportunities, and assessment of student learning. It is an opportunity for feedback from Department Chairs of the units or their designee and for faculty self-evaluation. The University is committed to providing instruction that meets the Higher Learning Commission requirements. Clearly defining evaluation criteria demonstrates the University's commitment to our students and to the requirements defined by the U.S. Department of Education and the Colorado Department of Higher Education. The plan for titled faculty evaluation thus prescribes an orderly system of assessment that ensures that instructors are evaluated formally, appropriately, and regularly.

This version was developed in close consultation with Office of General Counsel and in collaboration with CSU personnel. Evaluation forms will be developed by department faculty and chairs and approved by the Provost's office.

2.9.4 Titled Faculty Performance Review

2.9.4.1 Purpose

The purpose of Titled Faculty Performance Review is to provide a basis for reappointment, professional development opportunities, and assessment of student learning. It is an opportunity for feedback from Department Chairs of the units or their designee and for faculty self-evaluation. The University is committed to providing instruction that meets the Higher Learning Commission requirements. Clearly defining evaluation criteria demonstrates the University's commitment to our students and to the requirements defined by the U.S. Department of Education and the Colorado Department of Higher Education. The plan for titled faculty evaluation thus prescribes an orderly system of assessment that ensures that instructors are evaluated formally, appropriately, and regularly.

2.9.4.2 Process

Titled faculty evaluation is the responsibility of the department chair or designee. Titled faculty evaluation will be completed within the first semester of teaching and minimally once every two years for continuing faculty. Syllabus review for student learning outcomes, peer review of teaching and discussion of goals and progress are included as indicated.

- a. Teaching expectations shall include, where disciplinarily applicable:
 1. command of one's subject;
 2. ability to organize subject matter and to present it clearly, logically, and imaginatively;
 3. knowledge of current developments in one's discipline;
 4. ability to relate subject matter to other areas of knowledge;
 5. ability to provoke and broaden student interest in the subject matter;
 6. ability to utilize effective teaching methods, strategies and appropriate technologies
- b. Titled faculty members shall exercise adequate supervision of students in classroom, clinical and laboratory activities and officially scheduled related activities, such as field trips. Titled faculty members shall provide instruction in safety procedures to students who are engaged in academic activities where a known potential danger is present, such as in laboratory work where equipment or chemicals are in use. Titled faculty members shall ensure that safe practices are followed by students under their supervision at all times.
- c. Evaluation may be based on any or all of the following:
 1. self-report of activities linked to individual, department, and college goals;
 2. peer, department chair, or supervisor observations;
 3. student perceptions of teaching and learning;
 4. student outcomes
- d. This evaluation will be maintained in the titled faculty member's permanent file in Human Resources.

Section 16

Meeting Evaluation

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Section 17

Evaluation Committee

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APPENDICES



- Appendix I: Construction Reports
- Appendix II: Correspondence
- Appendix III: Higher Ed Readings



APPENDIX I

Construction Status Reports

COLORADO STATE UNIVERSITY - PUEBLO					
CONSTRUCTION PROJECT STATUS REPORT					
Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 07/18/2018	Description
Corridor Extension @Student Recreation Center	\$856,260 Student Rec. Ctr. Fee			Construction Completed January 2012	
South Campus Entry Drive, Parking Addition, Foyer addition, Internal Renovation @ Buell Communication Center Building	\$1,062,500 Student Fee-- \$300,000 Parking funds---\$301,000 Building Repair/Replacement-- \$462,500			Construction Completed February 2012	
Occhiato University Center Renovation and Addition	\$35,000,000 Debt to be repaid with student fee facility fees, grants, & auxiliary services revenue			Occhiato University Center Schematic Design completed. Design Development Phase completed. GMP established, Notice to Proceed to Commence Construction issued November 3, 2015. All Bid Packages 1, 2, 3, underway-- (Earth work, utilities, foundations, steel frame, electrical, plumbing, HVAC, finishes) Design-Build Team of Nunn Construction/hord-coplan-macht Architects. Phase 1 (New Addition) 100% complete, occupied November 28, 2016. Phase 2 (ACM Abatement Completed February 6, 2017. Phase 2 Renovation area is Substantially Complete. Entire project approximately 99% overall complete to date. Phase 2 Renovation Occupied 2Jan18, grand opening 23Jan18. Phase 3 Ballroom retrofit completed 03/02/18. Entire Project Substantially Complete, on time, on budget.	
Exterior Door Security Access Control at all Academic Buildings, Phase II	\$998,351 Controlled Maintenance		12/2015	Add electronic card access/monitoring, new keyways, and replace worn exterior entrances at 11 academic buildings.	Project under budget and on schedule. 11 buildings are live on-line. Project is Complete
New General Classroom Building	\$16,000,000 Capital Funds		Construction Start 06/14 Completion 07/15	Completion July 28, 2015. On time and on budget. Classes are in process. G H Phipps Construction Co. - General Contractor Hord-Coplan-Macht Architects	
Soccer/Lacrosse Complex	\$3,100,000 cash funded project from grants and donations		Construction began 3/2014, Completion Phase 1 field and bleachers June 2014, Phase 2 Building completed February 1, 2016	Phase 2 (building) 100% complete. Occupancy on February 1, 2016. Press box Completed 6/1/16 (Phase I--Synthetic turf field--- completed and in use.) H. W. Houston General Contractor	

