

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM RETREAT
Colorado State University-Pueblo
February 6, 2019**

CALL TO ORDER

Chair Munn called the retreat to order at 1:17 p.m.

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; Steven Gabel (via phone); William Mosher; Dean Singleton; Dorothy Axelson, Student Representative, CSU-Global Campus; Susan Belport, Faculty Representative, CSU-Pueblo; 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, Deputy Chief Financial Officer, CSU System, and Vice President of Operations, CSU; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Susy Serrano, Director of Internal Auditing, CSU System; 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; Kristyn White Davis, Dean of Extended Studies, CSU-Pueblo; Russell DeSalvo, Board of Governors-Appointee; Jane Fraser, AAUP President, CSU-Pueblo; Michelle Gjerde, Director of Career Center, CSU-Pueblo; Rhonda Gonzales, Dean, Library Sciences, CSU-Pueblo; Christin Holliday, Vice President, Enrollment Management and Student Affairs, CSU-Pueblo; Donna Souder Hodge, Executive Director of Organizational Culture, CSU-Pueblo; Mike Hooker, Director, Public Relations, CSU; Greg Hoye, Executive Director for Marketing and Community Relations, CSU-Pueblo; Derek Lopez, Grants Program Director, Center for Teaching and Learning, CSU-Pueblo; Emily McElwain, Director of Student Recreation, CSU-Pueblo; Adam Pocius, Manager of Innovative Technology, CSU-Pueblo; Jonathan Poritz, Director, Center for Teaching and Learning, CSU-Pueblo; Amy Robertshaw, Assistant Vice President of Enrollment Management, CSU-Pueblo; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Mark Swanson, Board of Governors-Appointee; Brian Vanden Heuvel, Professor and Director of CBASE, CSU-Pueblo; Jackie Wallgren, Senior Associate Athletic Director, CSU-Pueblo; Niki Whitaker, Chief of Staff, CSU-Pueblo

Chair Munn convened the retreat and confirmed Governor Gabel had joined the retreat by phone.

STUDENT SUCCESS AND PIPELINE

Dr. Miranda commented on how student success can be measured in variety of ways and the focus of the discussion would be on post-graduation success. Considerable attention has been focused on the return on investment (ROI) for a college education, or a costs vs. benefits analysis, and the high level of student debt. Affordability is a high priority for the CSU System (CSUS) institutions and efforts are made to lower both institutional operating costs and the cost of attendance for students. Other priorities are to continually improve quality; to provide high impact practice opportunities and curricular and co-curricular support to prepare students for post-college life; and to meet the institutional learning

outcomes. He described the full student life-cycle approach with applied metrics that begin with admissions and culminate with success after graduation. Conversation followed on the unique value proposition for each of the CSUS institutions, and how academic performance and student success are measured.

CSU-Global Campus: Dr. Takeda-Tinker described the role, mission and student demographics of CSU-Global Campus. She explained how the university tracks and monitors data to evaluate ROI based on learning outcomes achievement; ETS learning progress; post-graduation income for CSU-Global Campus graduates with bachelor's or master's degrees; and post-graduation preparedness based upon employer and alumni surveys. Dr. Takeda-Tinker reviewed the challenges and initiatives undertaken to positively address the four goals of the Colorado Commission of Higher Education (CCHE) *Colorado Rises* strategic plan. Progress on student success is continually tracked and monitored through aggregated information that is regularly distributed in data warehouse reports to all faculty and staff. Industry rankings were provided to illustrate how CSU-Global Campus provides high quality, affordable and career-relevant education.

CSU-Pueblo: Dr. Adelrahman described CSU-Pueblo's qualitative approach for an integrated pathway to success through foundations tied to market and industry needs, integrated learning opportunities, and applications of the skills and knowledge. Ms. Holliday highlighted specific student support services; the work of the Career Center and other career services provided outside of the classroom; and new initiatives undertaken to help prepare students for post-graduation employment. As part of the CSUS, there are numerous opportunities for attendance at career fairs. Post-graduation success metrics are now being tracked and analyzed in a new manner with a goal of 82% of students employed in their degree field or accepted into an advanced degree program.

The National Survey of Student Engagement (NSSE) comparisons relative to career plans, high impact practices and societal issues are significantly higher for CSU-Pueblo compared to peer institutions. First destination surveys on post-graduation satisfaction and preparedness for work are positive. Of the 33,000 alums tracked, 70% are employed within Colorado. CSU-Pueblo is also participating in CLIMB, a national study underway focused on upward mobility. Dr. Adelrahman reviewed data and the related university programs to illustrate how CSU-Pueblo is contributing to the four goals of the CCHE *Colorado Rises* strategic plan. When asked about the number of local students, Ms. Holliday responded approximately 40% of the student population, and enrollment from Pueblo and El Paso counties that had been declining is now rebounding.

Colorado State University: Dr. Miranda reported the institution completes the NSSE every three years and highlights from the most recent survey completed were provided. The data overall reflects a high level of student satisfaction with their educational experience at CSU and, while there are minor variations, CSU scores similarly to peer institutions on the four NSSE engagement indicators. Data on high impact practice participation for first year, sophomore and seniors broken out by first generation, students of color, and Pell-eligible students compared to the overall student population are positive and indicate progress has been made in closing equity gaps. Engagement indicator comparisons to large land-grant schools are also similar.

Dr. Miranda reviewed the content, process and highlights of a CSU alumni survey focused on student success initiatives and institutional learning objectives; the results were supplemented with National Student Clearinghouse and LinkedIn data. Based upon 2016-17 results, 84% of undergraduates and 95% of graduate students secured their plans for either employment or continuing education. Data for undergraduate and graduate students was broken out by college, ethnicity/race, gender and first generation/Pell eligibility comparisons. Data on salaries after graduation and comparisons at one, five and ten years was also provided

Results of a satisfaction survey on undergraduate and graduate students' experiences at CSU were overall positive in the mid-80 to high 90 percentiles. As part of the survey, efficacy for post-graduation success was probed on the four factors of internships, career services programs, GPA, and on-campus employment with internships ranking the highest. A national comparison based upon post-graduation data published by the National Association of College Employers (NACE) disaggregated into different relevant categories contrasts CSU positively compared to peer institutions.

