

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
Colorado State University, Fort Collins  
October 4, 2018**

**CALL TO ORDER**

Chair Munn called the meeting to order at 9:00 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; Dorothy Axelson, Student Representative, CSU-Global Campus; Margarita Lenk, Faculty Representative, CSU; Barry Smith, Faculty Representative, CSU-Global Campus; 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; Wayne Hall, IT Technician; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

**Guests present:** Mohamed Abdelrahman, Provost, CSU-Pueblo; Pat Burns, Vice President for Information Technology and Dean of Libraries, CSU; Jody Donovan, Assistant Vice President for Student Affairs and Dean of Students, CSU; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Kathleen Fairfax, Vice Provost for International Affairs, CSU; Karen Ferguson, Provost and Vice President of Strategic Innovation, CSU-Global Campus; Mark Gill, Chief of Staff, CSU; Scott Harris, Chief of Police, 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; Nancy Hurt, Managing Director, REO, CSURF; Jan Leach, Associate Dean for Research, College of Agricultural Sciences, CSU; Elias Martinez, Assistant Vice President for Brand Strategy, External Relations, CSU; Tom Milligan, Vice President for External Relations, CSU; Ajay Menon, Dean, College of Agricultural Sciences, CSU; Cheri O'Neill, President/CEO, CSU Foundation; James Pritchett, Executive Associate Dean, College of Agricultural Sciences, CSU; Monica Rivera, Assistant Director, Women and Gender Advocacy Center, CSU; Alan Rudolph, Vice President for Research, CSU; Matt Shiveley, Director of Organizational Effectiveness, CSU-Global Campus; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Kim Tobin, Vice President of University Development, CSU; 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 began by acknowledging that Dr. Frank will serve exclusively as the Chancellor of the CSU System (CSUS) as of July 1, 2019.

## **PUBLIC COMMENT**

Chair Munn confirmed no one had signed in to address the Board.

## **BOARD CHAIR AGENDA**

Chair Munn reviewed the meeting agenda and asked Dr. Miranda to comment on the location. Dr. Miranda provided an overview of the renovation and related funding for the Michael Smith Natural Resources Building.

## **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:* Ms. Serrano noted the additional columns in the report for audit timelines of projects entering into the fieldwork phase and for comments to explain any adjustments that have occurred. She reviewed the audits completed and/or reports issued since the last meeting that include the CSU University Advancement Data Security audit with two recommendations as previously reported; CSU Continuous Auditing utilizing data analytics and testing script for the CSU Athletics Dept. and CSU Office of Sponsored Programs; and the CSU Social Media audit with two recommendations. Executive summaries for the reports were provided in the meeting materials.

Ongoing audits include CSU-Pueblo Human Resources; CSU Athletics Compliance; CSU INTO; CSU College of Veterinary Medicine and Biomedical Sciences; and the CSU-Pueblo Capital Accounts special project. New audits initiated are CSU-Global Campus Cloud Computing and a small scope special project for CSU Advancement. There were no overdue recommendations at this time.

*Internal Audit Five-Year Strategic Plan:* Ms. Serrano reported the full strategic plan was sent to the Board and the presentation would focus on the highlights. The timing for the new strategic plan fit well with the new Internal Audit (IA) leadership and the completed IA quality assurance review. She reviewed the methodology that began with a SWOT analysis compiled from feedback solicited from all of the IA stakeholders. The feedback was then evaluated and translated into seven strategic objectives with related initiatives and metrics benchmarked against peers. Ms. Serrano responded to questions on how the IA activities would align with the CSUS in the annual risk assessment process and efforts to shift from a “canned” audit process to focus on the critical risk areas for the institutions.

*Approval of Revised Audit Charter:* During the 2018 quality assurance review, the independent validator recommended defining the nature of assurance and the consulting activities within the Audit Charter and to eliminate unnecessary signature lines. Committee Chair Robbe Rhodes asked for a motion to approve the revised Audit Charter. **Motion/Action:** Governor Flores moved; Governor Gabel seconded; and the motion carried unanimously.

*State Budget Update:* Mr. Sobanet reported the economic forecasts from both the Legislative Council and the Office of State Planning and Budget (OSPB) indicate the Colorado economy continues to be strong. While the continuing economic growth may require TABOR rebates, there could be an overall 4% increase in the General Fund. Debt, trade policies and other federal issues may impact the economy.

The Department of Higher Education (DHE) wants to reopen the funding model from HB1319 and efforts are underway to understand the goals and scope. The new gubernatorial administration will also have input on the state budget. Mr. Sobanet responded to a question on the two transportation ballot issues. Dr.

Frank noted the Board has historically not taken a formal position on legislative issues that do not directly impact higher education.

*Campus Budget Updates with Tuition Discussion:* Mr. Sobanet indicated each campus would present its draft FY 2020 budget.

