

Board of Governors Policy 130 Best Practices and Training



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS

Board Policy 130

Board Training and Best Practices

House Bill 18-1198 – Best Practices for Boards and Commissions

The Board must have written policies or bylaws and obtain annual training on:

- Laws related to the Board's powers and duties
- Identifying and managing Conflicts of Interest
- Colorado Open Records Act and Open Meetings Law
- Staff roles and responsibilities and reviewing management practices
- Oversight over public funding

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Legal Authority of the Board of Governors

Colorado Constitution, Article VIII, Section 5

The Board of Governors has the general supervision of its institutions and the exclusive control and direction of all funds of and appropriations to the Colorado State University System and its institutions, unless otherwise provided by law.

BOG Enabling Legislation – C.R.S. § 23-30-101 *et seq.*

- The Board of Governors is a body corporate and is capable in law of suing and being sued.
- Ownership of real estate and personal property is vested in the Board and the Board is authorized to hold, acquire, exchange, sell and determine the uses of its personal property and real estate.
- The Board has authority to enter into contracts.

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BOG Enabling Legislation – C.R.S. § 23-30-101 *et seq.* (cont.)

- The Board has the duties and powers to control, manage, and direct the fiscal and all other affairs of the Colorado State University System and the entities it governs.
- The Board has authority and responsibility for all moneys of the Board and any entity that it controls.
- The Board has authority over all personnel matters relating to the System and its institutions, and may subdelegate that authority.

Other areas of Board authority:

- “make programs of theoretical and practical instruction”
- set the academic year, which “may be divided into terms”
- “fix tuition” and confer degrees
- “may temporarily suspend a university in case of fire, the prevalence of fatal disease, or other unforeseen calamity.”

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Article IX of Bylaws and Board Policy 108

Conflict of Interest

Board Members are required to make all decisions or actions solely on the basis of a sincere and faithful effort to promote and foster the best interests of the System and its constituent institutions.

- A conflict of interest exists when a Board member or employee has or represents interests that may compete with or be adverse to those of the Board and the System.
- At the May meeting, Board members are asked to update their disclosure statement and identify any affiliations likely to cause an actual or apparent conflict of interest.
- During the year, if there are any changes to a Board member's affiliations that may cause an actual or apparent conflict of interest, they should contact the Chancellor and the General Counsel.

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Board Policy 102

Colorado Open Meetings Law

Meetings of the Board of Governors are generally open to the public under the Colorado Open Meetings Law (OML)

Under the OML:

- Meetings of two or more Board members at which public business is discussed or at which formal action is taken are open to the public.
- If a quorum or majority of the Board is expected to be or attends such a meeting, the meeting can be held only **after** full and timely notice to the public. A meeting includes any gathering in person, by telephone, electronically, or by other means of communication.
- These requirements do not apply to a chance meeting, or a social gathering, at which discussion of public business is not a central purpose.
- At any special or regular meeting of the Board, the Board may, by 2/3 vote of its entire membership, hold an executive session that is not open to the public. The executive session may be held only to discuss specific matters enumerated in the law.

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Board Policy 112

Colorado Open Records Act

The Board of Governors, the System and its institutions comply with the Colorado Open Records Act

Under the Colorado Open Records Act:

- “public record” includes “all writings made, maintained, or kept” as part of the duties as a member of the Board of Governors
- “writings” consist of “all books, papers, maps, photographs, cards, tapes, records or other documentary materials ... including without limitation electronic mail messages”
- Electronic mail is any electronic message transmitted between computers – **this includes e-mails between members of the Board about Board business, regardless of which e-mail account is used**
- In general, all Board records are presumed to be open to the public, unless they fall within one of the exceptions stated in the Act.

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Staff Roles and Responsibilities

Reviewing Management Practices

- Chancellor Policy – Board Policy 104
- Campus Presidents Policy – Board Policy 105
- Internal Audit Charter – Board Policy 111
- Legal Services – Board Policy 117
- Presidential Evaluation – Board Policy 119
- Board Appointee Evaluation – Board Policy 120

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Oversight Over Public Funding

- Board Policies on Budget and Finance – Policies 200-210
- Today's Discussion on System funds

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CSU System

Big Picture Budget Information

June 2019 BOG Retreat



COLORADO STATE UNIVERSITY SYSTEM

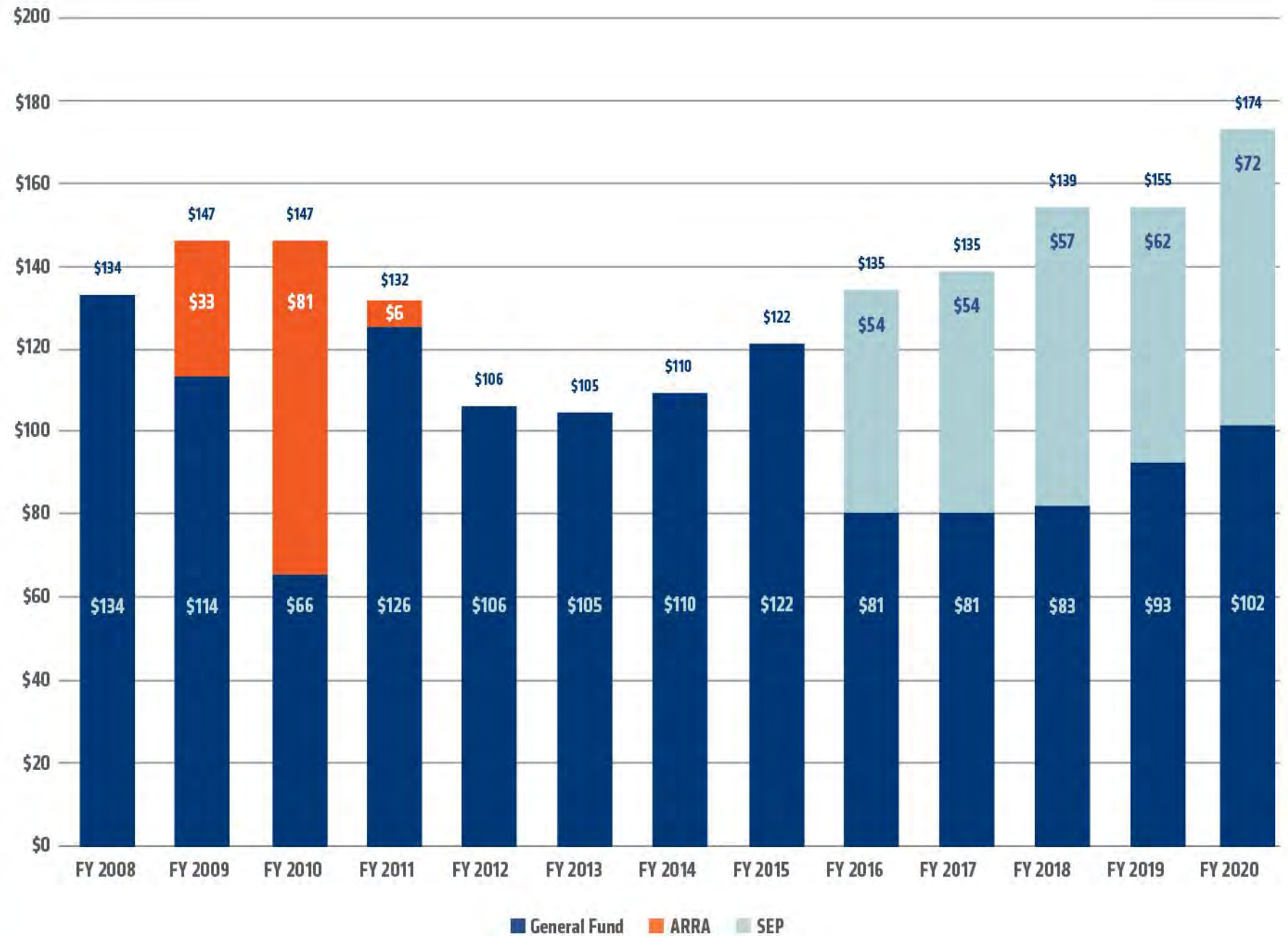
COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

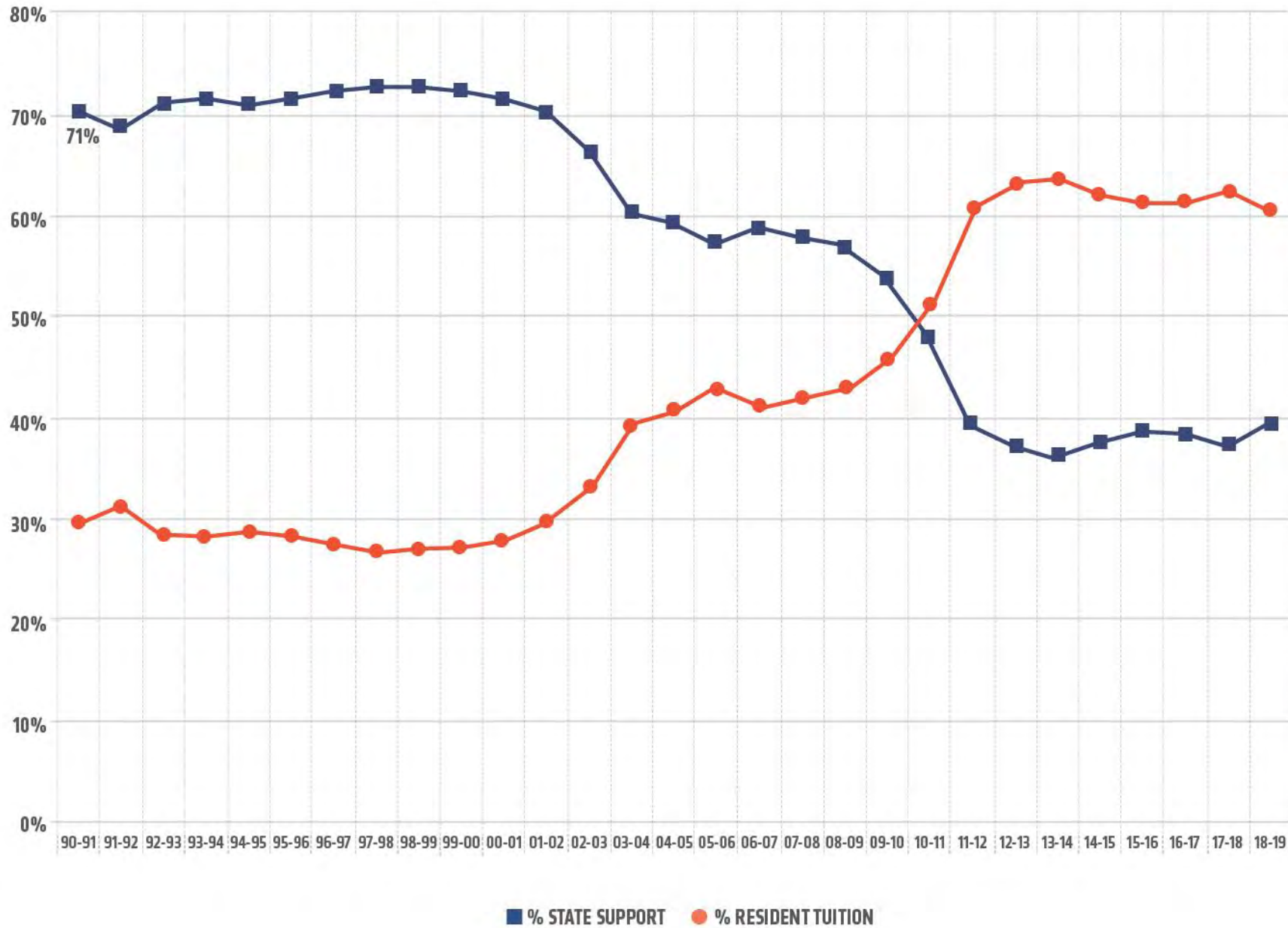
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GENERAL FUND HISTORY