CCHE Colorado Rises: Based upon a conversation held with the new Colorado Dept. of Higher Education (DHE) director, Dr. Frank commented on the intent of the DHE and CCHE to continue moving forward with the *Colorado Rises* strategic plan that was designed to be a master plan to span administrations. He remarked on challenges with the goals and metrics identified to meet workforce needs in the state through traditional higher education pathways and the additional complications with projected declines in the student pipeline. The CSUS institutions are making progress within each of the four broad categories and modest investments have been made in new initiatives.

Following discussion on accountability, the CSUS role, the metrics to measure student success, and the role of student success in the CSUS strategic plan, Ms. Parsons indicated components of the student success discussion in conjunction with the demographics of prospective students will be examined in more detail at the June retreat. The retreat then recessed for a break at 3:22 p.m. and reconvened at 3:46 p.m.

CSU-PUEBLO VISIONING UPDATE

Dr. Mottet acknowledged the work of Dr. Souder Hodge and the 10-member steering committee composed of faculty and staff. He reviewed the timeline of the visioning process that began with the charge to develop a future direction for the university which led to the creation of the steering committee who involved the campus in the development of the vision, mission, values and guiding principles. The strategic plan will be operationalized through implementation of initiatives identified to address gaps and to improve the performance metrics for enrollment, retention, graduation and placement.

Dr. Souder Hodge noted the strategic plan is being driven by the campus with a bold vision designed to be aspirational and mapped to the needs of the region. Further, the plan is designed to help close the Colorado achievement gap and to contribute to the CSUS. The CSU-Pueblo Works plan presented in October has the specific goal of establishing the campus as the people's university of the southwest U.S. by 2028. Shifts in the campus culture have begun to take place through the redefining of processes and policies. Next steps include creating a comprehensive learning model with institutional outcomes by re-imagining the student life cycle for continuous learning through innovation and accountability in the campus ecosystem. She commented on the importance of the onboarding, developing and transitioning that occurs in the student lifecycle.

Dr. Mottet explained that the four primary drivers of access and affordability, experiences, environment, and people are the leading indicators impacting university performance and the foundation for the ten initiatives which have been identified and mapped out in two phases to be staggered over a ten-year process. The first initiative of a new financial aid model based on the work concept is focused on developing a student employment model with identified curriculum and supervision, and a prior learning assessment to leverage work experience. The second initiative is to expand student-athlete enrollment and to maintain existing facilities to recruit the best athletes in a competitive market. The implementation of the third initiative of university track centers has begun with opening admissions offices in two Pueblo high schools to cultivate a university culture in the local community.

Dr. Souder Hodge stated the intent of initiative four is to create a new advising model and infrastructure with opportunities for individual student pathways and a single campus entry point. The goal of initiative five is to enhance the presence of CSU-Pueblo in Colorado Springs by leveraging the existing location, developing more programs, and utilizing community relationships. Initiative six focuses on expansion of the adult learning program with opportunities to address work force needs, increase enrollment and enhance student demographics. The seventh initiative involves redesigning the general education and capstone curricula to help students build skills and knowledge to succeed.

Dr. Mottet described the eighth initiative to repurpose existing facilities for professional learning spaces that resemble the modern work place with 24/7 access for students to work on projects and to collaborate in teams. The ninth initiative for creating a downtown Pueblo presence would provide the community an access point to the university and help create partnerships. The final CSU-Professional initiative is to develop a suite of on-line, market-driven graduate programs that map to the economic development of the region. The initiatives and performance metrics are still being developed with more details forthcoming. Visits to other higher education institutions will be made to gain insights on similar concepts implemented elsewhere.

Dr. Mottet remarked that outside assistance on the process has been provided by various groups including Intangible Solutions, the Suddes Group, and Hord Coplan Macht. Access to the Lumina Foundation and Strada Education Network has been facilitated through Mr. Ken Smith at Strategic Partnerships. Dr. Souder Hodge acknowledged the support that has been provided from several individuals and units within the CSUS and its institutions.

CSU SYSTEM FUNDING STRATEGY

Dr. Frank recalled the discussion at the June retreat to split the Chancellor and CSU President positions and to build CSUS capacities for longer term initiatives, and the subsequent December discussion on the potential funding concept utilizing the annual revenue streams that flow into reserves that would maintain the reserves for the intended purposes defined in the reserves policy. The Board reserves were set up to serve the two basic functions of funding start-up investments that align with the identified strategic priorities, and to serve as the fiscal foundation to underpin bond ratings and as a “rainy day” fund for challenging economical times. A formula was established to calculate the annual reserves through annual campus assessments with approximately \$50 million identified as a reasonable targeted amount.

Dr. Frank reviewed the strategic priorities identified by the Board and provided an overview of the Board reserve growth and withdrawals; the 2020 projected reserve growth; and current and projected 2020 costs. A new funding model built upon funding the CSUS expansion through annual revenues was presented along with conclusions based upon two stress tests of the model. The numbers will be further scrubbed before the annual budgets are approved. Suggestions were made to separate the administrative costs and funding for initiatives, and to periodically review the reserves policy and allocation model. Mr. Sobanet confirmed the format would be revised to inform the Board for decision-making and to ensure visibility.

Following discussion, there was general support for the proposed CSUS funding model; the System budget used in the model will be further refined prior to budget approval at the May meeting. Ms. Johnson pointed out the annual state requirement to complete the budget data books at the fiscal year-end and the beginning of the next fiscal year to reflect the allocations of the COF, fee for service and specialty education resources. The retreat then adjourned at 5:22 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Colorado State University-Pueblo
February 7, 2019**

CALL TO ORDER

Chair Munn called the meeting to order at 9:03 a.m.