Project	Bonds/Funding		Occupancy	Status as of Sept 2018
<p>C. Wayne McIlwraith Translational Medicine Institute and Research Horse Barn</p> <p>Total Budget: \$78,000,000</p>	<p>\$9,600,000 bond funds</p> <p>General fund</p> <p>Remaining funding from donations and NWC COPs.</p>	 <p style="text-align: center;">Research Horse Barn</p>	<p>March 2019</p>	<p>This project will construct an approximately 130,000 gsf research building and a 48-stall research horse barn on South Campus.</p> <p>Project is in budget and on schedule. MEP startup and commissioning underway, interior finishes near completion. Research Horse Barn steel structure complete. TMI portion of project is approximately 96% complete.</p>
<p>Michael Smith Natural Resources Addition</p> <p>Total Budget: \$21,000,000</p>	<p>\$5,000,000-bond funds</p> <p>General fund</p> <p>Remaining funding from donations and Student Facility Fees.</p>		<p>August 2018</p>	<p>This project constructed an approximately 46,500 gsf addition to the Warner College of Natural Resources.</p> <p>Project is complete and occupied.</p>

Project	Bonds/Funding		Occupancy	Status as of Sept 2018
<p>Richardson Design Center</p> <p>Total Budget: \$19,100,000</p>	<p>\$8,000,000-bond funds</p> <p>General fund</p> <p>Remaining funding from donations and Student Facility Fee.</p>		<p>January 2019</p>	<p>This project will construct an approximately 47,000 gsf building to house interdisciplinary design programs.</p> <p>Project budget increased to include tenant finish for core and shell space. Fire sprinkler and MEP rough-in, drywall, site grading and irrigation underway. Project is approximately 78% complete and is on schedule.</p>
<p>JBS Global Food Innovation Center in Honor of Gary & Kay Smith</p> <p>Total Budget: \$20,000,000</p>	<p>\$5,000,000-bond funds</p> <p>Remaining funding from donations and General Fund</p>		<p>January 2019</p>	<p>This project will construct an approximately 36,600 gsf food animal handling and meat processing facility addition to Animal Sciences.</p> <p>Project is in budget and on schedule. Interior finishes and equipment installation underway. Project is approximately 78% complete.</p>

Project	Bonds/Funding		Occupancy	Status as of Sept 2018
<p>Health Education and Outreach Center</p> <p>Total Budget: \$23,300,000</p>	<p>Funding from NWC COPs and Student Facility Fee cash</p>		<p>January 2019</p>	<p>This project will construct an approximately 38,000 gsf addition to the Anatomy-Zoology building for new gross and neuro anatomy laboratories and National Western Center program space.</p> <p>Project is in budget and on schedule. Exterior masonry, interior drywall and finishes underway. Project is approximately 78% complete.</p>
<p>Shepardson Building Renovation and Addition</p> <p>Total Budget: \$43,200,000</p>	<p>\$34,200,000-state funds</p> <p>\$9,000,000-bond funds</p>	 <p>Shepardson Concept Study</p>	<p>TBD-dependent on timing of remaining state funds</p>	<p>This project will completely revitalize the Shepardson Building and add approximately 48,000 gsf of auditorium, classroom and laboratory space. The project has requested state funding in two phases, and the first phase funding (\$4,527,233) was approved for FY 18-19. RFP for Design Build GMP procurement is advertised.</p>

APPENDIX II

Correspondence

Geary, Melanie

From: lane@cornboard.com
Sent: Tuesday, August 7, 2018 8:57 PM
To: chancellor
Cc: Geary, Melanie; Nelson, Tiana; CSUS Board
Subject: [FWD: Re: Overflow Housing Assignment Notification]

I think someone needs to call me a start explaining themselves.