Colorado State University: Ms. Johnson explained the format of the draft E&G budget. The original inflation-only scenario presented at the August meeting was provided along with three additional scenarios of 1%, 3% and 5% increases in resident undergraduate tuition, and varying state funding levels and salary/benefit adjustments. The fall 2018 census has been completed and the approximate \$11 million in enrollment growth has been calculated by the number of FTE students and the net tuition amount. An explanation of how the enrollment growth is allocated between the academic units, the Provost's Office and the overall E&G budget was provided. Resident enrollment has remained relatively stable and is consistent in each of the scenarios. The enrollment growth has been primarily from non-resident students.

Ms. Johnson reviewed the tuition, state funding and financial aid in each scenario. There is a commitment to allocate 20% of the resident tuition rate increase for Pell-eligible resident students who are guaranteed coverage for 100% of tuition and fees, and scholarships for half of the tuition for students just above Pell-eligibility. Dr. Frank recalled that the Commitment for Colorado program has been in place for a decade and has worked well for low-income families with less impact for the economic level above Pell-eligibility. The program is being re-evaluated and the current formula is retained in the budget scenarios for planning purposes. Ms. Johnson noted the financial aid includes a merit-based grant program for non-resident students and there is tuition discounting through the Western Undergraduate Exchange (WUE) program. Dr. Frank explained how the merit-based financial aid for non-residents is essentially tuition discounting.

Ms. Johnson described the new expenses that include mandatory costs, i.e., utility increases, expenditures related to new buildings becoming operational, and increases in fringe benefits. If approved, a new geothermal plant near the recreational fields would increase efficiencies and capacity for the main campus. Dr. Frank commented on how the internal reallocations only pertain to the E&G budget and the intent to retain the line item.

In response to questions on increases in the salary lines and wage gaps, Dr. Frank explained the living wage initiative that has been implemented for the lowest paid employees. Decisions on the distribution of salary pools are made by the units. Ms. Johnson noted that annual increases for state classified employees are determined by the state. A budgeter tool is available on the CSU website that allows individuals to adjust allocation dials for line items that are within the control of the university.

Colorado State University-Pueblo: Mr. Spiecker reported the budget is constructed in a similar format with the initial inflation-only budget presented in August and three additional scenarios with changes in tuition, state funding and the salary benefit pool. A significant change from the prior presentation is the anticipated enrollment has been conservatively adjusted from a 2.5% decline to 3.2% decline based on the worst case scenario developed by the Office of Institutional Research. Retention rates are good and feedback on the new enrollment initiatives has been positive. Tuition increases are the same across all categories and 25% is allocated for need-based and merit-based financial aid. The implementation of new merit-based financial aid programs have helped the university be more competitive with peer institutions.

Under new expenses, health benefits are projected to increase by 4.1%. The faculty compensation line includes \$100,000 earmarked for faculty promotions and the remainder for increases across all staffing categories. Utility costs are the primary component of mandatory costs with Pueblo having some of the highest utility rates in the state. The \$12.5 million investment to reduce energy consumption has been

successful with the savings directed towards debt service payments. A new initiative for solar energy as a provider of renewable energy on campus is being explored. Other mandatory costs include the contract with the Pueblo Sheriff's Office and statewide indirect costs. At the direction of Dr. Mottet, a budgetary advisory group was convened to help balance the current fiscal year budget and the effort will probably continue to align expenses and revenues to submit a balanced budget for the next fiscal year.

CSU-Global Campus: Mr. Warr reported the FY 2020 forecast is holding steady at this time. The key assumptions project 12,600 new enrollments with a 72% undergraduate/28% graduate ratio and no increases in tuition rates for net new revenues of \$10 million based upon the normal budgeting process and a \$6.5 million net after new expenditures. Instruction and academic support are forecasted to be lower in FY 2020 due to full implementation of the 2.0 initiatives to improve curriculum by the end of the current fiscal year.

*Approval of CSU Two-Year Cash List:* Ms. Johnson explained that information on funding, approval of program plans, and project status has been added to the cash list. Program plans for the 2243 Centre Avenue purchase and the South Campus Animal Research Facility will be submitted for approval at the Real Estate/Facilities Committee meeting later in the day and have been added to the list. **Motion/Action:** Chair Munn moved to approve the amended CSU two-year cash list. Governor Flores seconded and the motion carried unanimously.

*CSUS Treasury Update:* Ms. M. Henry reported efforts continue to transition money from the State Treasury to the CSUS Treasury. Fidelity and Vanguard index funds were selected for the Tier III or long-term portfolio. As of the end of September, \$165 million have been invested and another \$55 million will be invested in October. \$60 million of Tier I money market funds have also been invested. The CSUS Investment Advisory Committee will be selecting a firm to manage the approximate \$60 million investment in the Tier II short duration fixed income portfolio that is designed to buffer the daily operational liquidity. By the end of the calendar year, it is planned that the funds in the CSUS Treasury pool will be fully invested.