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; Steven Gabel (via phone); William Mosher; Dean Singleton (via phone); Dorothy Axelson, Student Representative, CSU-Global Campus; Susan Belpert, Faculty Representative, CSU-Pueblo; Margarita Lenk, Faculty Representative, CSU; Barry Smith, Faculty Representative, CSU-Global Campus; Tristan Syron, Student Representative, CSU; Wes Taylor, Student Representative, CSU-Pueblo

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Guests present: Mohamed Abdelrahman, Provost, CSU-Pueblo; Keelan Bailey, Coordinator, Office of Student Engagement and Leadership, CSU-Pueblo; Lacey Clemmensen, University Track Center, CSU-Pueblo; Kristyn White Davis, Dean of Extended Studies, CSU-Pueblo; Russell DeSalvo, Board of Governors-Appointee; Karen Ferguson, Provost and Vice President of Strategic Innovation, CSU-Global Campus; Chris Fendrich, Interim Director of BFS, CSU-Pueblo; Mark Gill, Chief of Staff, CSU; Kathleen Henry, President/CEO, CSURF; Donna Souder Hodge, Executive Director of Organizational Culture, CSU-Pueblo; Christin Holliday, Vice President, Enrollment Management and Student Affairs, CSU-Pueblo; Mike Hooker, Director, Public Relations, CSU; Greg Hoye, Executive Director for Marketing and Community Relations, CSU-Pueblo; Blanche Hughes, Vice President of Student Affairs, CSU; Kat Hund, Interim Assistant Director of Marketing, Communication and Community Relations, CSU-Pueblo; Nancy Hurt, Managing Director, REO, CSURF; Pam Jackson, Interim Vice President for External Relations, CSU; Sylvester Kalevela, Dean, College of Education, Engineering and Professional Studies, CSU-Pueblo; Laurie Kilpatrick, Parking and Safety Manager, CSU-Pueblo; David Lehmpuhl, Dean, College of Science and Math, CSU-Pueblo; Donnell Leomiti, Defensive Coordinator, Athletics Dept., CSU-Pueblo; Taylor Lewis, Colorado Energy Office; Derek Lopez, Grants Program Director, Center for Teaching and Learning, CSU-Pueblo; Emily McElwain, Director of Student Recreation, CSU-Pueblo; Paul Niedermuller, Clifton Larson Allen; Adam Pocius, Manager of Innovative Technology, CSU-Pueblo; Jonathan Poritz, Director, Center for Teaching and Learning, CSU-Pueblo; Amy Robertshaw, Assistant Vice President of Enrollment Management, CSU-Pueblo; Tracy Samora, Alumni and Community Relations, CSU-Pueblo; Arlene Reilly Sandoval, Associate Professor and Dept. Chair, Social Work, CSU-Pueblo; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Mark Swanson, Board of Governors-Appointee; Pamela Toney, Senior Vice President of Operations, CSU-Global Campus; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus; Brian Vanden Heuvel, Professor and Director of CBASE, CSU-Pueblo; Jackie Wallgren, Senior Associate Athletic Director, CSU-Pueblo; Niki Whitaker, Chief of Staff, CSU-Pueblo; Malorie Weiss, University Track Center, CSU-Pueblo; Josh Wilkens, Johnson Controls, Inc.

Prior to the meeting, a presentation was made during breakfast by Drs. Adelrahman, Lehmpuhl, Sandoval, and Kalevela on the new academic programs at Colorado State University-Pueblo.

PUBLIC COMMENT AND BOARD CHAIR'S AGENDA

Chair Munn introduced Governor-appointees DeSalvo and Swanson, and noted Governors Gabel and Singleton had joined the meeting by phone. An overview of the agenda was provided the previous day. He confirmed no one signed up for public comment.

AUDIT AND FINANCE COMMITTEE

Committee Chair Robbe Rhodes convened the meeting and asked Mr. Sobanet to begin with the state budget update.

FY 2020 Governor's Budget Request: Mr. Sobanet reported the FY 2020 budget submitted by Governor Polis contains a 13% increase in state support for higher education that includes need-based financial aid and the stipulation of no increase in resident undergraduate tuition rates. The budget request also has additional funding for other smaller add-on requests. Funding for the CSU Shepardson Building renovation and addition is included in the capital development budget.

FY 2019 2nd Quarter Financial Statements: Ms. Johnson noted that the format is consistent with Generally Accepted Accounting Principles and the year-end audited financial statements. Based upon NACUBO standards, Pell revenue is designated as non-operating revenue instead of tuition revenue. Reports were provided for the CSU System (CSUS), the Board of Governors (Board) and each of the three campuses. CSU-Global Campus has managed through the negative variance reported in December to a \$6 million positive variance. Adjustments have been made to reflect the impact of the internally managed CSUS Treasury with unrealized gains/losses. Another significant variance was due to lower enrollment of Pell-eligible students which is not unusual during times of economic growth.

FY 2020 Incremental Budget Updates: Mr. Sobanet indicated reports would be presented by each of the campuses.

Colorado State University: Ms. Johnson explained the format has been revised based upon the Governor's proposed budget with three scenarios that all have the 0% increase in resident undergraduate tuition and a 4.5% salary/benefit pool. Based upon campus feedback, a priority is to retain as much as possible in the compensation line to ensure market competitiveness with peer institutions for hiring and retaining qualified faculty and staff as the cost of living in Fort Collins continues to increase.

Dr. Frank recalled the CSU-Pueblo financial sustainability plan endorsed by the Board and the internal distribution of the state resources between the institutions to help sustain CSU-Pueblo. He provided an historical overview of the state calculations and the creation of the Colorado Opportunity Fund and fee for service contracts based upon enrollments. Each of the three budget scenarios reflects a state funding impact based upon variances in the internal distributions.

Dr. Frank described the campus internal reallocation process that generally averages approximately \$7 million per year or about 3% of discretionary funds and the related impact on the campus culture and quality enhancements. He raised the question as to whether to continue the requirement of internal reallocations. Ms. Johnson and Dr. Miranda were tasked with researching the process and the amounts of internal reallocations. Dr. Miranda commented on the level of internal reallocations that occur at the college and division levels. Work will continue to annualize and systematize the survey to improve the

precision of the process. Following discussion, there was general support for continuing the internal reallocations.

CSU-Pueblo: Mr. Spiecker reviewed the assumptions in each of the three scenarios that include a 3% salary increase; additional state funding with no increase for resident undergraduate tuition; a 3% tuition increase for non-resident undergraduate and graduate students; and a 3.2% decline in enrollment. Modifications to the budget presented in December include additional costs associated with new academic programs and the expiration of grant funding, and a recalculation of mandatory costs with a shortfall in each scenario. Dr. Mottet has convened an advisory group composed of faculty and staff to develop recommendations to balance the budget. Additional grants are being pursued and applications have been received for voluntary separation that are still being reviewed and processed.