Regards,

Lane Segerstrom
ceo

(c) 972.832.9307

corn board manufacturing inc.
11625 custer rd. | suite 110-115
frisco, tx 75035-8784

www.cornboard.com

----- Original Message -----

Subject: Re: Overflow Housing Assignment Notification
 From: noah segerstrom <noahlane360@gmail.com>
 Date: Tue, August 07, 2018 9:47 pm
 To: "lane@cornboard.com" <lane@cornboard.com>

Are you kidding me? This has to be a joke, I chose your school to attend and this is how you treat your guest? Pile them all in one room? My parents and I are not paying this much money to get treated like this, then you guys have the courage to tell me I'm still required to pay for this unit, it's pathetic. Not even to mention that the classes I wanted to take are all full? (Only after being the 9th orientation group?) Is this how you guys run a business? I applied to 6 schools and chose this school, I thought I was attending your university to learn what I want and experience what I want but instead you have me on a leash. Complete and utter disappointment towards this university so far, I was looking forward to the experience but I'm starting to feel like an after thought, is this the equality you guys stand for in your marketing material? I would like you to forward this to your legal team, sounds like a fraud issue, the school will be hearing from my parents shortly.

On Tue, Aug 7, 2018 at 7:40 PM noah segerstrom <noahlane360@gmail.com> wrote:

----- Forwarded message -----

From: **John Malsam** <residencelife@colostate.edu>
 Date: Tue, Aug 7, 2018 at 4:04 PM
 Subject: Overflow Housing Assignment Notification
 To: <noahlane360@gmail.com>

Greetings-

Due to a higher than usual demand for housing, we anticipate opening the residence halls this fall at full capacity. In order to accommodate this demand, we have had to establish overflow student rooms in our halls. You have been assigned to a space in one of these rooms. Overflow rooms are lounges that are converted to living spaces by moving out the usual furnishings and moving in residential furniture or room spaces not available for permanent assignment. Each resident in temporary housing typically has a bed and wardrobe/dresser unit, similar to what you would find in a regular residence hall room. We attempt to make the temporary accommodation as close to the standard living experience as possible. Within the next 24 hours, you will receive a Housing Assignment notification email or may have received this notification already. Once you receive this message, you will be able to view the details of your assignment including the specific location of your room as well as the name(s) and available contact info for your roommate(s). While you are currently assigned to an overflow room, we will continue to work to identify a permanent assignment space before you arrive for move-in. If we are able to identify a permanent assignment prior to opening, we will reassign you and notify you with the details.

If we are unable to reassign you to a permanent space prior to opening, students in overflow housing will receive priority for reassignment after classes begin. **Please be aware, reassignment to a permanent space is not optional.** Additionally, students in overflow housing will be billed the lowest possible room rate permitted within our facilities; a community-style double. With the notification of your permanent assignment, you will be given a deadline by which you will need to complete your move.

I recognize this presents inconvenience and may not be what you anticipated for your on campus living experience here at CSU. The extraordinary demand for housing has required us to take extraordinary steps to accommodate later applicants. I assure you we will do all we can to provide you a permanent assignment as soon as possible.

If you have any questions or would like to discuss your situation in more detail, please feel free to contact our office at 970-491-4719 or e-mail at ResidenceLife@colostate.edu.

Sincerely,
Laura Giles
Director of University Housing



Geary, Melanie

From: Geary, Melanie
Sent: Thursday, September 13, 2018 5:03 PM
To: bobvangermeersch@aol.com
Subject: RE: misleading statements by the CSU administration

Dear Mr. Vangermeersch,

Thank you for your interest in the CSU System. Your correspondence will be shared with the Board of Governors at their next meeting.