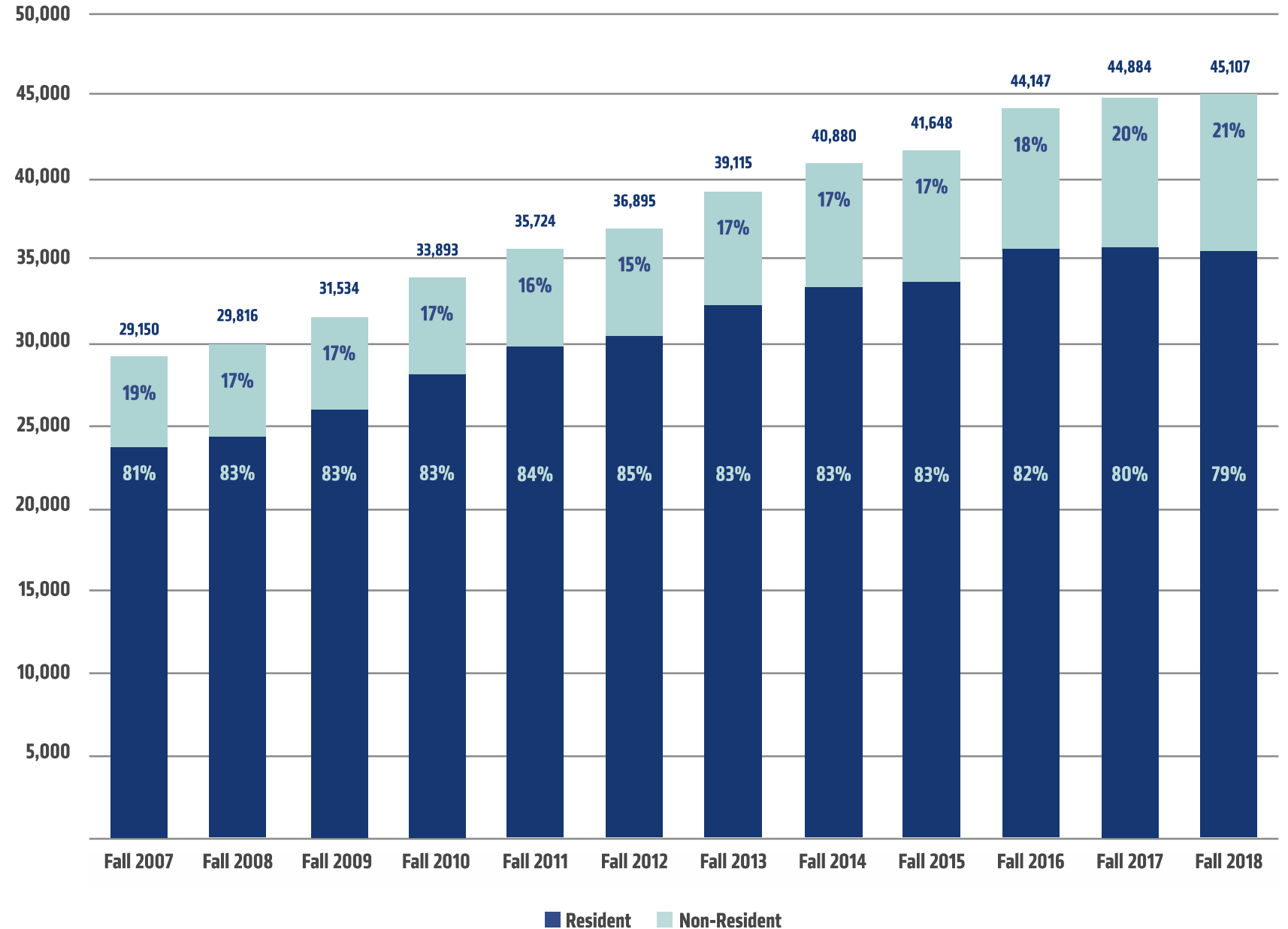
(REPORTED IN MILLIONS OF DOLLARS)



HISTORY OF STATE FUNDING AND RESIDENT TUITION



CSU, CSU-PUEBLO AND CSU-GLOBAL HEADCOUNT

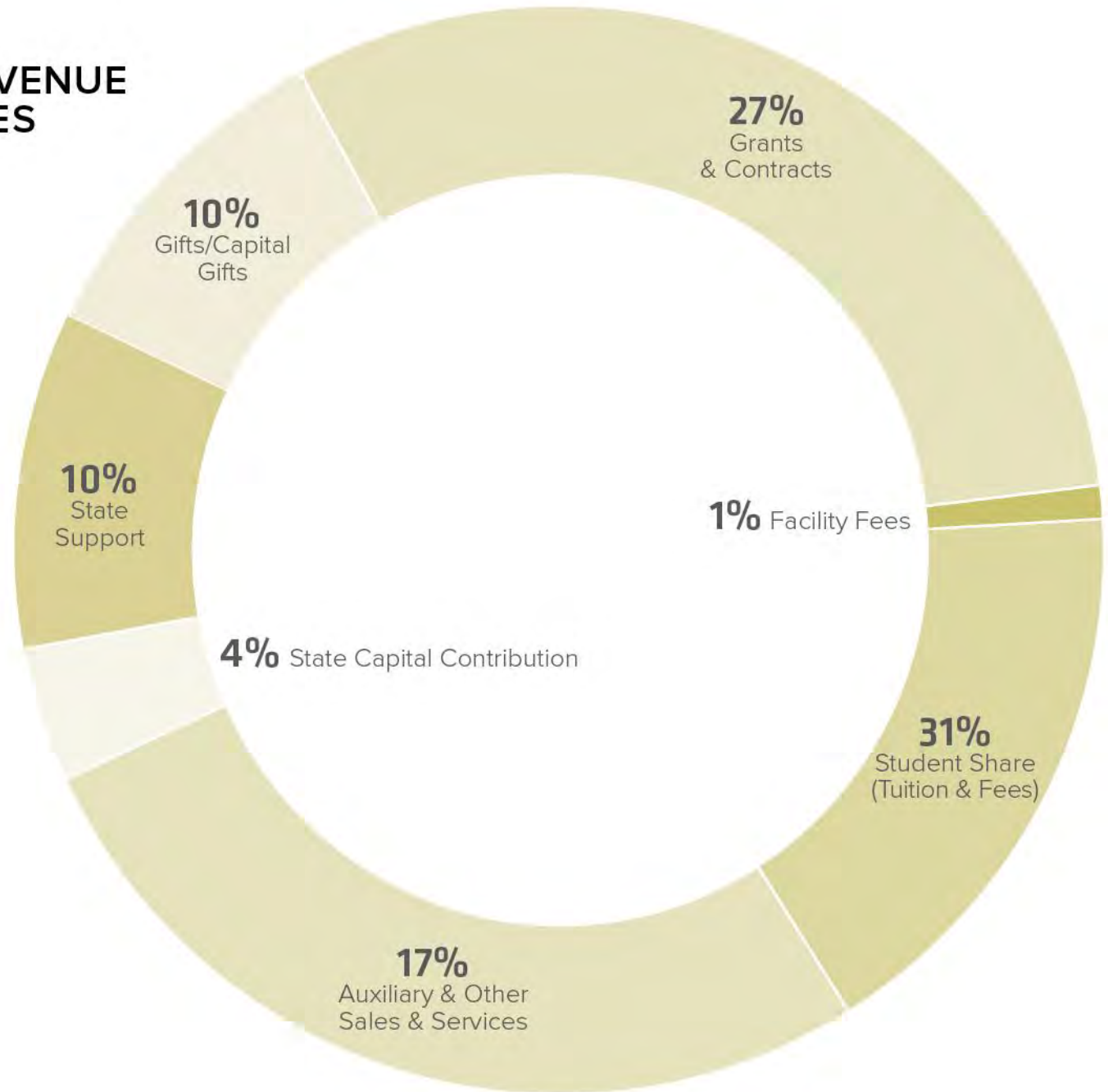




**COLORADO STATE
UNIVERSITY**

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

CSU REVENUE SOURCES



OPERATING AND NONOPERATING REVENUES

(amounts expressed in thousands)

	2014*	2017*	2018
Operating revenues			
Student tuition and fees (net of scholarship allowance)	292,466	389,130	410,106
State COF tuition stipends	31,661	36,594	37,154
State fee for service contract	65,420	82,274	85,522
Grants and contracts	260,315	292,487	323,486
Sales and service of educational activities	33,871	40,986	42,724
Auxiliary enterprises (net of scholarship allowance)	133,329	165,386	182,883
Other operating revenue	6,335	6,564	7,157
Total operating revenues	823,397	1,013,421	1,089,032
Nonoperating revenues			
State appropriations	2,472	-	2,768
Gifts, capital gifts, and grants	66,514	59,243	136,680
Student facility fees (net of scholarship allowance)	8,248	12,405	12,529
Federal nonoperating grants and contracts	24,492	23,760	26,216
State capital contributions	1,823	28,890	59,351
Other nonoperating revenues (expenses)	9,484	5,908	(6,205)
Total nonoperating revenues	113,033	130,206	231,339
Extraordinary items			
Extraordinary items	-	-	-
Total revenues	936,430	1,143,627	1,320,371