CSU-Global Campus: Mr. Warr explained the new format that aligns with the twelve monthly starts and the variability of enrollment and revenues to more accurately track and forecast based on expenses for the current year and to model for the next fiscal year. Costs are being managed and the FY 2019 operating revenue was re-forecasted to be \$100,154,440 with a 31% operating margin. FY 2020 assumptions include 12,600 new students and an operating margin of 33% with a \$37.8 million increase in net assets. A comparison to the original Board-approved budget will be provided with the year-end financial statements. Dr. Frank pointed out how CSU-Global Campus differs from the other two campuses with the ability to dramatically adjust expenses mid-year and in real time.

Responding to questions, Dr. Takeda-Tinker explained that tuition has not increased in seven years and the major impact is through the retention of students with re-engagement important for sustainability. The investments made in the 2.0 initiatives will improve the ability to meet student demands for technology and advancement. On competitive wages, annually a compensation analysis is conducted and the model of utilizing a large number of part-time faculty along with outsourcing certain services have helped manage costs.

CSU-Pueblo Business Financial Services Update: Dr. Mottet reported there are bi-monthly meetings of a core group to discuss the status of the recommendations, the progress and next steps as well as monthly meetings with Business Financial Services front line staff.

Ms. Johnson provided an update on the controller search that initially failed and has been re-initiated with modifications to the required and preferred qualifications to widen the candidate pool. Two new accountants have been hired and CSU staff are assisting with the training. All relevant accounts have been closed and remaining accounts will continue to be monitored. Funding allocations have been identified and will be appropriately transferred. Testing on the functionality for activation of cash/expenditure controls in KFS is being conducted and recommendations will be made to Dr. Mottet.

Dr. Mottet reported two full-time employees are being hired to complete the accounts receivable collections by June 2019; the organizational structure review has been completed and a recommendation will be made to the new controller; and fiscal officer responsibility training was completed for 36 members of the university leadership team and planned for 134 account managers in March. Work continues to implement the ten audit recommendations; updated Business Financial Services policies are being reviewed by a variety of stakeholders; and a new set of payroll policies are being developed.

CSU System Treasury Update: Mr. Sobanet explained that a substantial amount of money will continue to be retained in the State Treasurer's Office. Reviewing the 12/31/18 operating portfolio summary, he reported Tier I allocations have been made to three different money market accounts; a vendor has been selected for the Tier II managed bond funds with \$50 million to be allocated in spring 2019; and the Tier III allocations were completed by fall 2018. December was a volatile month for equity markets with

improvements during January and, based upon the automatic adjustment made in the PERA reform legislation, there could be a FY 2021 budgetary impact to employers and PERA retirees.

Approval of Reimbursement Resolution for CSU Equine Veterinary Teaching Hospital Infrastructure (EVTHI) and Meridian Village Residence Projects: Mr. Sobanet described how the resolution would allow for reimbursement of expenses incurred for the two projects prior to the issuance of bonds. The EVTHI project was previously approved by the Board and will be included in the summer 2019 bond issuance. The residence hall program plan is undergoing a pro forma analysis and the bond issuance would occur in late fall 2019. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Syron seconded; and the motion carried unanimously.

CSU-Pueblo Solar Power Proposal: Mr. Sobanet reported there was an opportunity to enter into a long-term contract for a renewable energy project which would benefit CSU-Pueblo with substantial costs avoided in the campus' energy budget based upon historical inflationary utilities data. Mr. Spiecker described the proposal to add solar panels to the campus that will allow CSU-Pueblo to be the first higher education institution in the state to acquire 100% of its electricity from solar energy. No capital investment would be required by the campus and Board approval would be needed to enter into a 25-year contract. Renewable energy has been established as a priority by Governor Polis and the City of Pueblo, and is included in CSU-Pueblo's vision for sustainability.

The campus would lease approximately 15 acres of land to Johnson Controls who would install the solar panels at their expense to qualify for federal tax credit. As part of the agreement, Johnson Controls would be responsible for maintaining the solar panels over the life of the project. CSU-Pueblo would enter into a long-term agreement to buy power produced by the solar panels that would reduce energy costs through cost avoidance. The Colorado Energy Office has and will continue to assist with evaluating the viability of the project.

CSU-Pueblo would need to enter into an agreement with Johnson Controls who would complete an investment grade audit at a cost of \$300,000 to determine the project viability. Should the project be determined at the end of the audit not to be viable, the campus would not be required to pay for the cost of the audit. Should the project be viable and deliverable by Johnson Controls with an assumed annual rate increase of less than 3.5%, the cost of the viability study would be incorporated into the long-term agreement in the cost schedule. Should the project be deemed viable and CSU-Pueblo does not enter into a long-term agreement, the university would be required to pay the cost of the audit.

Support of the project concept was being sought from the Board to avoid incurring any costs. Further, Board approval is necessary to enter into the 25-year lease of the land and the 25-year agreement to buy power produced by the solar panels. Representatives from the Colorado Energy Office and Johnson Controls were present to address any concerns.

Governor Mosher clarified for the record that the portion of Johnson Controls purchased by his parent company was a different entity and not involved with this project. Dr. Mottet noted that campus neighbors were vetted for any concerns and were positive about the project. Input was also solicited from a citizens' advisory group with the project concept well-received. Following discussion, General Counsel Johnson read the resolution to approve the long-term land lease and the long-term power purchase agreement for the CSU-Pueblo solar power project. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Syron seconded; and the motion carried unanimously.

Internal Auditing (IA) Staff Update: Ms. Serrano reviewed the risks and challenges which impact the annual audit plan; the current IA staff and resources; and the initiatives undertaken to address those challenges. A schedule for the remaining projects in the current fiscal year audit was provided. Due to

some significant special projects, a few projects may be dropped from the plan and added back to the risk pool, and potentially included in next year's plan, dependent upon the annual formal risk assessment process. Opportunities for collaboration on stand-alone audit projects will also be identified.

Status of FY 2019 Audit Plan: Since the previous meeting, the CSU-Global Campus cloud computing audit was concluded with eight internal control recommendations of which CSU-Global Campus has taken actions on many of them. IA will review the information provided as part of the follow-up process to confirm that the underlying issues have been addressed. Other audit projects completed include the CSU INTO audit with a report submitted to management for review; the CSU Advancement special project with a memo to the President and the Audit and Finance Committee, and a separate report being prepared with opportunities to improve internal controls and policies; and the CSU on-campus children's programs audit with the report being drafted.