Best regards,
 Melanie

Office of the Board of Governors



COLORADO STATE UNIVERSITY
SYSTEM

From: bobvangermeersch@aol.com <bobvangermeersch@aol.com>
Sent: Tuesday, September 11, 2018 8:16 PM
To: CSUS Board <csus_board@Mail.Colostate.edu>
Subject: misleading statements by the CSU administration

TO: Members of the CSUS Board of Governors 9-11-2018

FROM : Bob Vangermeersch

SUBJECT: Coloradoan article titled "CSU Hopes to cover deficit with extra stadium funds"

Governors

I would suggest that you carefully examine the pabulum that is being spoon fed to you by the CSU athletics dept. and administration.

As you know from my past correspondence the new stadium is a cash drain on the university. If the debt service expenses were reported as the NCAA directs the loss of cash would be obvious.

The chairman of the board ,Governor Munn, states " I am satisfied with the overall financial performance of the athletics department." That statement leads the public to believe that all is well when it is not.

Last year the department need a subsidy of \$23,000,000 from the students and Colorado taxpayers. If the debt service were correctly accounted for it would add another \$8,000,000. to the subsidy.

Rather than accept the numbers you are presented with, I would suggest that an outside, out of state,impartial consultant be retained to examine the financial reports.

You should know better that accepting the CSU reports at face value.

If you have questions please remove your muzzles and contact me.

970-223-0493

Bob Vangermeersch

APPENDIX III

Higher Ed Readings

Student debt is worse for women

The Chronicle of Higher Education; 8/20/2018

According to the American Association of University Women (AAUW), women hold almost two-thirds of the nation's student-loan debt, with black women holding the highest average debt of any graduate group with bachelor's degrees. There are many reasons for this, including: the gender pay gap, both in post-college careers in in-college jobs; and the fact that more than twice as many women as men attend for-profit colleges – possibly due to their focused recruitment tactics – and the lower quality of degree that earns them. Solutions could include more financial counseling for students, more encouragement of female students to enter higher-paid and male-dominated fields, and internal audits to give college administrators a clearer picture of the problem.

Today's college students aren't who you think they are

NPR; 9/4/2018

Nontraditional students are defined as having one or more of the following characteristics: financially independent from their parents; having a child or other dependent; being a single caregiver; lacking a traditional high school diploma; delaying postsecondary education; attending school part time; or being employed full time. However, almost three quarters of undergrads fall into at least one of these “nontraditional” categories and about one third belong in two or more. According to the National Center for Education Statistics, one in five college students is at least 30 years old; about half are financially independent, go to school part time, and/or are first-generation; and one in four is caring for a child.

Is there an alternative to college?

The Washington Post; 9/14/2018

Ryan Craig is the founder of University Ventures, an investment fund backing education companies focused on job training for students, and has a background in academia. In his new book, “A New U: Faster + Cheaper Alternatives to College”, he makes an argument that an “employment imperative” is driving the new learning economy and changes in higher ed. While many may argue that higher ed has a much broader mission of lifelong learning and educating global citizens, many surveys show that students enroll in college to get a job. Alternative learning providers like Launch Academy, General Assembly, and Revature already operate on the periphery of higher education, and, with all the negative attention surrounding student debt, it's possible that future generations will be driven to more strongly consider these alternatives.

Marygrove launches P-20 partnership

Inside Higher Ed; 9/14/2018

Facing falling enrollment, consistent deficits, large debts, and a dwindling endowment, Marygrove College in Detroit announced a new “cradle-to-career” plan involving several entities, including the City of Detroit, the University of Michigan, Detroit Public Schools Community District, the nonprofit Starfish Family Services, and the Kresge Foundation, which has put up the financial backing. It is being called the first “P-20” partnership in the nation, and by 2029, all pre-K and K-12 grades are expected to be offered on the campus, in addition to undergraduate and graduate programs, certifications, and professional development courses.

Todos Santos Center August Newsletter

Check out the latest news from the CSU Todos Santos Center!

Student debt is worse for women
The Chronicle of Higher Education

As an undergraduate at Christopher Newport University, Kelcie Chandler did not know that there was a significant difference in how much debt women and men hold after graduating from college. But she did notice that her female classmates were much more likely to talk about their debt than were the men she knew.

Women talked about "what kinds of jobs they were getting, and the pay for those jobs, and being concerned about whether or not they can pay rent, and pay for their groceries and their car payment, and also student loans."