Approval has been received to use the state intercept for the \$30 million bond issuance that is scheduled for October 22<sup>nd</sup> to fund the CVID project for an estimated \$30,000 annual savings in debt service. Moody's has affirmed the rating and the official statement will be posted the following week.

The meeting recessed for a break at 10:17 a.m. and reconvened at 10:32 a.m.

## COLORADO STATE UNIVERSITY REPORTS

*Introductions:* Dr. Miranda introduced Dr. Fairfax, the new Vice Provost for International Affairs, who expressed her appreciation for the opportunity. Ms. K. Henry introduced Ms. O'Neill, the new President/CEO of the CSU Foundation, who expressed her appreciation for the opportunity to serve CSU.

*Student Report:* Governor Syron highlighted from the written report the positive results due to changes in the tailgating fencing restrictions and police regulation; initiatives to promote change in the U+2 housing ordinances to ME+3 to help with housing affordability; the proposal for a restorative justice program for minor infractions; and progress on parking issues. Other highlights include the shift from snacks to more substantive foods for students with food insecurity; the "Save the 'Skellar" campaign; the Americans with Disability audit to expand the standards and fix problem areas on the campus; and proposed changes to the test bank to create online availability.

*Faculty Report:* Governor Lenk noted from the written report the work of the Faculty Council to approve new sections in the faculty manual for non-tenure track faculty pathways and contract policies. Through

negotiations and teamwork between the AP Council and the Faculty Council, faculty recently passed the motion to remove the inadvertent veto given to administrative professionals when the preface was approved in 2016 and the change will be brought forward to the Board for approval in December.

*President's Report:* Dr. Frank highlighted from the written report the ratings by various organizations that recognize the quality of the institution; the record enrollment; and the groundbreaking for two new engagement centers along with the reopening of the Rogers Mesa Agricultural Experiment Station last year that was made possible through the work of certain members of the JBC. At the request of Dr. Frank, Ms. Parsons reported the final file closeout has been achieved on the construction of the Canvas Stadium with settlement on every claim. The entire stadium project came in slightly under budget and numerous upgrades were possible with the contingency budget.

College of Agricultural Sciences Presentation: Dr. Menon recalled his transition from the College of Business to the College of Agricultural Sciences and introduced Drs. Pritchett and Leach. He explained the structural changes made to revitalize the leadership team and the addition of new faculty. Dr. Pritchett provided an overview of the student demographics; the increases in enrollment; the reevaluation of the curriculum; recruitment and retention strategies; and agricultural career pathways. Dr. Menon described the college's shared vision that was developed through the work of the faculty and staff with constituent groups; the three major goals of the strategic plan; and the budget with an upward trajectory in the current capital campaign that has exceeded the goal.

Dr. Pritchett reviewed the history, locations, scientific themes and activities of the research centers, including the new facilities to be constructed at the National Western Center. Dr. Leach provided an overview and examples for the two innovative research areas of agri-tech and agribiome. Significant investments have been made in infrastructure including the new JBS Global Food Innovation Center with an industry scale food processing and production facility, culinary and research development space and a microbiology lab for detecting and studying food-borne pathogens.

Dr. Menon reflected on the vision and future of the College of Agricultural Sciences with opportunities at Todos Santos; expansion of external relationships through the college's Office of Strategic Partnerships; and collaboration through the AgIndustry Leadership Council. As part of the marketing and branding efforts, the website is being revitalized to reflect the shared agricultural values and the connections between every discipline at the university. After viewing a video produced by the college, Drs. Menon and Pritchett responded to questions on campus collaborations; the changes in student demographics and the agricultural industry with higher percentages of female students, faculty and leaders; water and soil issues in drought conditions; hemp research activities; collaboration with the College of Health and Human Services on dietetic and nutrition programs; and teacher licensure through the Ag Education degree program.

Research and BioMARC Facility Presentation: Dr. Rudolph reported CSU's research enterprise increased by 10.8% in FY18, largely through federal support in a constrained environment for science, which demonstrates the continuing prowess of the faculty to compete for grants and awards. Highlights on expenditures, funding awards, and industry proposals were provided. He commented on the increasing threat of infectious disease outbreaks and noted the work being done by CSU faculty, students and staff in molecular microbiology and immunology pathology. Through the creation of a bipartisan Blue Panel, there has been a national focus on agricultural biodefense and CSU is part of a coalition of land grant institutions that are advancing research for agricultural and human bio-defenses.

Dr. Rudolph described the Infectious Disease Research Center (IDRC) on the Foothills Campus that includes the BioMARC, an FDA-approved GMP bio-manufacturing plant to produce clinical grade and commercially viable materials, which was created a decade ago and is largely comprised of an industry

work force with employment of CSU students. He provided an overview of the BioMARC staff; functions; financial status with \$5.1 million in new grants this past year; the facilities; research and initiatives; and the facility needs. Discussions are being held with Tetrad, the P3 partner for the Foothills Campus, to explore further expansion.