Ongoing audits are the CSU-Pueblo human resources project with incorporation of the payroll audit; the CSU College of Veterinary Medicine audit; and the CSU Research Foundation and CSU Foundation operating agreement audit. An entrance conference was held for the CSU-Pueblo accounts receivable audit to revisit the objectives in the 2012 audit report. The CSU-Pueblo AIS audit has been initiated as a stand-alone project and planning has begun for the CSU-Global Campus cybersecurity audit. IA will begin issuing the audit reports electronically to the Board.

Overdue Recommendations: There are no concerns with any of the past due recommendations. The executive summary for the CSU-Pueblo capital account negative cash balances audit was provided in the meeting materials and the related recommendations included on the overdue report will be removed, as the certifications have since been received to close out those recommendations.

Presentation of the FY 2018 Audit Results: Mr. Niedermuller explained how Clifton Larson Allen was engaged by the Office of the State Auditor to conduct the annual external audit. He reviewed the scope of the engagement; the reports to be issued; and the auditor's responsibilities under the U.S. Generally Accepted Auditing Standards (GAAS). The reports have been approved by the Office of the State Auditor and the Legislative Audit Committee. There were no significant deficiencies or material weaknesses from an audit or financial reporting standpoint nor any issues with internal controls over compliance. Details in the financial statements address the implementation of GASB 75 related to post-employment benefits and PERA. New reporting information was provided on the termination of the Perkins revolving loan program that resulted in a \$16 million adjustment for which management complied. There were no issues related to the required communications with management.

The meeting recessed for lunch at 11:25 a.m. during which there was a discussion with the CSU-Pueblo Visioning Steering Committee on the strategic planning process. The meeting reconvened at 12:32 p.m.

CSU-PUEBLO CAMPUS REPORTS

Student Report: Governor Taylor shared details from the written report on the Winter Wonderland project and the upcoming talent show to be sponsored by SEAL; the Emerging Leader Award; and orientation training through the Student Engagement and Leadership Office. The student leadership training and recruitment that will occur during the spring semester is important to recruit freshmen and sophomores.

Faculty Report: Governor Belpert reported there has been one Faculty Senate meeting since the beginning of the spring semester with numerous second readings including to move forward on the syllabus template for HLC compliance. The reporting process for needs assessment to identify measurements for student learning outcomes will be changing with an earlier due date. Graduate Studies are expanding with faculty involvement through the Graduate Studies Board and a new Graduate Studies

Director is being sought. The Faculty Compensation Committee through the Faculty Senate has recognized the work of the Provost for the equity adjustments that have been made and the efforts to equalize the salary compression that occurs with new faculty hires. A vote was held to change the structure and leadership of the University Board for Diversity and Equality to enable better access and functionality.

President's Report: Highlighting updates from the ten programs and initiatives listed in the written report, Dr. Mottet commented on how efforts to enhance the campus culture have included all-employee meetings held in January with the goals of recognizing employees, sharing information in six areas of university performance, and providing an update on the visioning process. He acknowledged Governor Jordan for her presentation at one session on the importance of organizational change and the role of organizational culture to sustain and move forward the university.

Other highlights include spring enrollment is slightly down; however, the retention rate has increased to 69%. Following a video presentation on the University Track Centers, Dr. Mottet introduced Mss. Weiss and Clemmensen who have helped pioneer the University Track Centers; Mr. Bailey and Ms. Hund for their assistance in preparing the video; and Mr. Hoye and Ms. Holliday for their support with the initiative. Dr. Mottet reported efforts continue to address FY 2019 budget challenges through the work of the Presidential Budget Advisory Council to resolve the gaps. He concluded his remarks by introducing Coach Leomiti who was recognized by the American Football Coaches Association as the 2018 NCAA Division II Coordinator of the Year.

At the direction of Dr. Mottet, Mr. Spiecker explained the proposed modifications to the leave use and reporting policy to reduce unnecessary paperwork with elimination of calendars and to ensure consistency with current regulations and law. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Syron seconded; and the motion carried unanimously.

Dr. Frank commended Dr. Mottet and the CSU-Pueblo faculty and staff for the high level of engagement during the meeting that reflects the positive changes occurring on the campus. On behalf of the Board, Chair Munn echoed Dr. Frank's comments.

COLORADO STATE UNIVERSITY CAMPUS REPORTS

Student Report: Governor Syron provided updates on the decriminalization efforts for student noise violations; the results of the occupancy survey and a public awareness campaign to promote a ME+3 ordinance; potential development of an environmental module; and the plan to improve the same day party registration process. Governor Syron recently attended the Student Veterans of America conference where he accepted an award on behalf of Dr. Frank in recognition of CSU's veterans programs. Dr. Frank noted that Chief of Staff Mark Gill, Assistant Chief of Staff Maggie Walsh, and Marc Barker, Director of Adult Learner and Veterans Services, are responsible for the success of CSU's veterans programs.

Faculty Report: On behalf of the faculty, Governor Lenk expressed appreciation for the Presidential Search Advisory Committee's work that addressed the values and mission of a land grant and premier research institution. Based upon concerns on the new bullying policy, a survey will be forthcoming to solicit feedback on the performance and effectiveness of the University Grievance Officer to consider modifications to improve accessibility and to help resolve issues in a timelier manner. Governor Lenk is participating on a task force to evaluate the potential for new programs in the growing eSports industry. Other updates include the Statistics Dept. has revamped the statistics courses to create pathways and utilize technology tools to develop student skills for specific majors; and investments have been made in supervisor training that is occurring on campus.

President's Report: Dr. Frank highlighted from the written report the innovation and economic prosperity award presented to CSU by the Association of Public and Land-grant Universities; the creation of the Lamborn-Hughes Institute by the Reinvention Collaborative; the Free App Day with over 5,500 applications received of which more than a third were first generation students; the hiring of Dr. Stromberger as the new Dean of the Graduate School and Dr. Jackson as the Interim Vice President for External Relations; and the FY 19 faculty salary equity study that shows no significant gaps at any rank. An *In Fact* booklet that provides data on various key areas was circulated. When asked about the partnership with the Colorado Attorney General's Office on civics education, the response was the project to promote financial awareness concerns, such as elder abuse and financial fraud, is coordinated through the CSU Extension network.