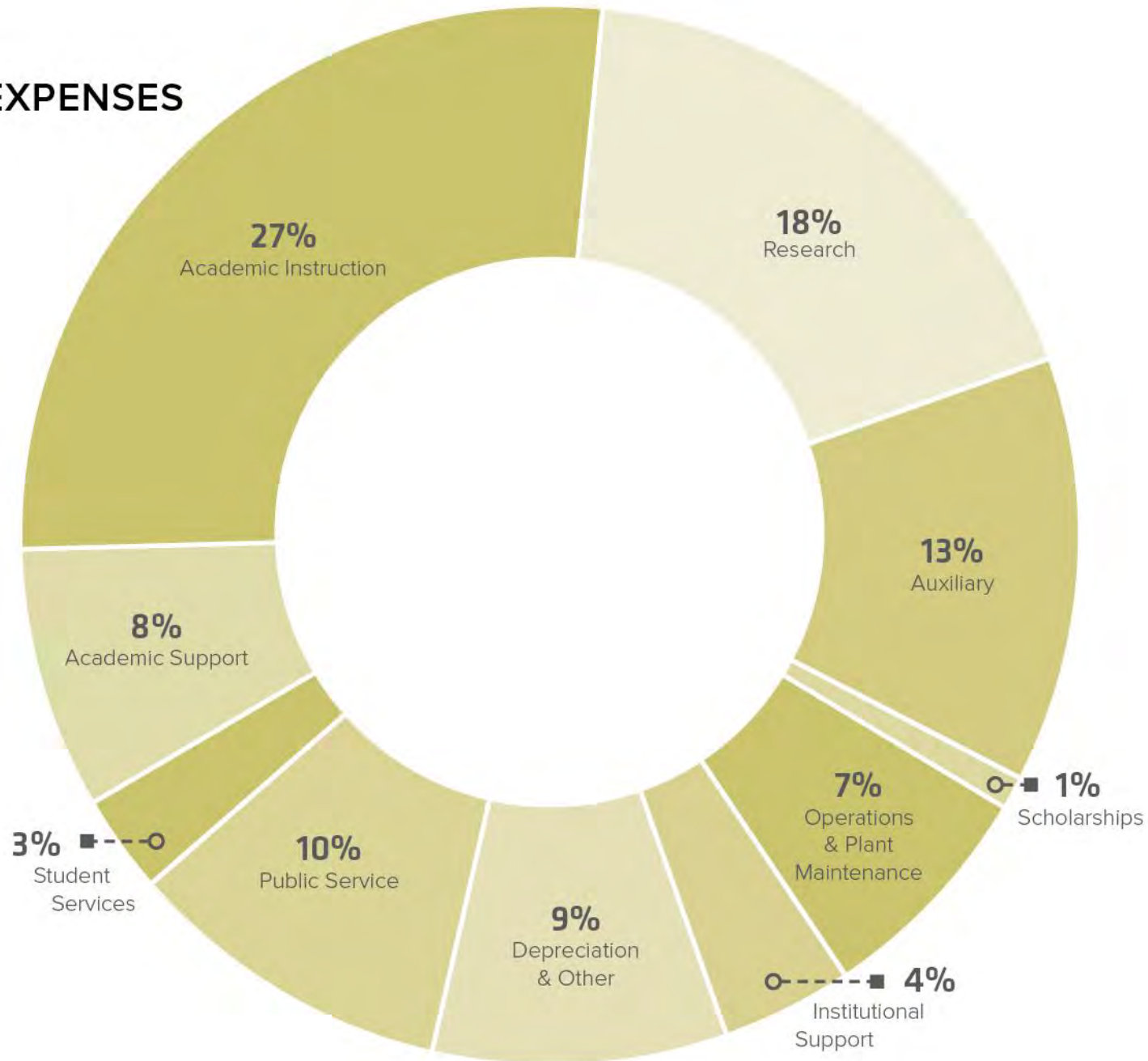
* Reclassified per review of Student Facility Fees to be more in line with other Institutions of Higher Education.



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CSU EXPENSES



COLORADO STATE UNIVERSITY

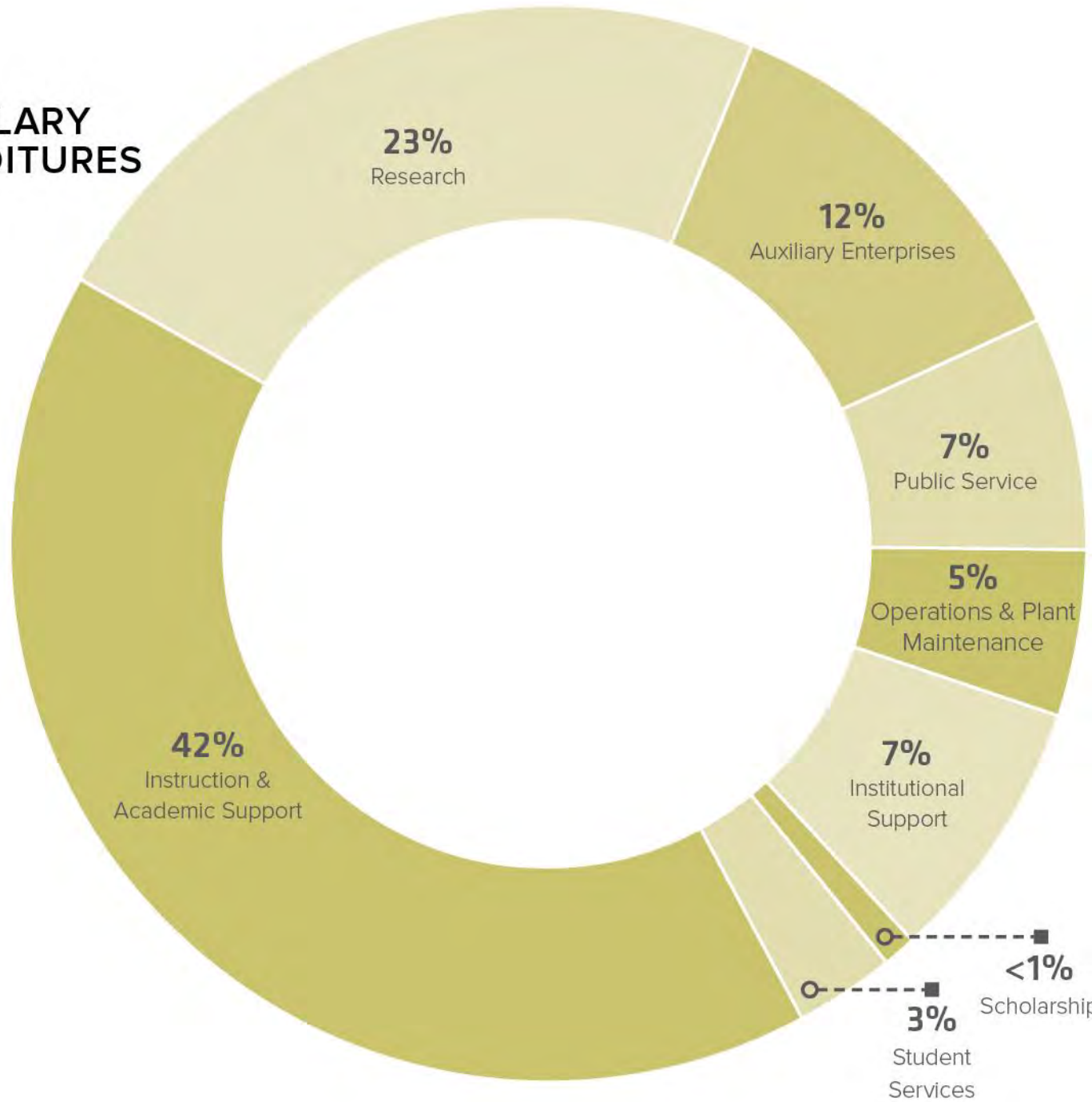
BOARD OF GOVERNORS of the
COLORADO STATE UNIVERSITY SYSTEM

OPERATING EXPENSES

(amounts expressed in thousands)

	2014	2017	2018
Operating expenses			
Instruction	239,212	338,793	378,568
Research	181,971	230,685	246,346
Public service	82,703	118,783	143,454
Academic support	67,375	92,792	101,488
Student services	26,940	37,645	38,242
Institutional support	41,458	65,629	72,465
Operation and maintenance of plant	59,158	77,186	91,410
Scholarships and fellowships	9,812	12,338	15,043
Auxiliary enterprises	126,365	152,577	176,302
Depreciation	70,884	81,909	82,292
Total operating expenses	905,878	1,208,337	1,345,610

CSU SALARY EXPENDITURES



COLORADO STATE UNIVERSITY

BOARD OF GOVERNORS of the
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EXPENDITURES BY CATEGORY, OPERATING AND NON-OPERATING

(amounts expressed in thousands)

	2014	2015	2016*	2017	2018
Instruction	239,212	261,240	280,646	338,793	378,568
Research	181,971	186,132	200,819	230,685	246,346
Public service	82,703	90,495	101,895	118,783	143,454
Academic support	67,375	71,354	76,908	92,792	101,488
Student services	26,940	29,482	31,478	37,645	38,242
Institutional support	41,458	45,299	48,347	65,629	72,465
Operation and maintenance of plant	59,158	67,844	65,927	77,186	91,410
Scholarships	9,812	9,952	10,835	12,338	15,043
Auxiliary	126,365	130,258	134,268	152,577	176,302
Depreciation and other	93,368	108,144	116,971	117,984	122,139
Unusual items	22,185	-	-	-	-
Total	950,547	1,000,200	1,068,094	1,244,412	1,385,457