One question, she noticed, was on a lot of female students' minds — "Am I going to be paying off these debts until I die?" Though the question may have been posed hyperbolically, it does reflect the daunting task students face upon graduation.

Lately, much of the worry about whether colleges have fallen short with one gender has concentrated on men, who do not attend or succeed in college at the [rates that women do](#). "Often people will look at the fact that there are more women enrolling in college nowadays as a sign of gender progress and that we've solved any gender-inequity issue in postsecondary education," says Barbara Gault, vice president and executive director of the Institute for Women's Policy Research.

But how well colleges serve women is surfacing as another major concern. Even though they [dominate in college enrollment](#) and have higher six-year graduation rates, they are not reaping the same financial rewards from finishing college, or from earning more-advanced degrees, that men do. In May, the American Association of University Women called national attention to the issue when [it reported](#) that women hold almost two-thirds of the nation's student-loan debt, nearly \$900 billion of the \$1.4 trillion total, with black women holding the highest average debt of any racial, ethnic, and gender group among graduates who completed bachelor's degrees.

"We think of education as being the great equalizer," says Kimberly Churches, chief executive of the AAUW. But the disproportionate amount of debt for women, along with the [long-recognized wage gap](#) between women and men, can make it fall short of that ideal for many women, she says.

Gault notes that the wage gap affects not only how long it takes women to pay back their loans, but how much they are able to earn during college so they can limit the amount they borrow.

One factor contributing to the disproportionate debt load is that women are more likely to attend colleges with higher costs than are men. Almost twice as many women as men [attended for-profit colleges](#) in 2016, for instance. Gault points to the aggressive online recruiting of women by for-profit colleges, with their emphasis on the more-convenient structure for people with children, a need more common to female students than male.

"But often the quality of the degree the student ends up getting, if they even finish, is much lower in a for-profit college," Gault says, "so their ability to pay back a loan is going to be more difficult."

When Chandler and her mother were planning how to pay for her college education at Christopher Newport, a public institution, it seemed as if they had no option but to take out loans. Chandler estimates that she owes around \$25,000 for her student loans, and that her mother owes about an equal amount in Federal Direct PLUS Loans for parents. An AAUW analysis of U.S. Department of Education data found that women's mean cumulative debt upon graduation in 2016 was \$21,619, compared with \$18,880 for men.

"My loans, to me, aren't really that high compared to what a lot of people have," Chandler says, "but it's a pretty significant burden when they're asking for \$150 a month out of your paycheck."

Christopher Newport, like many other universities, provides basic counseling from the Office of Financial Aid. Parents are offered a session on financial aid during orientation, and Chandler says she was required to go through online exit counseling before graduation. Once she completed the online counseling, she recalls, the reality of how much was being asked of her truly began to sink in.

The only other advice Chandler remembers receiving on how to handle her student debt came from a supervisor at her on-campus job as a resident assistant. The supervisor gave advice on budgeting, but, more importantly for Chandler, talked about different professions in which she could get her loans forgiven after a certain number of years of repayment.

Chandler, who graduated in May with a degree in social work, works as a probation officer in Norfolk, Va. She has been told many times that her chosen career path doesn't pay very well, and that has made her attentive to ways to lessen the burden of her debt. Thanks to her supervisor's advice, she is aware of the opportunities for loan forgiveness in social work. As a resident assistant during college, she didn't have to pay for room and board, and she valued those savings, along with the work experience she gained.

"There were some tough situations that I had to handle when I was an RA, and I thought, 'Should I continue this?' a couple times. But I think what really held me to that position at the end was really the fact that I didn't want to lose the room-and-board waiver."

Even knowing that fields dominated by women [tend to pay less](#) than fields dominated by men, Chandler saw social work as the right choice for her. "I'm a strong female, but I know that I would struggle if I was in a very male-dominated field. So I think that it was beneficial for me to learn from strong female leaders how to own my space." Social-work professionals often have to deal with difficult clients and situations, she says, and "seeing other strong women being able to do that was really beneficial."

One of the ways women can increase their salaries is by attaining more-advanced degrees, but Chandler says she hesitates to rack up more debt unless she sees a clear direction. Women [earned nearly 60 percent](#) of all master's degrees in 2015-16, and just over half of doctorates.

The pursuit of such degrees brings up another facet of the financial disparity between men and women. "Women with degrees, on average, tend to make as much as the men with the degree beneath them," says Gault. She is also quick to note that every degree, on average, pays off for women.