CSU-GLOBAL CAMPUS REPORTS

Student Report: Governor Axelson commented on the financial challenges for non-traditional students and the payment options available through CSU-Global Campus. She shared personal examples of how CSU-Global Campus has assisted with scholarships and noted the tuition support received from her employer.

Faculty Report: Governor Smith provided an overview of the faculty mentoring process that supports the university's mission through accurate, timely evaluations of faculty. With 145 credentialed General Education faculty to supervise, he provided examples of how the mentoring can be implemented and successful through faculty reviews each term to ensure and assist faculty with meeting expectations. In addition to meeting with faculty, Governor Smith utilizes newsletters and an open-door policy that provide additional opportunities to support faculty.

President's Report: Dr. Takeda-Tinker reported the university is in the final stages of completing the 2.0 initiatives. The 2.0 vision for student administration to create a seamless, student experience has been accomplished through developing an innovative and technology-driven self-service model that supports students from enrollment through graduation. She introduced Pamela Toney, Senior Vice President for Operations, who acknowledged the work of the Registrar's Office, Student Financial Services and the technology team who made possible the implementation of the new self-service model. A video was shared to illustrate how the student experience has been enhanced through the new 2.0 innovations with new procedures and customized interactive tools that are designed to be flexible and meet unique individual needs. Dr. Takeda-Tinker thanked Dr. Toney and the staff for their work on the 2.0 initiatives.

In response to prior questions on CSU-Global Campus' #8 national ranking for best online bachelor degree programs and #6 national ranking for best online bachelor degree programs for veterans by *US News and World Report*, Dr. Takeda-Tinker explained that the university loses points in the rankings because CSU-Global does not have tenured faculty and, because the university follows the State of Colorado transfer requirements, transfer students are not required to take standardized exams for entry.

Dr. Takeda-Tinker reported the implementation of the current 2.0 strategic plan is on schedule and will be completed by the end of June as projected. Work has already begun on the FY 2020 and FY 2022 strategic plans.

STRATEGIC MAPPING

Ms. Parsons shared highlights and statistics from the 2019 National Western Stock Show (NWSS) that had a strong CSU presence. Updates were provided on the major procurement of the construction and design teams for the CSU Water and the CSU Center buildings at the National Western Center (NWC), and the next steps of preconstruction demolition with the vertical construction to begin after the 2020

NWSS. The City of Denver is also in the process of procuring construction and design teams. The NWC Authority is managing the overall project. Ms. Parsons recapped the numerous community engagement events that have occurred with the surrounding neighborhoods. A fly through video on the NWC project was viewed.

New programming is being developed for the CSU Todos Santos Center. A mini-retreat focused on programming is being planned for representatives from CSU-Pueblo and CSU.

Ms. Parsons previewed a draft agenda for the June Board retreat that will be held in Denver. The suggestion was made to begin shifting the NWC discussion from the buildings to the programming. Ms. Parsons encouraged the Board to attend the upcoming Water in the West Symposium, the Capital Conference in DC, and the AGB national conference.

CHANCELLOR'S REPORT

Legislative Update: Dr. Frank commented on the in-house legislative process to review all of the proposed state bills and the level of support or action based upon the potential impact to higher education and CSUS. The hearing with the Senate Education Committee for the new Board nominees has not yet been scheduled. Work also continues with the federal relations team and meetings have been scheduled in Washington, DC, with the Colorado delegates during the coming month. Issues that continue to be monitored at the federal level include any potential impacts to research and development budgets, and DACA students.

REAL ESTATE/FACILITIES COMMITTEE

Approval of Aylesworth Hall Deconstruction: Committee Chair Mosher reported there were two matters for action. The first resolution authorizes the deconstruction of Aylesworth Hall which is currently empty with the abatement and deconstruction costs to be paid through Housing and Dining Services. A program plan to redevelop the site with a new facility will be brought to the Board at a future meeting.

Motion/Action: Governor Jordan moved to approve; Governor Syron seconded; and the motion carried unanimously. Action on the second matter will be undertaken the following day.

Sale of Hughes Stadium Property Update: At the direction of Committee Chair Mosher, Ms. Parsons announced a purchase and sale agreement for the Hughes Stadium property in the amount of \$10 million has been executed with Lennar Colorado, LLC, who will develop the site as residential property. Dr. Frank reminded the Board that the proceeds of the sale will be allocated to the stadium reserve fund. Work continues to determine the exact number of housing sites and the number of units that will be priced below the median price of housing in Fort Collins.

EXECUTIVE SESSION

Chair Munn indicated that, after a break, the Board would convene in executive session for the Real Estate/Facilities Committee; to receive the litigation report; and to convene the Evaluation Committee.

Motion/Action: Vice Chair Tuor made the motion to convene in executive session. Governor Jordan seconded and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussing the sale or purchase of property; to receive the litigation report and legal advice; and to discuss and evaluate professional employees of the Board, all confidential as set forth in the meeting notice. The meeting recessed for a break at 2:21 p.m. and reconvened in executive session at 2:45 with adjournment for the day at 4:49 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM MEETING
Colorado State University-Pueblo
February 8, 2019**

CALL TO ORDER

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

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; William Mosher; Dean Singleton (via phone); Dorothy Axelson, Student Representative, CSU-Global Campus; Susan Belpert, Faculty Representative, CSU-Pueblo; 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, Deputy Chief Financial Officer, CSU System, and Vice President of Operations, CSU; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Susy Serrano, Director of Internal Auditing, CSU System; 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; Russell DeSalvo, Board of Governors-appointee; 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, Executive Director of Organizational Culture, CSU-Pueblo; Christin Holliday, Vice President, Enrollment Management and Student Affairs, CSU-Pueblo; Mike Hooker, Director, Public Relations, CSU; Greg Hoye, Executive Director for Marketing and Community Relations, CSU-Pueblo; Blanche Hughes, Vice President of Student Affairs, CSU; Derek Lopez, Grants Program Director, Center for Teaching and Learning, CSU-Pueblo; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Jonathan Poritz, Director, Center for Teaching and Learning, CSU-Pueblo; Mark Swanson, Board of Governors-appointee; Niki Whitaker, Chief of Staff, CSU-Pueblo

Prior to the meeting, a presentation was made during breakfast by Drs. Soder Hodge, Lopez and Poritz on the MAESTRO program and Online Educational Resources.