*As reclassified



OPERATING REVENUES

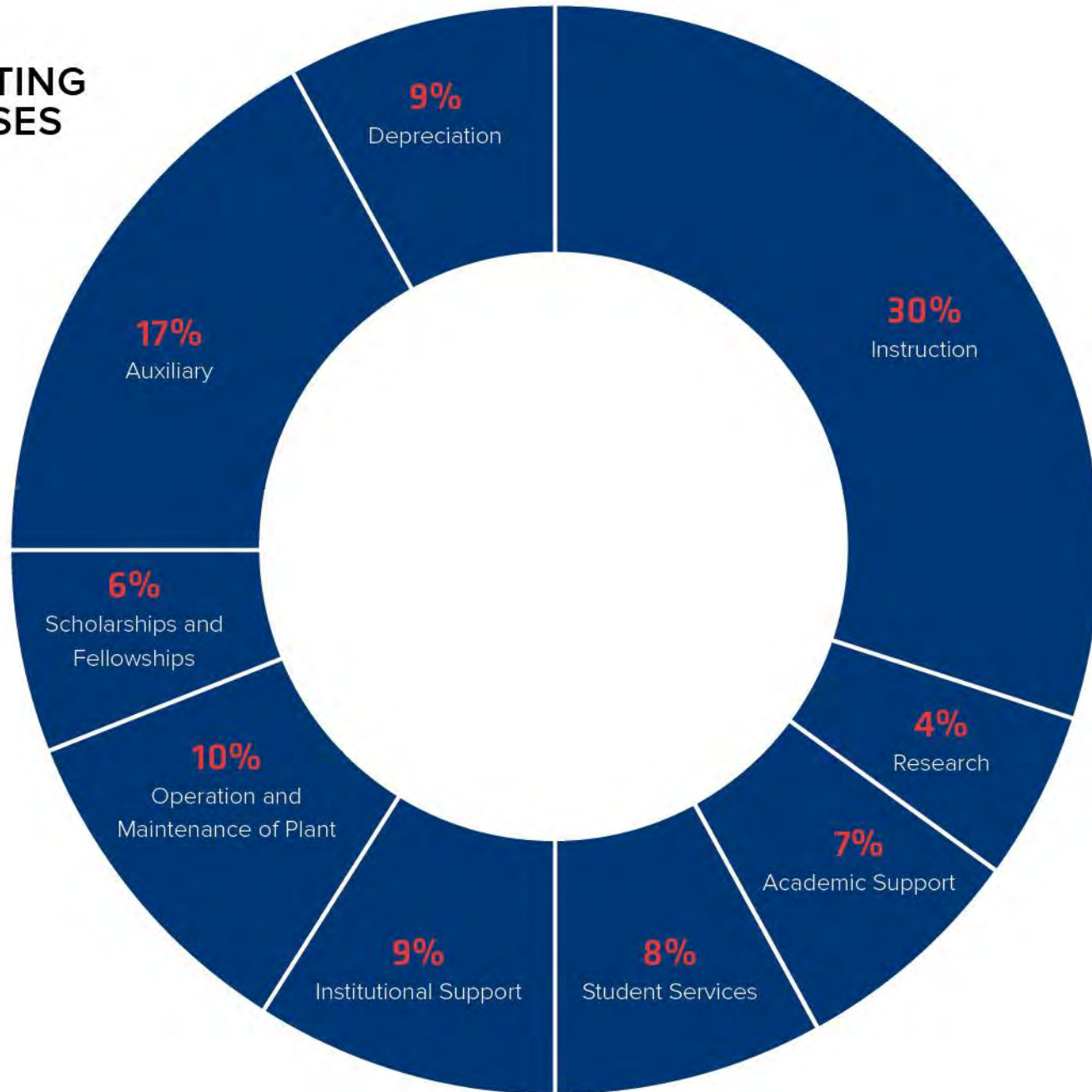
(amounts expressed in thousands)	2014	2017	2018
Operating Revenues			
Student tuition and fees (net of scholarship allowance)	22,626	27,964	26,700
State COF tuition stipend	6,162	6,683	6,413
State fee for service contract	6,605	8,969	10,196
Grants and contracts	9,651	12,820	9,316
Sales and service of educational activities	307	511	199
Auxiliary enterprises	11,070	9,659	10,123
Other operating revenues	600	773	348
Total operating revenues	57,021	67,379	63,295



NONOPERATING REVENUES

(amounts expressed in thousands)	2014	2017	2018
Nonoperating Revenues			
State appropriations	-	899	1,800
Gifts, capital gifts, and grants	1,997	4,510	3,652
Student facility fees	-	1,711	1,498
Federal nonoperating grants and contracts	8,977	7,982	8,312
State capital contributions	1,798	1,293	1,935
Other nonoperating revenues (expenses)	3,292	(627)	(6,342)
Total nonoperating revenues	16,064	15,768	10,855
Total revenues	73,085	83,147	74,150

OPERATING EXPENSES



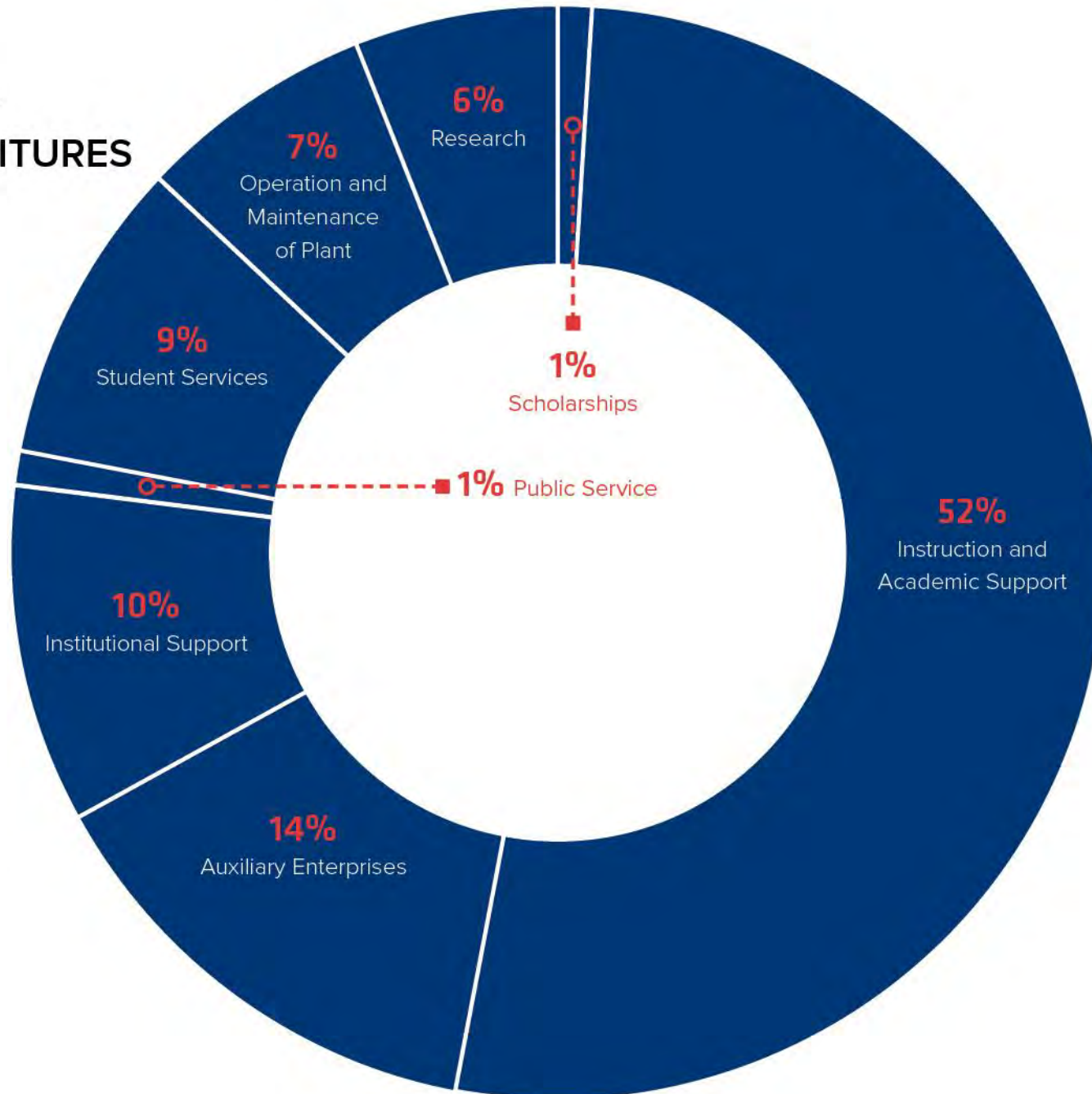


OPERATING EXPENSES

(amounts expressed in thousands)

	2014	2017	2018
Operating Expenses			
Instruction	22,603	24,534	28,307
Research	124	2,754	4,152
Public service	1,000	452	536
Academic support	8,468	6,505	6,810
Student services	6,776	6,674	7,262
Institutional support	3,882	7,334	8,806
Operation and maintenance of plant	7,320	8,701	9,311
Scholarships and fellowships	8,191	8,552	5,278
Auxiliary	9,689	15,133	16,286
Depreciation	6,671	7,280	8,167
Total operating expenses	74,724	87,919	94,915

SALARY EXPENDITURES





OPERATING REVENUES

(amounts expressed in thousands)

	2014	2017	2018
Operating Revenues			
Student tuition and fees (net of scholarship allowance)	48,454	85,060	90,637
State COF tuition stipend			
State fee for service contract			
Grants and contracts			
Sales and service of educational activities			
Auxiliary enterprises			
Other operating revenues	1,192	2,685	4,487
Total operating revenues	49,646	87,745	95,124

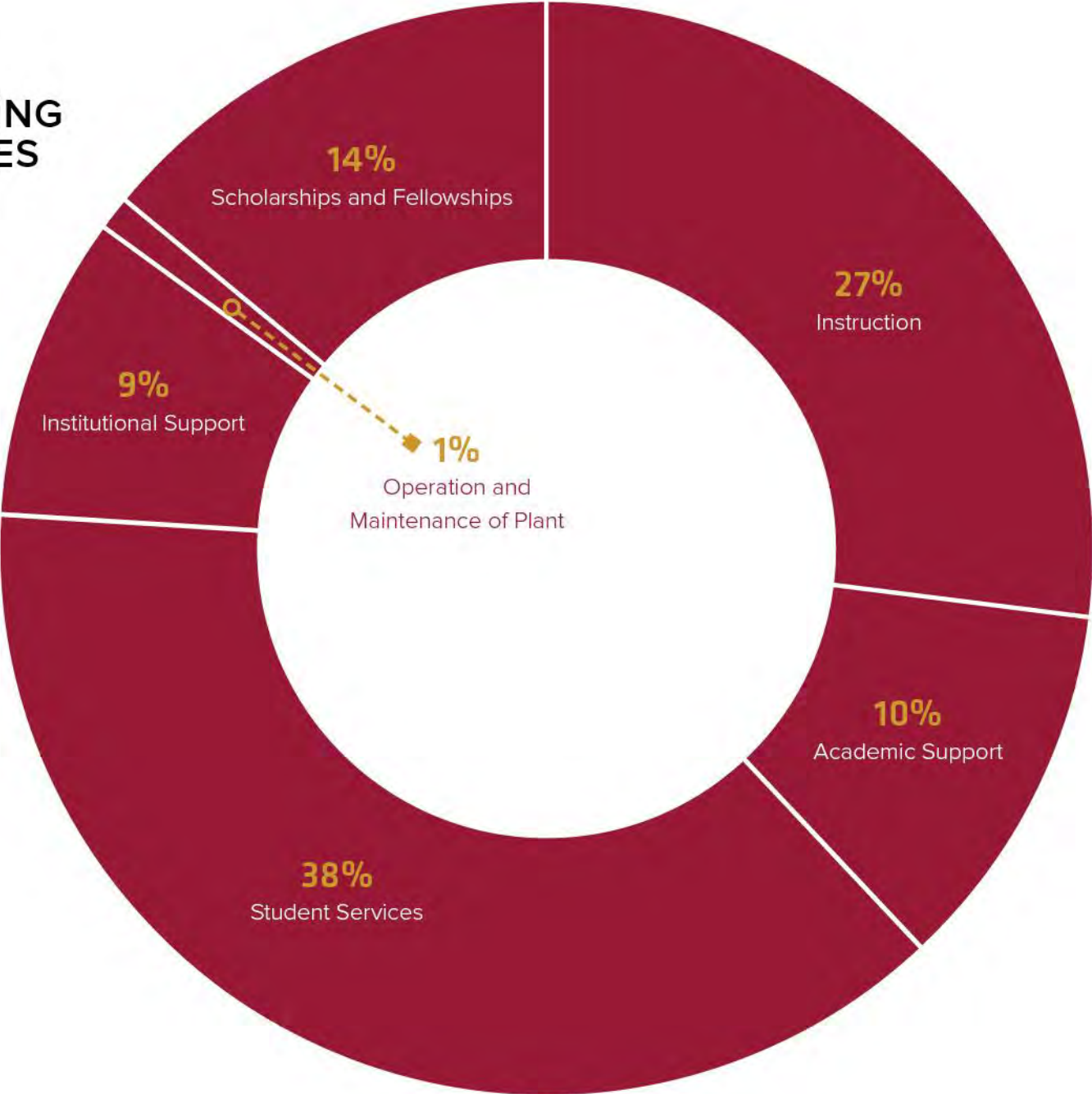


NONOPERATING REVENUES

(amounts expressed in thousands)