"We need to be able to encourage women to go into relatively high-paying graduate fields or graduate programs at the same rates that men are, and there are a number of fields where that's not happening," says Gault. "The suggestion is that part of the reason that women aren't going, or they tend to leave without finishing, is that some of the environments in graduate programs in STEM or in economics are not welcoming or even are harassing environments." Those fields, says Gault, could benefit from providing young women with more female mentors and instructors, who can be "powerful advocates for culture change to really make a difference."

Churches and Gault have both reflected on what steps the government, society, and colleges could take to reduce the debt burden on students. Pell Grants and other federal student aid, for instance, could take into greater account the costs for low-income independent students who are raising children while attending college, and colleges could play a more proactive role in finding state or institutional aid for students with such expenses, Gault suggests.

More counseling, both of them say, can help students understand the full picture of their debt and give universities a better sense of their students' financial situations. Colleges could also redouble efforts to encourage women to consider higher-paid, male-dominated fields and teach skills like salary negotiation. Gault points, for example, to the declining number of women going into technology jobs. "Whose responsibility is that, exactly?"

Colleges could approach the gender gap in student debt the way businesses are encouraged to approach the wage gap at their companies. Internal audits would allow college officials to get a clearer picture of what their female students are facing and to think of the success of their female students "as a metric of their own success that they need to invest in to really achieve equity," Gault says.

Churches explains that such steps can help college officials understand how their implicit biases might be leading them to miss the problem "right in front of their face."

Gault says, "Hopefully now, in this Me Too era, we're gaining a greater awareness of the extent of the issues and the severity of the issues that might be inhibiting women's success." That, she says, "puts us all in a better position to take bolder steps toward solving problems."

Ruth Hammond contributed data analysis for this article.

Today's college students aren't who you think they are

NPR

Popular culture tells us that college "kids" are recent high school graduates, living on campus, taking art history, drinking too much on weekends, and (hopefully) graduating four years later.

But these days [that narrative of the residential, collegiate experience is way off](#), says Alexandria Walton Radford, who heads up postsecondary education research at RTI International, a think tank in North Carolina. What we see on movie screens and news sites, she says, is skewed to match the perceptions of the elite: journalists, researchers, policymakers.

Today's college student is decidedly *nontraditional* — and has been for a while. "This isn't a new phenomenon," Radford says. "We've been looking at this since 1996."

So, what do we know about these "typical" college students of today?

Radford has done [a lot of research on this](#) and defines the nontraditional student as having one or more of the following characteristics:

- Financially independent from their parents
- Having a child or other dependent
- Being a single caregiver
- Lacking a traditional high school diploma
- Delaying postsecondary enrollment
- Attending school part time
- Being employed full time

Close to 74 percent of undergrads fall into one of these categories — and about a third have two or three. "I don't think people have got their heads wrapped around that yet," Radford says.

So here's a snapshot of the 17 million Americans enrolled in undergraduate higher education, according to numbers culled by the [National Center for Education Statistics](#).

- 1 in 5 is at least 30 years old
- About half are financially independent from their parents
- 1 in 4 is caring for a child
- 47 percent go to school part time at some point
- A quarter take a year off before starting school
- 2 out of 5 attend a two-year community college
- 44 percent have parents who never completed a bachelor's degree

As demographics shift, Radford argues, policy should follow.

It's vital that institutions look at the characteristics of their undergrad cohorts, she adds, to explore how to address their students' unique concerns.

Perhaps that means offering services like financial aid, advising or tutoring after-hours (instead of the typical 9 to 5). Maybe it means offering child care for student-parents, or extra parking for commuters.

One thing for sure, says Radford, is that it's probably time to coin a new phrase for *nontraditional* students, considering they are the new normal.

Is there an alternative to college?

The Washington Post

A fundamental transformation is underway in how we access education throughout our lives. Rather than plug into the formal structures of traditional colleges and universities when we need to gain skills, a growing number of us are navigating a “shadow learning economy” from a new set of providers offering education in short spurts, either online or in face-to-face classes. Think about what we do when we don’t know how to perform an operation in Excel or need to learn a skill to get a promotion at work — we turn to YouTube or take a free online course offered by edX or Coursera.