Chair Munn reconvened the meeting and confirmed Governor Singleton had joined the meeting by phone.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Jordan convened the committee meeting and asked Dr. Miranda to present the report.

Approval of New Degree Programs and Graduate Certificates: Dr. Miranda reported the CSU Business Management graduate certificate is a 12-credit program that allows students to transition to an MBA with the coursework counted towards the MBA. The CSU Water Resources graduate certificate is a nine-credit program that provides targeted skills. The CSU-Global Campus Digital Instructional Architecture

graduate certificate is a four-course, 12-credit program designed for instructional designers and provides pathways to several Master degree programs. Board approval is necessary in order for the graduate certificates to qualify for federal financial aid.

The new CSU-Pueblo BA degree in Humanities and Social Sciences has the capacity to individualize the majors that are co-designed by students and their advisors in a flexible, interdisciplinary program. Approval of the graduate certificates and the new BA degree program are on the consent agenda.

Sabbatical Summaries: Summary reports were provided on the scholarly activities for the 42 CSU and 11 CSU-Pueblo faculty approved for sabbaticals in 2017-18.

Approval of CSU Faculty Manual Revision: The changes to Section E.11 install an appeal process for contracted faculty members who are not at-will employees and have their contracts terminated for cause before the end of the contract. All terminations must be approved by the President. The modifications have been reviewed by the Office of General Counsel and approval is on the consent agenda.

Approval of Additional Location for CSU-Pueblo Programs: The CSUS is establishing a Collaboration Campus with Arapahoe Community College in Castle Rock and the request is to add the Collaboration Campus as an additional location for CSU-Pueblo to deliver instructional programs. Board approval is required by HLC for new CSU-Pueblo sites. Approval is on the consent agenda.

Approval of CSU-Pueblo Restructuring of Health Sciences: Based upon organizational shifts, the action item presented is to rename the School of Nursing to the School of Nursing and Health Sciences and to rename the Department of Exercise Science, Health Promotion and Recreation to the Department of Exercise Science, Physical Education and Recreation. **Motion/Action:** Governor Robbe Rhodes moved to approve; Governor Mosher seconded; and the motion carried unanimously.

REAL ESTATE/FACILITIES COMMITTEE *(continued)*

Acquisition of Real Property – 4747 National Western Drive, Denver, Colorado: Committee Chair Mosher read the matter for action to approve the acquisition of the property and to authorize the Chancellor to sign the necessary contracts to consummate the transaction. **Motion/Action:** Governor Robbe Rhodes moved to approve; Governor Syron seconded; and the motion carried unanimously.

CONSENT AGENDA

Settlement Agreement Authorization: General Counsel Johnson read the matter for action to grant authorization to the President of Colorado State University to execute the settlement agreement as discussed in executive session. **Motion/Action:** Governor Jordan moved to approve; Vice Chair Tuor seconded; and the motion carried unanimously.

Chair Munn confirmed the consent agenda was correct as presented. **Motion/Action:** Governor Syron moved to approve; Governor Robbe Rhodes seconded; and the motion carried unanimously.

The next meeting is scheduled for May 7-8, 2019, at Colorado State University in Fort Collins. With no further business to come before the Board, the meeting was adjourned at 9:18 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM SPECIAL MEETING
Denver Westin International Airport
Conference Facilities, Level II, Pine Room
March 11, 2019**

ATTENDANCE

Board of Governors Members Present: D. Rico Munn, Chair; Nancy R. Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Dean Singleton; William Mosher; and Steven Gabel

Administrators, Staff and Search Firm Member Present: Melanie Geary, Executive Assistant; Adam Fedrid, IT Technician; Amy Parsons, Executive Vice Chancellor, CSU System (for part of the meeting); Tony Frank, Chancellor, CSU System, and President, Colorado State University (for part of the meeting); Henry Sobanet, Chief Financial Officer, CSU System (for part of the meeting); Jason Johnson, General Counsel, CSU System; Laurie Wilder, Parker Executive Search

CALL TO ORDER

Chair Munn called the meeting to order at 8:04 a.m.

The Board discussed the agenda for the meeting and then moved to convene in executive session.

Motion/Action: Vice Chair Tour made the motion; Governor Gabel seconded and the motion carried unanimously. General Counsel Johnson read the Board of Governors into executive session for the purposes of discussing and protecting confidential applicant information; to interview and consider the qualifications of applicants as the Board contemplates the appointment of the next President of Colorado State University, and to receive legal advice on specific questions from the committee, all which is confidential under C.R.S. § 24-6-402(3)(a)(II), 3(a)(III), 3(b)(I) and (3.5). The Board of Governors convened in executive session of the Evaluation Committee at 8:06 a.m.

The Board of Governors came out of executive session of the Evaluation Committee at 2:43 p.m. and then moved to go into executive session to receive legal advice from General Counsel Johnson on pending litigation. **Motion/Action:** Governor Mosher made the motion; the motion was seconded and unanimously carried. General Counsel Johnson read the meeting into executive session to receive legal advice relating to pending litigation, specific claims or grievances, and to receive legal advice on specific legal questions, which is confidential pursuant to C.R.S. § 24-6-402 (3) (a) (II). The meeting convened in executive session at 2:45 p.m. and came out of executive session at 2:50 p.m.

With no further business, the meeting adjourned at 2:52 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM SPECIAL MEETING
Colorado State University System, Denver
March 15, 2019**

CALL TO ORDER

Chair Munn called the meeting to order at 9:30 a.m.

ROLL

Governors present: D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Steven Gabel; William Mosher; Dorothy Axelson, Student Representative, CSU-Global Campus; Barry Smith, Faculty Representative, CSU-Global Campus; Tristan Syron, Student Representative, CSU; and Wes Taylor, Student Representative, CSU-Pueblo

Administrators present: Tony Frank, Chancellor, CSU System, and President, CSU; Amy Parsons, Executive Vice Chancellor, CSU System; Jason Johnson, General Counsel, CSU System; Henry Sobanet, Chief Financial Officer, CSU System

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

Guests present: Mike Hooker, Director, Public Relations, CSU; Pam Jackson, Interim Vice President for External Relations, CSU; Tiana Nelson, Director, Communications and Partnerships, CSU System

Chair Munn convened the meeting and a verbal roll call was conducted. He indicated the only agenda item was to consider the work of the CSU Presidential Search Advisory Committee and asked Vice Chair Tuor, chair of the search advisory committee, for an update.