	2014	2017	2018
Nonoperating Revenues			
State appropriations			
Gifts, capital gifts, and grants			
Student facility fees			
Federal nonoperating grants and contracts	6,551	9,994	11,118
State capital contributions			
Other nonoperating revenues (expenses)	(6,933)	(27,943)	(21,688)
Total nonoperating revenues	(382)	(17,949)	(10,570)
Total revenues	49,264	69,796	84,554

OPERATING EXPENSES





OPERATING EXPENSES

(amounts expressed in thousands)

	2014	2017	2018
Operating Expenses			
Instruction	10,233	19,331	21,148
Research	-	-	-
Public service	-	-	-
Academic support	2,961	6,167	7,904
Student services	13,196	28,198	29,160
Institutional support	5,275	6,726	6,838
Operation and maintenance of plant	419	542	528
Scholarships and fellowships	6,551	9,930	11,118
Auxiliary	-	-	-
Depreciation	93	417	367
Total operating expenses	38,728	71,311	77,063

Perspective on State Economic and Fiscal Issues



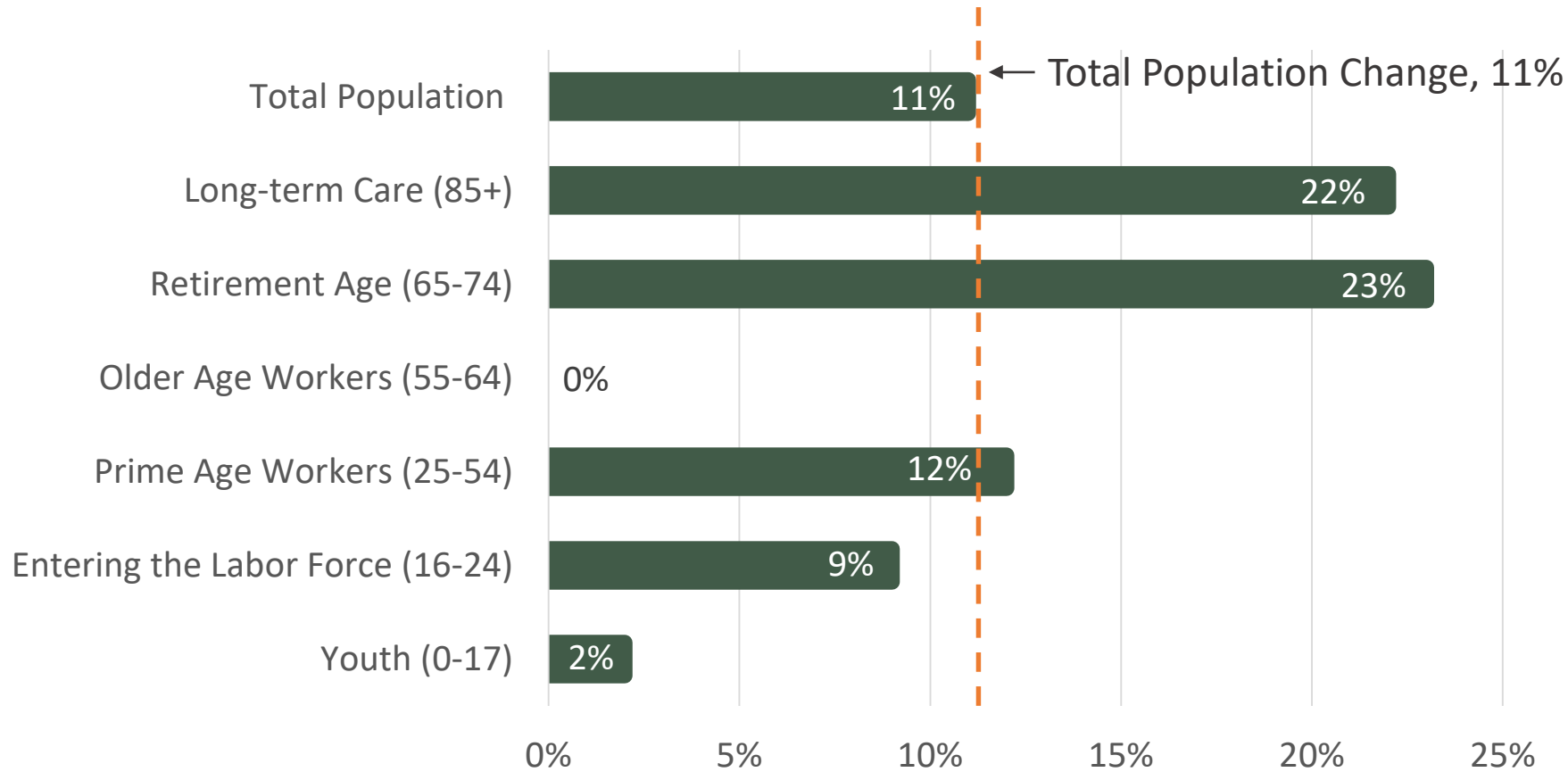
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Projected Change in Specific Age Group Populations in Colorado, 2018 to 2025



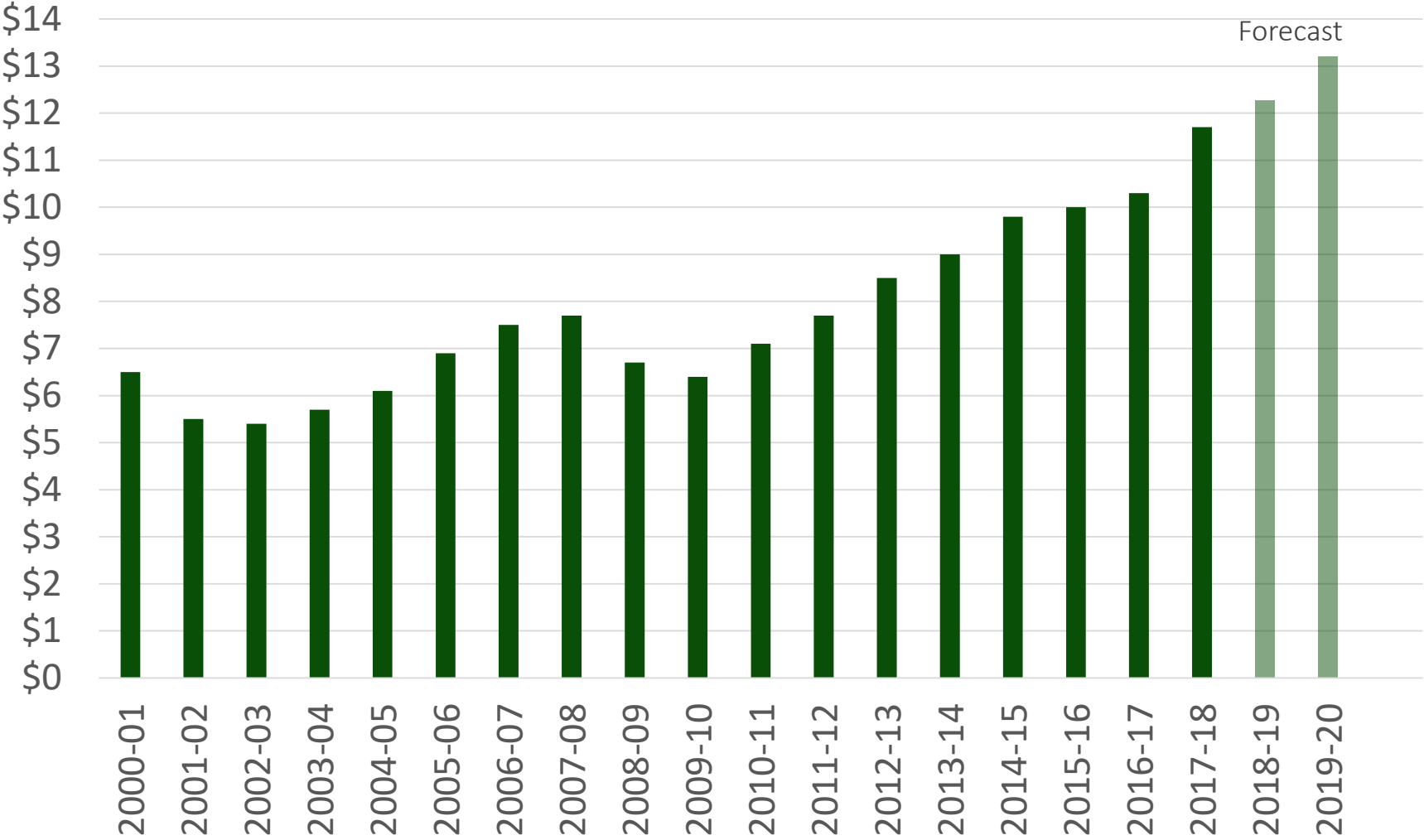
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Source: Colorado Department of Local Affairs



Colorado General Fund Revenue FY 2001 to FY 2020 (\$ in Billions)