Dr. Frank provided an historical perspective on efforts to shorten the pipeline between research and the product in the wake of the anthrax attacks after 9/11, and the establishment of regional centers with CSU developing the GMP. The Board previously approved the program plan to expand the Vector-borne Infectious Disease research facility which is a cornerstone of CSU's research and development mission.

Brand Marketing Presentation: Mr. Milligan remarked on the Students, Dollars, Votes and Image (SDVI) marketing focus to recruit, retain and graduate students with record enrollment over the last several years; the communications effort for the State Your Purpose campaign; statewide polling that reflects a positive view of CSU; the shift from telephone to internet polling; and the 2018 brand campaign with the slogan "Rams aren't just well prepared, they're the heartbeat of our state" to cultivate and grow the university's market position.

Mr. Martinez described how the complex message was conceived to illustrate the different ways CSU graduates are interacting and impacting the state. Two "Proud to Be" videos were shared. Mr. Martinez provided an analysis on the number of social media contacts made and the associated costs; other channels to use the promotional videos; and the content and featured individuals with more videos to be developed. In addition to digital and print promotions, various giveaways, such as t-shirts and stickers, will be utilized to fully launch the campaign in the spring to align with the enrollment cycle.

State Your Purpose Campaign Presentation: Ms. Tobin announced the overall campaign achieved the \$1 billion target on September 18<sup>th</sup> through more than 113,000 individual and corporate donors. The six campaign priorities were set through collaboration with all of the units to collectively meet the mission of the university. Approximately 50% of the college and units have achieved their goals and the campaign will continue until the 2020 conclusion date. Next steps include thanking donors; conveying the impact; and a mini-campaign with several initiatives and goals developed through participation of the campus partners for the last 1.5 years of the campaign, leading up to the university's 150<sup>th</sup> birthday celebration.

The meeting recessed for lunch at 12:31 p.m. and reconvened at 1:05 p.m.

## **ANNUAL CAMPUS SAFETY REPORTS**

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

*Colorado State University:* General Counsel Johnson described the composition of the CSU Public Safety team that is chaired by Chief of Staff Gill. The CSU Police Dept. (CSUPD) is the essential part of the campus security.

Chief Harris provided safety highlights from the past year that included the development and execution of a safety and security plan for the new Canvas Stadium. There were several security audits, i.e., audits by the Dept. of Homeland Security and the State of Colorado with recommendations that have been implemented, and an unannounced audit of the stadium by a nationally recognized security venue management expert who will be showcasing CSU at an upcoming national forum.

Chief Harris commented on the importance of trust and cooperation with the community. A review was completed on all of the 30,400 contacts the CSUPD officers had last year with students, staff, faculty and community members. Of the 18 documented use of force incidents, 15 involved soft or hard hand techniques, two involved Tasers, and one involved use of a firearm. The CSUPD officers are trained to deescalate situations and on appropriate use of force. Feedback and a prior survey indicate the campus and community are very satisfied with the CSUPD.

When asked about the metal detectors at the stadium, Chief Harris described the initial challenges and the adjustments that have been made. In response to a question on any activities trending positively or negatively, he noted the increase in bicycle thefts and the efforts to educate students with a discounted package offered through a bicycle company that includes U-locks. Referencing the 2017 CSU crime statistics in the meeting materials, General Counsel Johnson noted there were 26 sexual offenses and 49 reports of dating violence, domestic violence and stalking, which are consistent with prior years and comparable to CU and national trends.

*CSU-Pueblo:* Deputy General Counsel Doyle reported the university has a different structure with a 24/7 policing contract through the Pueblo County's Sheriff's Office and the officers are integrated into the campus community to create a positive environment. She reviewed the composition of the Campus Safety Team and reported a comprehensive policy for large scale events was developed to provide better security. A two-day threat assessment training was completed by members of the Campus Safety Team and the Student Affairs Committee. Student-athletes are provided comprehensive Title IX training. There were seven sex offenses during the past year which is consistent with prior years; motor vehicle thefts increased; and there were two hate crimes which is unusual for CSU-Pueblo.

Responding to a question from Chair Munn, Governors Syron and Taylor provided a student's perspective on the safety and training provided on their respective campuses. In a follow-up question on rape kit analysis from last year's safety presentation, Ms. Rivera confirmed that CSU students can be taken to either the Medical Center of the Rockies or the Poudre Valley Hospital.

When asked about hate and racially biased crimes, General Counsel Johnson responded there were none in 2016. In 2017 there were two incidents of vandalism of property characterized by racial bias and 13 bias incidents, and all incidents are listed on the university's website. Dr. Frank noted this is consistent with national trends and commented on the challenge of balancing safety and privacy in the residence halls. Dr. Hughes described bias incidents that could impact students; the decision reached to have communications sent to the campus community by Dr. Frank; and the bias reporting system with review by the Safety and Assessment Office that may confer with the CSUPD. In addition to education and training, additional opportunities to ensure students feel safe are being considered.