Vice Chair Tuor provided an overview of the composition of the 16-member search advisory committee and the work completed during the past several months, which included 16 hours of campus and community stakeholder listening sessions, to consider the selection of a finalist to replace Dr. Frank as CSU President. With assistance by Parker Executive Search, the job description and announcement were prepared and published to open the position. Over 80 applications were received and initial interviews were held by the search advisory committee with ten qualified applicants, and the search advisory committee recommended qualified applicants who were interviewed by the Evaluation Committee of the Board of Governors.

Chair Munn thanked Vice Chair Tuor and the search advisory committee for their work and acknowledged the Fort Collins community for their support during the search process. He asked for a motion to move forward a candidate as a finalist. At the direction of Chair Munn, a formal motion was read: "Moved that the Board of Governors names Joyce McConnell as the finalist under consideration for the position of President of Colorado State University." Hearing no further discussion, Chair Munn called for the vote. **Motion/Action:** Vice Chair Tuor made the motion to approve; Governor Mosher seconded; and the motion carried unanimously.

General Counsel Johnson explained the next steps are to publish the notice of the action and, after the required 14-day waiting period, a Board of Governors meeting will be held to consider the formal appointment of Ms. McConnell. Dr. Frank added that public relations announcements will be issued to the community. With no further business to come before the Board, the motion was made to adjourn and the meeting adjourned at 9:40 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM SPECIAL MEETING
Colorado State University, Fort Collins
March 29, 2019**

CALL TO ORDER

Chair Munn called the meeting to order at 10:10 a.m.

ROLL

Governors present: D. Rico Munn, Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary (via phone); Steven Gabel; William Mosher; Dean Singleton; Margarita Lenk, Faculty Representative, CSU; Barry Smith, Faculty Representative, CSU-Global Campus (via phone); Tristan Syron, Student Representative, CSU

Administrators present: Tony Frank, Chancellor, CSU System, and President, CSU; Amy Parsons, Executive Vice Chancellor, CSU System; Jason Johnson, General Counsel, CSU System; Lynn Johnson Deputy Chief Financial Officer, CSU System and Vice President of Operations, CSU; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Susy Serrano, Director of Internal Auditing, CSU System; 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

Special Guest present: Joyce E. McConnell, Finalist for President, Colorado State University

Other Staff and Guests present: Wout Bouckaert, Equipment Manager, CTV, CSU; Dan Bush, Vice Proost, Provost's Office, CSU; Brian Buss, Videographer, External Relations, CSU; Jody Donovan, Dean of Students, Office of Vice President of Student Affairs, CSU; Kathy DuQuoin, Executive Assistant, Provost's Office, CSU; John Eisele, Photographer, External Relations, CSU; Laura Giles, Associate Executive Director, Housing & Dining, CSU; Mark Gill, Chief of Staff, CSU; Staci Grony, Director, DER, CSU; Alex Gusdorf, Student, External Relations, CSU; Paula Hadley, Executive Assistant/Business Officer, Office of Vice President of Enrollment & Access, CSU; Janae Hancock, Reporter, CTV, CSU; Mike Hooker, Director, Public Relations, CSU; Blanche Hughes, Vice President for Student Affairs, CSU; Pam Jackson, DER, CSU; Laura Jensen, Vice Provost, Provost's Office, CSU; Tiffani Kelly, Assistant Director, SDPS-NACC; Rita Knoll, Executive Assistant, Provost's Office, CSU; Mimi Lewis, Executive Assistant, Office of Vice President of Student Affairs, CSU; Becca McCarty, Coordinator, OEO, CSU; Maggie Miranda-Birt, Executive Assistant, Office of Vice President for Student Affairs, CSU; Jan Nerger, Dean, CNS, CSU; Kim Okamoto, Office Manager, Office of Vice President of Student Affairs, CSU; Hannah Penland, Program Manager, Housing, CSU; Robert Peters, Director, LSC, CSU; Kathy Phifer, External Relations, CSU; Diana Prieto, Associate Vice President, Human Capital, CSU; Emily Rogers, Coordinator, OEO, CSU; Alan Rudolph, Vice President, Office of Research, CSU; Kathy Sisneros, Assistant Vice President, Office of the Vice President of Student Affairs, CSU; Acacia Springsteen, Administrative Assistant, Office of Vice President of Student Affairs, CSU; Mari Strombom, Executive Director, Housing & Dining, CSU; Cori Wong, Assistant Vice President, Office of the Vice President for Diversity, CSU

Chair Munn explained that the Board of Governors (Board) met on March 15, 2019, and named a finalist for the position of President of Colorado State University. In accordance with Colorado statute, the Board

waited fourteen (14) days before reconvening to consider taking action. Chair Munn asked Dr. Frank to provide an overview of the search process.

Dr. Frank recalled the recent decision for him to step down from serving as President of Colorado State University and to assume the exclusive role as Chancellor of the CSU System. The Parker Executive Search firm was engaged to assist with a national search and a search advisory committee was designated with representation from across the campus and community. Upon completion of numerous listening sessions on campus and other locations, the position description was developed and the position was advertised in December 2018. After the search process was closed, the search advisory committee reviewed the 80 applications that were received; interviewed 11 candidates; and moved forward qualified applicants. The Board interviewed three qualified applicants and selected one applicant as a finalist.

Dr. Frank shared Ms. McConnell's background and confirmed the background and education checks were completed. He recommended Ms. McConnell be appointed as the 15th President of Colorado State University.

Chair Munn read the motion to appoint Ms. McConnell as the President of Colorado State University and to authorize the Chancellor, in consultation with General Counsel and the Board Chair, to negotiate the employment contract with the Board Chair authorized to execute said agreement. **Motion/Action:** Governor Lenk moved to approve; Governor Syron seconded; and the motion carried unanimously. On behalf of the Board, Chair Munn thanked the search advisory committee and welcomed Ms. Connell.

Ms. McConnell expressed her appreciation for the honor to serve as the new President of Colorado State University. She acknowledged Dr. Frank's accomplishments during his tenure as the CSU President and thanked him for his support. Ms. McConnell also thanked the university community for the welcome.

With no further business to come before the Board, the meeting adjourned at 10:26 a.m.