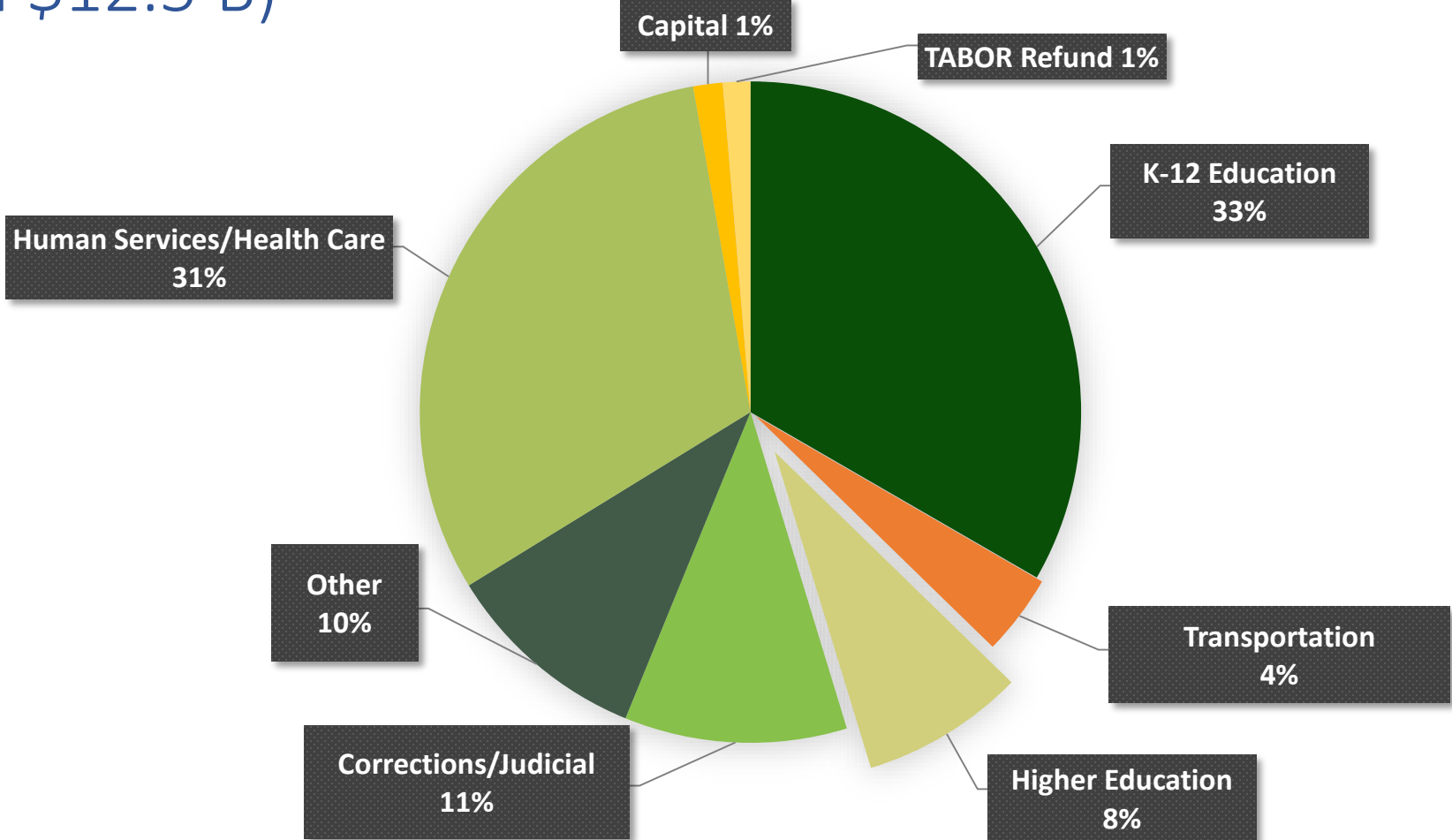


Source: Colorado Office of State Planning and Budgeting



General Fund Obligations FY 2018-19

(Total \$12.5 B)



Source: Colorado Office of State Planning and Budgeting, Joint Budget Committee, CSU resources



A TABOR Illustration

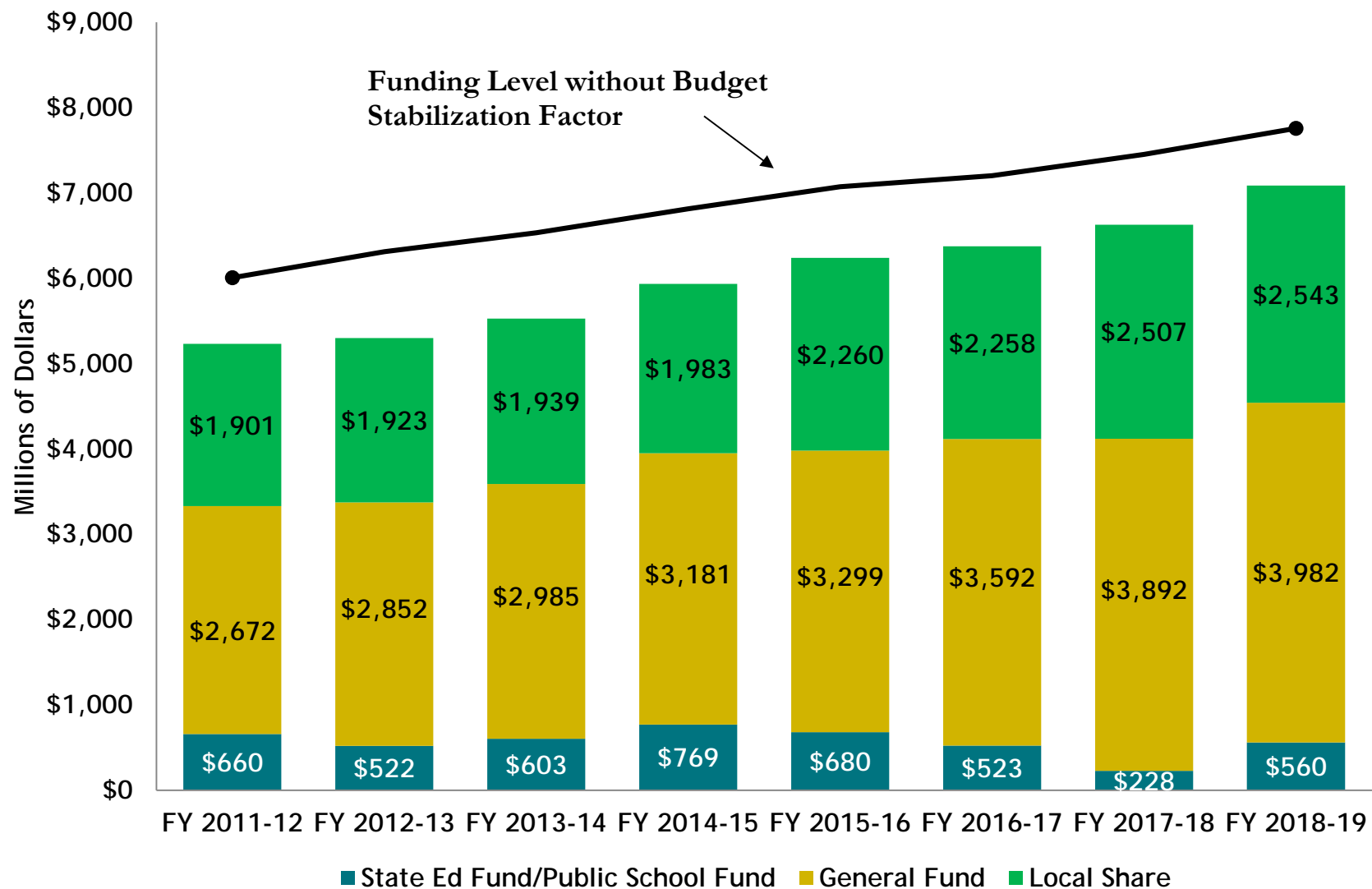


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Public School Finance: Target vs. Funded Amounts by Source (FY 2012 to FY 2019)



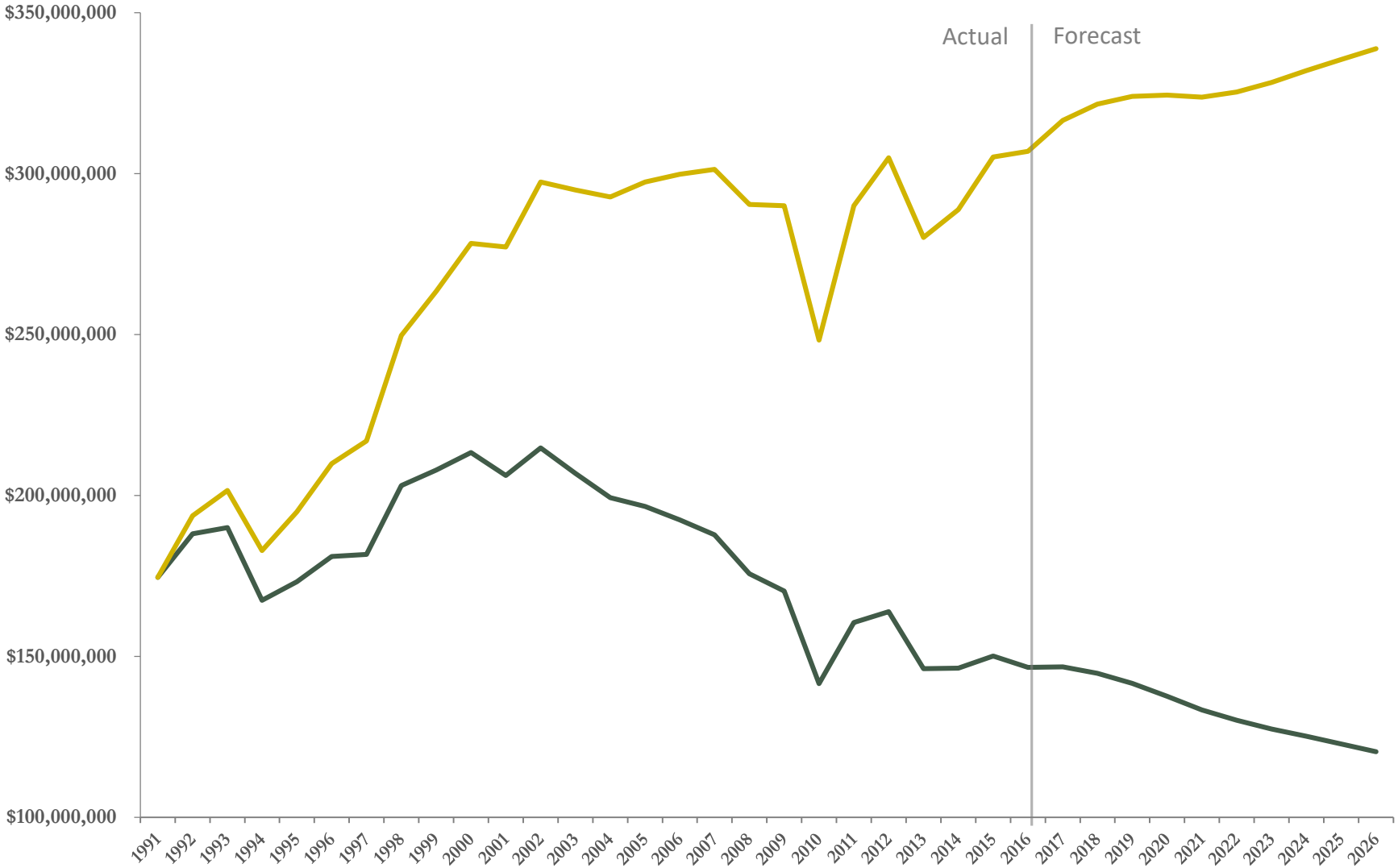
Source: Colorado Office of State Planning and Budgeting