## **CSU-GLOBAL CAMPUS REPORTS**

*Student Report:* Governor Axelson commented on the challenges faced by non-traditional students and the timely responsiveness and support of the faculty. She described how CSU-Global Campus continues to provide and expand student support services with tools such as the Smarthinking Tutoring Service and the CSU-Global Campus Writing Center. A new tool, PARIN, has been implemented to provide both an assessment and a coach to hone the soft skills that employers are seeking and to help students succeed. The feedback solicited by the university to enhance support services is important to both students and employers.

*Faculty Report:* Governor Smith explained how CSU-Global Campus is a data-driven university with data gathered through two main tools, the Learning Outcomes and Quality Indicators (LOQI) and the Annual Program Review (APR). The data gathered through these tools is then utilized to develop

Program Analysis and Design Documents (PADD) every 18 months to determine necessary revisions at both the program and course design levels. After course revisions are implemented, the data begins to be monitored again for the next updating cycle. Based on the analysis and research, during the current revision cycle every assignment and discussion will be mapped for soft skills in distinct categories that will be listed. The university recently switched to Canvas, a new learning and management system, which will allow badging when certain criteria has been met.

*President's Report:* Dr. Takeda-Tinker explained that CSU-Global Campus re-evaluates its operational technologies every three years and has fully deployed Canvas that has been customized to meet the needs of the students and which will align with the other CSUS institutions. There was a groundbreaking for the new building to be leased from Aurora Public Schools and the goal is to move into the facility by September 2019. Board members were invited to participate in the university's first fully virtual commencement on December 8<sup>th</sup>.

As part of the 2.0 initiatives, a new Department of Organizational Effectiveness (DOE) has been created for better accountability by aligning financial information with all the data the university collects to track progress on strategic goals and initiatives. The reports generated will assist with informed decision-making and better tracking of expenses. In addition to the financial tracking, new academic program P&L models are being created to align ROI at various levels that will allow program leadership and faculty to understand how students are being engaged and retained, and to adjust initiatives based on the data.

Dr. Takeda-Tinker introduced Mr. Shiveley, the Director of Organizational Effectiveness, and shared a video that provided an overview of the new role and its various models for tracking and evaluating CSU-Global success. In response to questions, Dr. Takeda-Tinker and Mr. Shiveley explained how the academic program P&L test pilots will be analyzed to understand effectiveness with adjustments made before product marketing is initiated for the different programs. The intent is to create an environment where everything can be measured to create full transparency and accountability with direct costs and revenues allocated to the programs based on various metrics.

Dr. Miranda remarked that CSU switched to Canvas three years ago and the implementation of Canvas at CSU-Global Campus creates a new level of homogeneity within the CSUS. Dr. Ferguson commented on how Canvas provides a high level of flexibility with engagement tools for the faculty and positive student experiences and the transition was relatively seamless.

## **EXECUTIVE SESSION**

Chair Munn stated the executive session would be to receive the litigation report and to address matters for the Real Estate/Facilities Committee. **Motion/Action:** Governor Gustafson 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 purposes of receiving the litigation report and legal advice; for consideration of nominations for honorary degrees or naming proposals; and discussion related to the purchase or sale of property, all confidential as set forth in the meeting notice. The meeting convened in executive session at 2:14 p.m. and reconvened in open session at 4:05 p.m. The meeting then immediately recessed for a break and reconvened at 4:20 p.m.

## **REAL ESTATE/FACILITIES COMMITTEE**

Committee Chair Mosher convened the committee meeting and indicated there were three action items for the Board's consideration.



*Approval of Acquisition of Real Property Located at 1141 North Highway 136, Gunnison, Colorado:* Committee Chair Mosher reviewed the action item discussed in executive session for the acquisition from CSURF of real property located in Gunnison, Colorado. **Motion/Action:** Governor Singleton made the motion; the motion was seconded and carried unanimously.

*Approval of the CSU Program Plan for and Acquisition of 2243 Centre Avenue:* Committee Chair Mosher explained CSU currently has offices in the building on the property that would be acquired from CSURF. **Motion/Action:** Governor Jordan moved to approve; Governor Singleton seconded; and the motion passed unanimously.

*Approval of CSU Program Plan for the South Campus Animal Research Facility:* Committee Chair Mosher reported the estimated cost is \$6-\$8 million for a 12,150 sq. ft. building on the South Campus. Ms. Johnson confirmed the program plan will be submitted to the DHE and, upon approval, will then be submitted to the CDC. The financing plan will be brought forward at a later time and, should the decision be made to use state intercept bonds, approval by the JBC would also be required. **Motion/Action:** Governor Gabel moved to approve; Governor Gustafson seconded; and the motion carried unanimously.

*Approval of the Acceptance of Gifts and the Naming in Recognition of Gifts Relating to an Administrative Building within South Campus:* Committee Chair Mosher indicated there was also a naming action item for the Board's consideration. Dr. Frank read the naming motion that was discussed in executive session. **Motion/Action:** Governor Syron moved to approve; Governor Robbe Rhodes seconded; and the motion passed unanimously.

## ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Flores convened the meeting and asked Dr. Miranda to review the two consent agenda items.

*CSU-Global Campus Program Name Changes:* Dr. Miranda explained the action to rename the Master of Science and Bachelor of Science in Criminal Justice and Law Enforcement Administration programs to simply Master of Science and Bachelor of Science in Criminal Justice better aligns the programs to industry standards. The additional phrase of "Law Enforcement Administration" is a more narrow sub-area and the broader name gives the university greater flexibility to respond to additional market revisions in the future. There are no changes in the curriculum or student learning outcomes.

*CSU-Pueblo Faculty Handbook Change – Section 2.9.4:* The addition of the Titled Faculty Performance Review Policy is a revision to the evaluation mechanisms for Titled Faculty which is a nomenclature used for non-tenure track faculty and pertains to the teaching expectations and student supervision as described in the meeting materials. Records for the evaluations will be maintained in Human Resources.

*Campus Report:* The CSU-Online report was scheduled to be presented the next day.

## CSU-PUEBLO REPORTS

*Student Report:* Governor Taylor highlighted from the written report past traditions that have occurred since the beginning of the academic year, i.e., the Wolfpack Welcome Week with numerous activities and participation by over 100 different organizations and the community; the Packfest concert and festival with the community invited for the first time; and the ASG Homecoming bonfire that has been expanded to include alumni. New traditions include the Tundra Tailgate which is free for students and the Pack Kick-Off at the ThunderBowl stadium. A video from the Pack Kick-Off created by the Student Engagement and Leadership Office from footage provided by a new freshman was shared. Governor

Taylor concluded his report by commenting on the importance of past and new traditions to increase overall pride and optimism through the campus culture that creates a positive experience for students.

*Faculty Report:* Dr. Mottet explained he would be presenting the report on behalf of Governor Belport who is participating in an HLC accreditation site visit related to the new Doctorate of Nursing Practice, the first doctoral program for the university. In the written report were Faculty Senate agendas to provide insight on the issues and concerns being addressed by the faculty. Faculty is engaged in conversations with the new Athletic Director to educate the campus on the funding model and the impact of athletics.

In response to an HLC recommendation, the evaluation process for adjunct faculty has been amended. The Provost has begun discussions with faculty relative to low enrollment programs and classes to be more efficient in terms of faculty workload and productivity. Dr. Mottet pointed out that Governor Belport cross-walked the university's six priorities with the 22 jump start initiatives to ensure alignment, and faculty have been actively involved and support the vision to be presented the next day. She also developed an actionable list and matrix to show progress on the twelve items previously brought to the Board by Governor Volk.

The President's report and the Vision 2028 presentation were scheduled for the next day.

## **CHANCELLOR'S REPORT**

*CSUS Information Technology Systems:* Dr. Frank summarized the goals for combining the major CSUS IT systems to create efficiency and effectiveness in operations; to create better and easier compliance and reporting; and to mitigate risks. While representatives from CSU-Global Campus attend the IT meetings and the intent is to ensure capability of interaction on the back-end, CSU-Global Campus' operations are better served with products that currently do not work particularly well in the defined CSUS scope and scale. He reviewed the vision for shared student information systems. Examples were provided on the high implementation costs of IT administrative systems for higher education.

The original intent was to implement the Kualii self-developed student information system, beginning at CSU-Pueblo, based upon the positive experience with the Kualii financial system. Due to continuing issues, the decision has been made to explore implementation of the new Banner Multi-Entity Processing (MEP) system that has a built-in financial aid module and will allow for sharing of student information between the CSUS institutions.

The original \$2.31 million financial plan approved by the Board included three \$125,000 draws for FY17-19 from the Board reserves of which the FY 19 draw has not occurred and \$1.935 from the CSU IT FY17-FY29 budgets of which \$1.2 million has been expended. The new \$4.3 million recommendation includes the remaining \$905,000 from the original budget and three annual draws from the Board reserves, each in the \$1.1 million range, beginning in December 2018. No action was required at this meeting. The due diligence continues and a detailed financial plan will be presented at the next meeting. The recommendation provides a more rapid and timely implementation of a new student information system. The CSUS remains an active partner in the Kualii consortium that could potentially in the future provide a viable cost containment solution as a longer-term solution.

The remainder of the Chancellor's report and the strategic mapping update were carried over to the next day. The meeting then adjourned for the day 4:53 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
Colorado State University, Fort Collins  
October 5, 2018**

**CALL TO ORDER**

Chair Munn called the meeting to order at 9:00 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; Dorothy Axelson, Student Representative, CSU-Global Campus; Margarita Lenk, Faculty Representative, CSU; Barry Smith, Faculty Representative, CSU-Global Campus; 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; Wayne Hall, 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; 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; Derek Lopez, Director of the Center for Academic Enrichment and Grants Program Manager, CSU-Pueblo; Tom Milligan, Vice President for External Relations, CSU; Adam Pocius, Manager of Innovative Technologies, CSU-Pueblo; Jonathan Poritz, Director of the Center for Teaching & Learning and Associate Professor of Mathematics, CSU-Pueblo; Amy Robertshaw, Associate Vice President for Enrollment Services, CSU-Pueblo; Amy Smith, Senior Director, Continuing Education, CSU; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Lou Swanson, Vice President for Engagement, CSU; Niki Whitaker, Chief of Staff, CSU-Pueblo

Chair Munn reconvened the meeting and reviewed the agenda.