In many ways, this behavior in education mimics that of the broader economy, with consumers increasingly seeking alternatives to legacy businesses — take Uber and Airbnb as examples of this phenomenon. In education, alternative learning providers include the likes of Launch Academy, General Assembly and Revature — hardly household names but dozens of such organizations have already attracted millions of students.

For now, these ventures operate on the periphery of higher education. Their impact on colleges and universities, if any, has probably been in graduate education, in which enrollment has been flat or declining in many professional fields as prospective students turn to these alternative providers. But a fascinating new book, “[A New U: Faster + Cheaper Alternatives to College](#),” argues that many of these ventures are threats to expensive, and mostly second-tier, undergraduate education. And it questions “the conventional wisdom that college is the only pathway to a good first job.”

The book’s author, Ryan Craig, is a founder of [University Ventures](#), an investment fund that backs education companies focused on helping students get training for jobs. When you first pick up the book, you might think it’s nothing more than an advertisement for some of his companies. But Craig is unlike many of the entrepreneurs I have met working in the higher-education sphere who have little passion for its mission and bail as soon as they realize they can make more money in another industry. Craig has academia in his blood. His mother spent her career as a faculty member teaching sociology. Early in his own career, Craig was a vice president of Fathom, a short-lived online education effort operated by Columbia University that tried to sell Web-based courses and seminars to the public.

In the book, Craig argues that an “employment imperative” is driving the new learning economy and changes in higher education. In survey after survey, it’s clear that students enroll in college to get a job. The problem is — as Craig writes and I pointed out in a [recent column](#) — colleges are not delivering on this promise.

If universities “paid attention to the employment imperative, they’d be busy aligning degree programs, courses, and curricula to actual entry level positions and also significantly increasing investment in career services,” Craig writes. But career services offices are often underfunded, isolated and led by people who never worked outside of higher education. So the job of getting students a job usually falls to faculty members who are not given incentives or evaluated on that front, Craig says.

Craig writes about faculty resistance to aligning the curriculum to changes in the job market. One of the examples he cites is [Bryn Mawr College](#), which launched an effort to infuse digital skills throughout the curriculum by soliciting advice from faculty, staff and graduates — but not employers.

“Can you imagine similar thinking in any other sector of the economy?” Craig asks in the book. “Does Apple let a year go by without a new iPhone release, let alone five or 10? Do health-care professionals skip continuing education for years at a time?”

A college degree hasn’t been considered an admission ticket to enter a profession in the way it is today. Most people entered careers through apprenticeships, studying with a master teacher and practicing skills. One of Craig’s most compelling arguments is that the United States needs more pathways to fulfilling careers than the one that goes solely through college, and mostly four-year schools.

Indeed, one of those new pathways might be through two-year colleges. Craig writes that community colleges should shed their “academic paradigm” because most students who go to two-year schools intend to transfer to a four-year college but never do. Instead, community colleges should become what Craig calls “placement colleges” that provide short-term training to help students get their first jobs.

Higher education seen only through this lens of job training, of course, disturbs many career academics and others who argue that colleges have a much broader mission to prepare citizens for a global world and lifelong learning. While Craig focuses mostly on the career function of higher education in the book, he begins each chapter with stories from his own undergraduate experience at Yale University and what might be lost with faster and cheaper alternatives — the exploration, the serendipity and the maturation of teenagers.

Craig is not from the [Peter Thiel camp of Silicon Valley technologists who advocate skipping college](#) altogether. Early in the book, he offers a simple chart for readers to determine whether his faster and cheaper alternatives are better for them than traditional higher education. I’m more skeptical than Ryan that these ventures will become a true alternative to the bachelor’s degree, which, despite the complaints of employers, is still widely used as a sorting mechanism in the hiring process.

Even so, Craig makes a compelling argument about the second keyword in his subtitle: cheaper. College degrees have put a tremendous debt burden on recent graduates. The generation of undergraduates in college now, Generation Z, is more skeptical about taking on large amounts of debt to pay for a degree. They don’t want to turn out like their millennial counterparts. The question is whether their anxiety about debt will drive them to consider alternatives. Craig thinks the answer is a resounding yes.

Marygrove launches P-20 partnership

Inside Higher Ed

The Marygrove College campus in Detroit will become a "cradle-to-career" site under new plans announced Thursday, hosting pre-school through graduate-level education, including a teacher-education program designed to emulate the hospital residencies used to prepare doctors for their careers.