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Colorado Gas Tax Revenue, Nominal and Inflation-Adjusted (1991-2026)



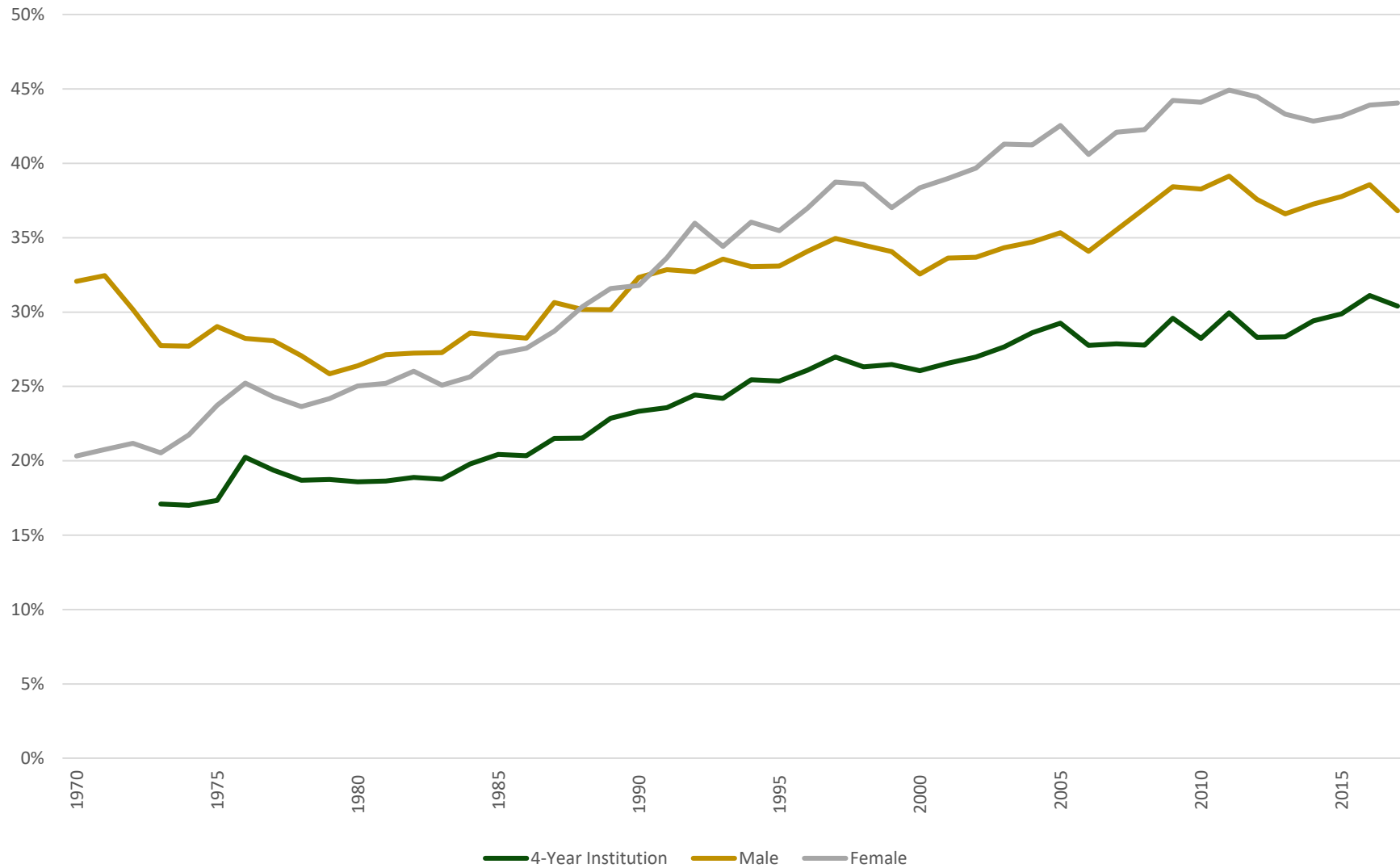
Source: Colorado Department of Transportation

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Percentage of 18-24-Year-Olds Enrolled in College (1970-2017)



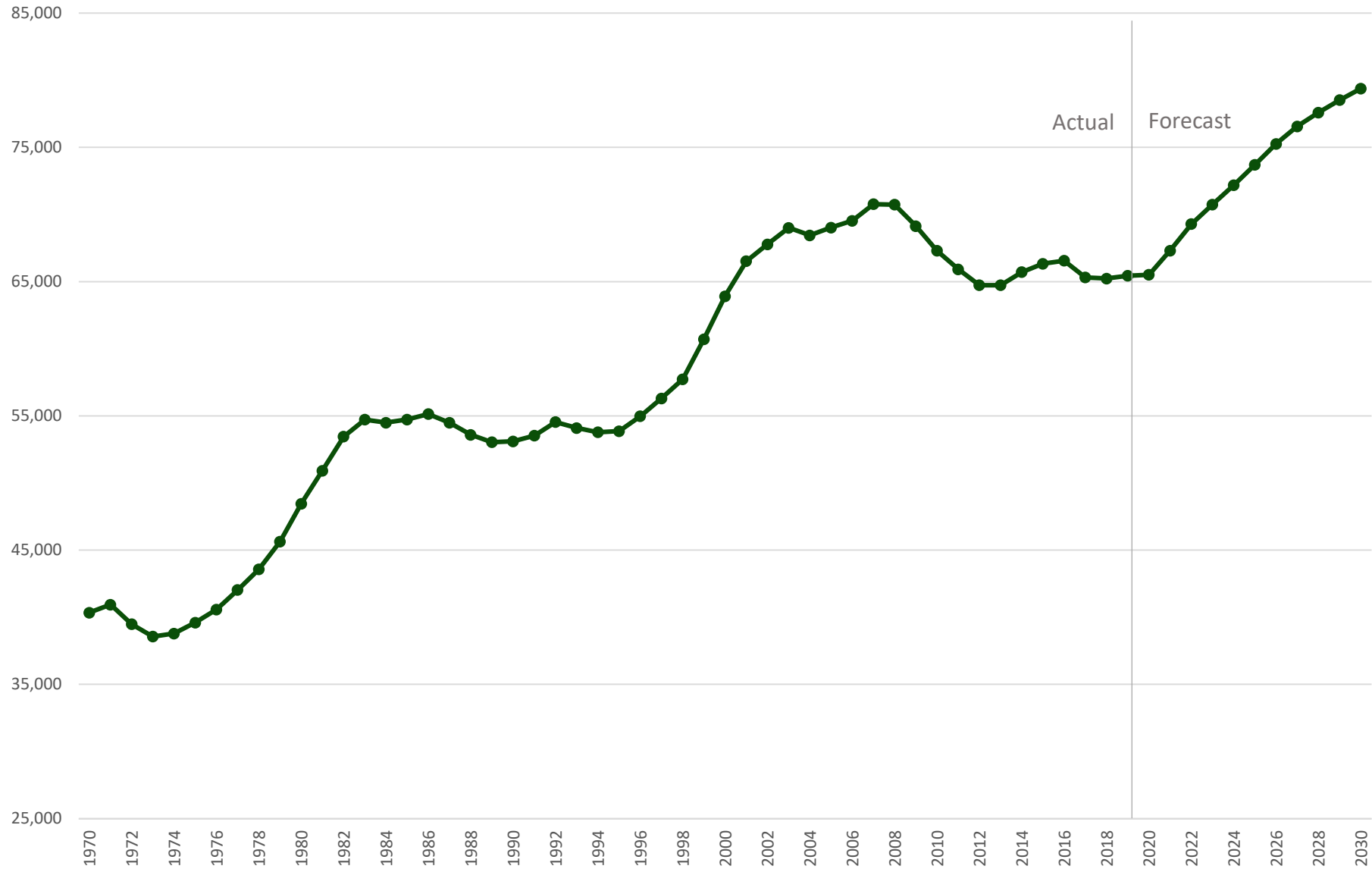
Source: National Center for Education Statistics

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Colorado Births (1970-2030)



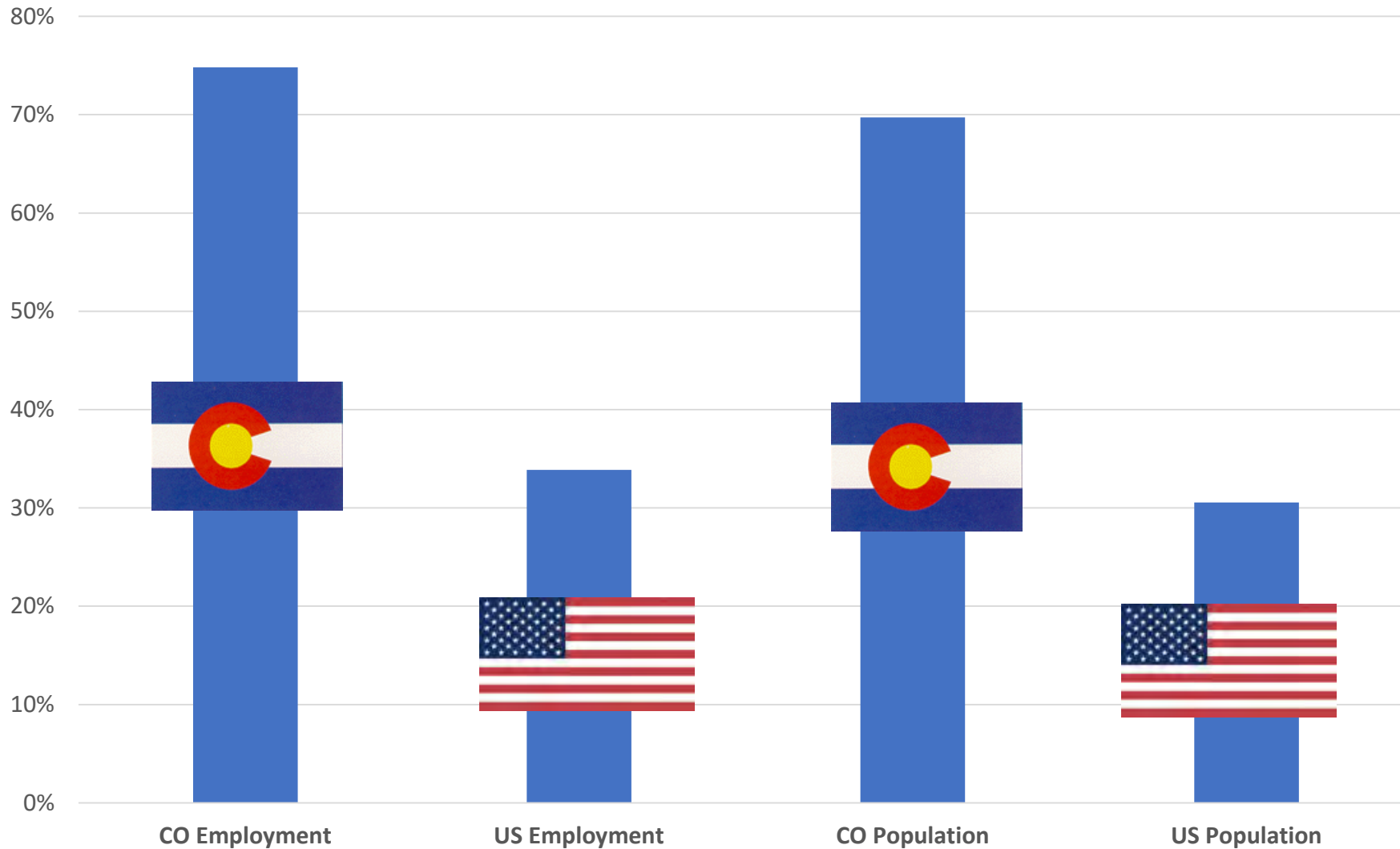
Source: Colorado State Demographer

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Cumulative Growth Employment and Population (1990-2017)



Source: Colorado Governor's Office of State Planning and Budgeting

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Metro Denver

Economic Development Corporation





Metro Denver

Economic Development Corporation

Our mission is to enhance the regional economy through the expansion and retention of primary jobs and capital investment.