**CHANCELLOR'S REPORT**

Dr. Frank reported the Distinguished Alumni Awards will be presented during Homecoming Week and Governor Jordan will be receiving the William E. Morgan Alumni Achievement Award.

*Legislative Report:* Ms. Parsons remarked that, due to the upcoming election, there was no progress on any major issues at the federal level. Major turnover is anticipated at the state level and there will be at least one new member of the federal delegation. Information on CSU and higher education issues is being provided to all of the candidates. The Trump administration is contemplating the relocation of some

federal agencies from Washington, DC, and efforts are underway to work with agencies the CSUS has an existing relationship with for consideration of relocating to Colorado.

## **STRATEGIC MAPPING UPDATE**

Ms. Parsons reported that, with Dr. Frank's upcoming transition, the next three to six months will be focused on the organizational structure and direction for the next three to five years. Mission projection updates are a new CEO has been hired for the National Western Center (NWC); an architectural firm has been hired for two CSU buildings at the NWC; CSU is working internally to develop the NWC programs; and CSU is assisting the City of Denver to find a private partner to develop portions of the NWC.

Under mission delivery, efforts continue on the IT infrastructure and procurement discussions are occurring among the campuses. For mission alignment, the CSUS was a title sponsor for the recent Denver Startup Week with 10 events hosted at the CSU Denver Center. Through the partnership with Denver International Airport, a native plant garden has been created in the Westin Plaza; other options for a CSU presence at the Pena Blvd. light rail station and in the Great Hall at the airport are being explored. Ms. Parsons announced Malachi Haynes, a new freshman at CSU, won the Boys & Girls Club Youth of the Year Award, and Dr. Takeda-Tinker received a Woman of Distinction Award from Girl Scouts of Colorado on October 2, 2018.

## **CSU-PUEBLO REPORTS *(continued)***

*President's Report:* Dr. Mottet reported there was a 4% increase in new student enrollment for the fall semester and the retention rate for first to second year increased to 68.4% which exceeded the 67% performance goal. The university participated in the National Survey for Student Engagement that focuses on student learning and 92% of seniors graduating from CSU-Pueblo responded they had an opportunity to participate in a high impact practice throughout their senior year as compared to 83% at peer institutions. Several initiatives have been identified to ensure a balanced FY20 budget. Partnerships being developed include a new charter school; interest by Eurofins, an international analytical testing company, to partner with the Institute for Cannabis Research; and a solar initiative to use renewable energy on the campus.

An extensive progress report on the 22 jump start initiatives was included in the written materials. The university has been awarded a new \$3.75 million Title IV grant with the Pueblo Community College receiving \$400,000; the two institutions are committed to hiring transfer advisors to increase the transfers between the institutions. There is also an initiative to increase enrollment in the Teacher Education program for teachers entering the public school system in the region. Over the last four years, the university has received almost \$12 million in grants. Dr. Mottet announced Dr. Poritz has been selected by the DHE to lead a statewide initiative on open educational resources.

*Vision 2028 Presentation:* Dr. Mottet recalled the launch of a visioning process in April 2018 with engagement of the entire campus. Approximately 95% of the campus community is supportive of the vision that has emerged.

Dr. Soder Hodge reviewed the visioning process that began with a SWOT analysis and a comprehensive survey, and then utilized a retooled convocation focused on the visioning process for validation. With new campus leadership, the timing is right for a cultural shift with a bold vision for the future and the campus has already begun to change due to the visioning process. Dr. Soder Hodge listed the ten members of the steering committee, introducing the four members who were present: Dr. Poritz, Ms. Robertshaw, Mr. Pocius and Dr. Lopez.

Dr. Soder Hodge provided an historical overview of regional comprehensives. Understanding the history is important to plan for the future; to bridge the attainment gap; and to create a more prepared work force. She noted the university is not just educating a single student, but is in fact taking on the families and educating the community which is a unique differentiator. “Pueblo” is the Spanish word for town or village and embracing the diverse culture and celebrating the traditions of the community is important to Vision 2028 to redefine CSU-Pueblo as the people’s university. While the university has students from all over the world, the focus will be on the southwestern U.S. Dr. Soder Hodge presented the Vision 2028 mission, values and guiding principles for the development of short and long-term initiatives.