Several entities are involved in the plan: the City of Detroit, [The University of Michigan](#), Detroit Public Schools Community District, Marygrove College, a nonprofit known as Starfish Family Services and a Michigan foundation, The Kresge Foundation. It is being called one of the first "P-20" partnerships in the nation and is backed by a \$50 million commitment from the foundation, *The Detroit News* [reported](#).

Just last year, Marygrove [announced](#) it was ending its undergraduate programs and would only be offering master's degree programs starting in January 2018. The small Roman Catholic liberal arts college faced falling enrollment, consistent deficits, large debts and a dwindling endowment.

The Kresge Foundation spent \$16 million on stabilizing the college and restructuring its debt.

Leaders now intend to pursue their new vision for the campus with the pilot of a ninth-grade program to open in 2019 and an early childhood education center and kindergarten in the fall of 2020. By 2029, all grades are expected to be offered, plus undergraduate programs, graduate programs, certifications and other professional development courses.

The University of Michigan will offer the teacher residency program, which will have undergraduate and graduate students serving as student teachers at a public school on campus. Once they finish their degrees, they'll be supervised resident teachers at the school for three years.

"The teaching school creates a singular space in which every adult in the building -- every adult - is focused on two primary goals: the education of children and youth, and the education of new professionals, both teachers and leaders," said Elizabeth Birr Moje, dean of the University of Michigan School of Education, at a press conference announcing the new partnerships.

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The richness of Kids Do It All is about relationships and learning beyond language and culture. KDIA has meant for me an experience of professional and personal growth. I am 25 years old. I live in the community of Todos Santos, where I have worked as a teacher in a public elementary school for four years. I had the opportunity to participate in the program because I used to take English classes at the CSU Todos Santos Center.

I first accepted the invitation to work with KDIA because I thought it would be an opportunity to expand my English level, but it became much more than that.

I have convinced myself of what I, as a teacher, want to believe: that learning is fun. That you can learn without spending many hours writing in a notebook. That all children have the power of creation and that it is possible to all become friends. KDIA was a week full of friends, laughter, games, fun—and all of that represents the essence of theater.

Thank you to Walt Jones and Gaby Ocañiz for bringing such heart and talent and to CSU for supporting this program. The people of KDIA are what make the program meaningful – their voices as they reflect on this unique annual program. I want to share some of our experiences as community members in Todos Santos:

Julieta Ortiz Castro, 6 years old

KDIA participant and resident of Todos Santos

"I participated in KDIA in the group of the little ones what we called 'Elephant whales.' I really liked the teachers, the games and songs like *the little bee wants to dance* and I also liked the game of *the poison frog and the detective*. My favorite teachers were Charlie, Frida, and Rocky. The part that I liked the most was composing the play's song that says (sings!) "*turtles, sharks and mermaids sang together invoking the castle of the princes and princesses.*" I liked very much the plays that the other groups presented but my favorite one was from my group of friends. When is KDIA coming back? I miss it so much!"

Roxana Carola Rodríguez Fernández

KDIA volunteer, mother, and resident of La Paz

"As a mom, I like KDIA, the way Felipe returns home singing the songs, talking about the play, about the games. He is always motivated to come back next day and he still remembers songs learned a year ago! As a volunteer, I am surprised by the way in which children are accompanied between games and songs to develop a little play with their ideas and imagination."

I see KDIA as a space for human development, the harmonious coexistence of two languages, and the feeling of happiness. Many I've spoken with agree with Julieta's sentiments, "When is KDIA coming back? I miss it so much!"

Leslie Gemally Castro Ramos

KDIA Instructor and resident of Todos Santos

Read more about Kids Do It All 2018 [here](#).

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In Profile



Heather Salyer

CSU Graduate

"I went to Todos Santos to work Kids Do It All, which is a theatre camp. As a counselor at the camp, I got to work with an outstanding group of people.

The most rewarding part of Todos Santos was all the people I met. My coworkers were a happy mixture of old friends and new. About half of the staff were local to Todos Santos and really



inspired me with how much they cared about the town. Their work ethic was insane and then they would turn around and go take care of their families. I learned a lot about life from them. And the other half were people I had gone to college with and had a great connection to."

[Read more.](#)

[CSU families invited to the Todos Santos Center](#)

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