Drs. Soder Hodge and Mottet responded to questions on how the geographical region was identified; the relationship building to fully implement the vision across the campus; outcomes and metrics that address learning soft skills; and environmental and learning sustainability. Ms. Holliday explained how the market analysis for the Go Get It campaign examined nontraditional spaces, such as transfer students and individuals who had never considered college, and the vision, mission and guiding principles of Vision 2028 speak strongly to those same demographics. Drs. Mottet and Soder Hodge commented on how the visioning process has identified differentiators that will assist with rebranding or reimagining the university.

Dr. Mottet reported the consulting firm Entangled Solutions has helped guide the university through the visioning process. He thanked Dr. Soder Hodge and the steering committee for their leadership, and remarked on how the campus has been engaged in a constructive and productive manner. An enrollment plan and a set of systems and strategies with identified investments will be developed to execute the vision and presented at the February meeting.

Dr. Mottet asked for an endorsement by the Board for Vision 2028. There was an overall consensus on the future direction with positive comments shared on the ownership; the inclusion of the students in the process; and the inclusion of the Pueblo community. An update will be provided by Dr. Mottet at the December meeting.

#### **ACADEMIC AND STUDENT AFFAIRS COMMITTEE** *(continued)*

*CSU-Online Presentation:* Dr. Swanson provided an historical overview of the nontraditional education and community engagement created through the Office of Engagement and the subsequent formation of CSU-Global Campus. With the knowledge gained in creating CSU-Global Campus, the Division of Continuing Education was transformed in 2009 to CSU-Online to leverage both revenue and innovation streams.

Dr. Smith described how CSU-Online supports the university’s access mission by partnering with the eight colleges and 53 departments across the institution to serve a unique adult population with marketing, recruitment, retention and advising services. In addition to program development and management support, CSU-Online provides access to data on market demands and industry research. Statistics were provided on the number of students, degrees, credit and non-credit courses, MOOCs, faculty, current portfolio, and student demographics.

Significant growth has occurred in the credit and non-credit programs and the revenue distributed to the colleges. Through strong academic partnerships, the access to research-based programs leads to student success and supports the land grant mission. The vision for the future includes expanding life-long learning opportunities, innovations for teaching and educational technologies, greater integration within interdisciplinary programs, and faculty training.

When asked to differentiate between CSU-Online and CSU-Global Campus, Drs. Smith and Takeda-Tinker responded that, while the online delivery mechanism is the same and there is some overlap, generally the course offerings are significantly different. The audience and student demographics also differ through intentional strategies. CSU-Global Campus is more market driven and CSU-Online closely parallels the campus. CSU-Online does have plans to expand in the non-credit professional development and service areas that will potentially attract older populations.

Governor Lenk pointed out the programs that overlap between CSU-Global Campus and CSU-Online are accredited by different agencies. She also noted that CSU-Online allows students to continue taking courses for credits and retain financial aid without delaying graduation dates while either taking a semester off or working in their professional areas. When asked if CSU-Online enrollment increases during the summer, Dr. Smith responded in the affirmative and acknowledged the responsiveness of faculty to the expanded enrollment. When asked about non-credit or industry-sponsored relationships, Dr. Smith shared information on partnerships that currently exist to upscale existing work forces.

### **APPROVAL OF CONSENT AGENDA**

At the request of Chair Munn, General Counsel Johnson confirmed the list of the consent agenda items was correct. **Motion/Action:** Governor Robbe Rhodes moved to approve; Governor Syron seconded; and the motion passed unanimously.

### **EVALUATION COMMITTEE**

Chair Munn indicated the Evaluation Committee would convene in executive session and then reconvene in open session to address action items related to the CSU presidential search process. **Motion/Action:** Governor Gustafson moved to convene in executive session. Governor Gabel seconded and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussing and evaluating public officials and professional staff employees of the Board, and to receive legal advice, all confidential as set forth in the meeting notice. The meeting recessed for a break at 10:47 a.m. The Evaluation Committee then convened in executive session at 10:57 a.m. and reconvened in open session at 12:15 p.m.

### **GENERAL ACTION ITEMS**

Chair Munn indicated there were three action items to be approved to move forward with Dr. Frank's transition that had been announced.

**Motion/Action:** Governor Jordan moved to approve the action item for Dr. Frank's appointment to serve exclusively as the CSUS Chancellor effective July 1, 2019, and the authorization to execute the appointment agreement as stated in the written matter for action. Governor Mosher seconded and the motion carried unanimously.

**Motion/Action:** Vice Chair Tuor moved to approve the establishment and appointment of the CSU Presidential Search Advisory Committee and the procedures as stipulated in the written matter for action. Governor Gustafson seconded and the motion passed unanimously.

Chair Munn asked for a motion to authorize staff to move forward with the selection and signing of a contract with a search firm to support the process as designated in the prior motion. **Motion/Action:** Governor Gustafson made the motion; Governor Syron seconded; and the motion carried unanimously.

Chair Munn noted the December meeting will be held in Denver. With no further business to come before the Board, the meeting adjourned at 12:19 p.m.