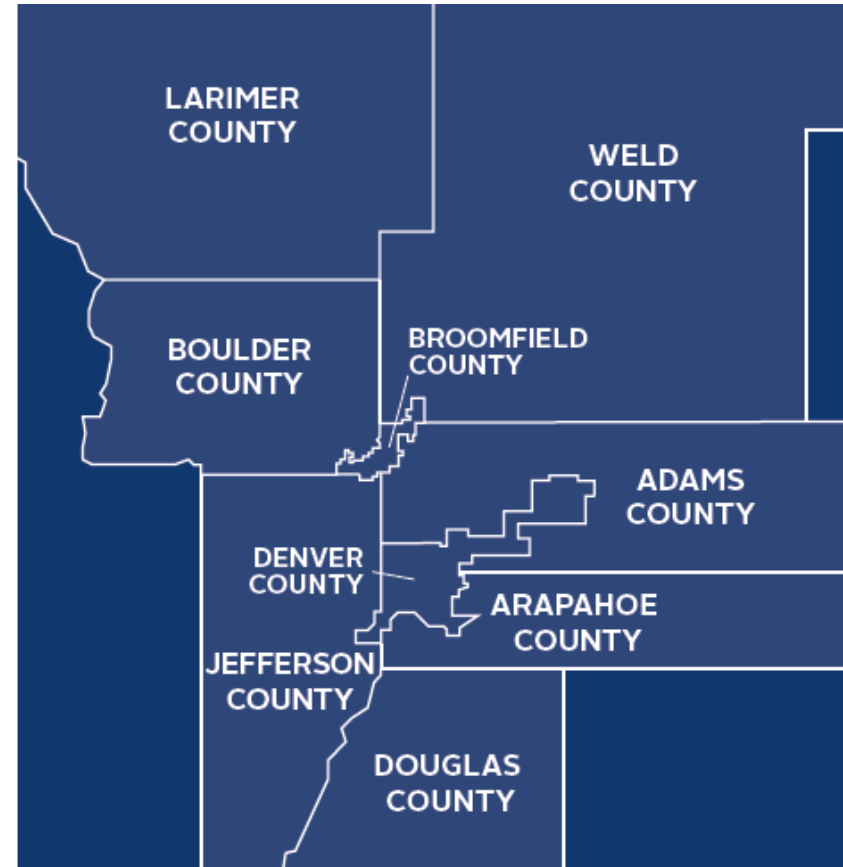


Nation's first regional economic development entity



Largest privately funded and governed eco-devo organization in Colorado

 www.metrodenver.org



More than 70 cities, counties & economic development agencies in 9 counties





Metro Denver
Economic Development Corporation











Colorado
Resource
Council



COLORADO
SPACE COALITION
A MILE CLOSER TO SPACE



Metro Denver
Economic Development Corporation



Metro Denver
AVIATION COALITION



COLORADO
INVESTMENT
SERVICES
COALITION



Metropolitan Denver Region

INDUSTRY CLUSTERS

2018

- + **Aerospace**
- + **Aviation**
- + **Bioscience**
Medical Devices & Diagnostics, Pharmaceuticals & Biotechnology
- + **Broadband & Digital Communications**
- + **Energy & Natural Resources**
Natural Resources, Power Generation & Distribution, Renewable Resources, Intellectual Resources
- + **Financial Services**
Banking & Finance, Insurance, Investment Services
- + **Food & Beverage Production**
Food, Beverage, Ag-Tech
- + **Healthcare + Wellness**
- + **IT-Software**

WWW.METRODENVER.ORG

- KEY TAKEAWAYS -



MORE JOBS FOR METRO DENVER

All of the industry clusters posted positive employment growth in 2018. Six of them grew over 10 percent between 2013 and 2018.



EMPLOYMENT IS HEALTHY & WELL

The region's largest cluster in terms of employment size is Healthcare & Wellness, with 232,070 workers in 23,830 companies.



IT-SOFTWARE IS SURGING

IT-Software was the fastest growing cluster in the nine-county region in 2018 in terms of employment, increasing 8.8 percent.



BETTER SALARIES FOR EVERYONE

People are making more money in the Metro region. And starting salaries in all clusters were higher in 2018 too.



- KEY TAKEAWAYS -



SCIENCE AND RESEARCH CENTERS CONTRIBUTE \$2.6B

Colorado's federally funded science and research centers contribute an estimated \$2.6 billion annually to the state's economy and employ nearly 17,000 workers.



FOOD MANUFACTURING IS TURNING UP THE HEAT

Colorado food production exports totaled more than \$1.7 billion in 2017, up 28 percent over the last five years and 16.3 percent between 2016 and 2017 alone.



FINANCIAL SERVICES – WHERE THE MONEY'S AT

Financial services companies employed 4.5 percent of the region's total base – and people working in investments saw the highest annual wage across all industries.



RENEWABLE RESOURCES IS SEEING DOUBLE

The Renewable Resources subcluster nearly doubled its employment base in the last six years.



Industry Leaders Choose the Metro Denver Region



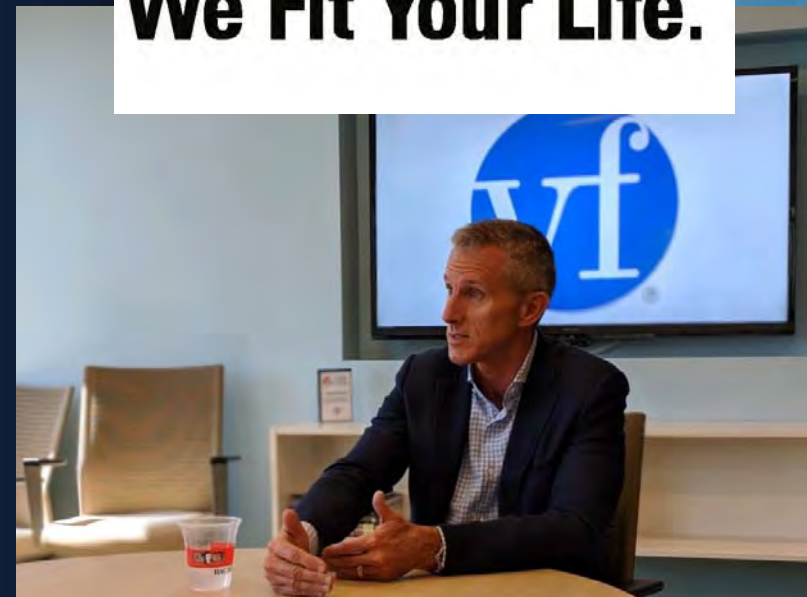
2015

We've Stayed Busy

2019

Fortune 500 HQ Moves

- VF Signs 10 Floors (285,000 sq. ft.) at 1551 Wewatta Street in downtown Denver
- Employee Relocation Events
 - *Alameda, CA*
 - *Greensboro, NC*
 - *Salt Lake City, UT*
- Requested Assistance
 - *Schools – Public & Private*
 - *Trailing Spouses*
 - *Transportation*
 - *Culture & Activities*
 - *Religious Communities*
 - *Transportation*
 - *Pets*
 - *Firearms*



amazon



HQ2

Colorado's Pillars

PLACE



TALENT



ACCESSIBILITY



**POSITIONING
AMAZON
HQ2 FOR
THE FUTURE**



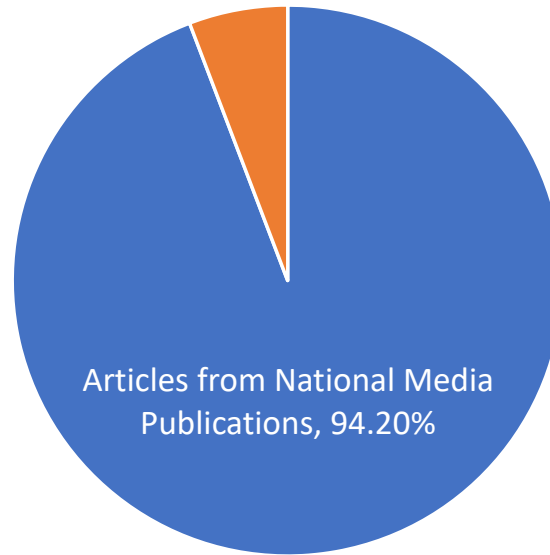
The Amazon HQ2 Effect on the Region

Colorado's response to the Amazon HQ2 opportunity quickly identified major gaps in marketing efforts for the region. It also created more awareness than could have been predicted.

Coverage Using Keywords: Denver, Amazon HQ2

- 2,969 articles
- 3,339,487,526 impressions
- 27.9 percent of the articles ran on January 18, 2018 – the date of the shortlist announcement
- 421 of the articles pre-dated the bid submission date. This indicates that reporters were already speculating about Metro Denver pre-bid.

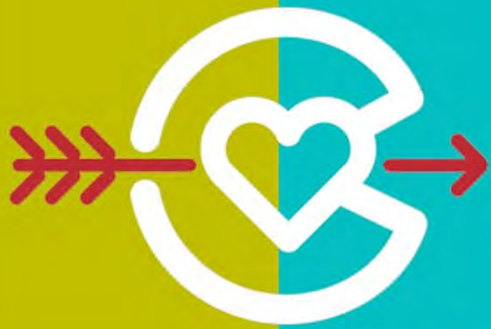
Articles from Colorado-based Publications, 5.80%



Articles from National Media Publications, 94.20%

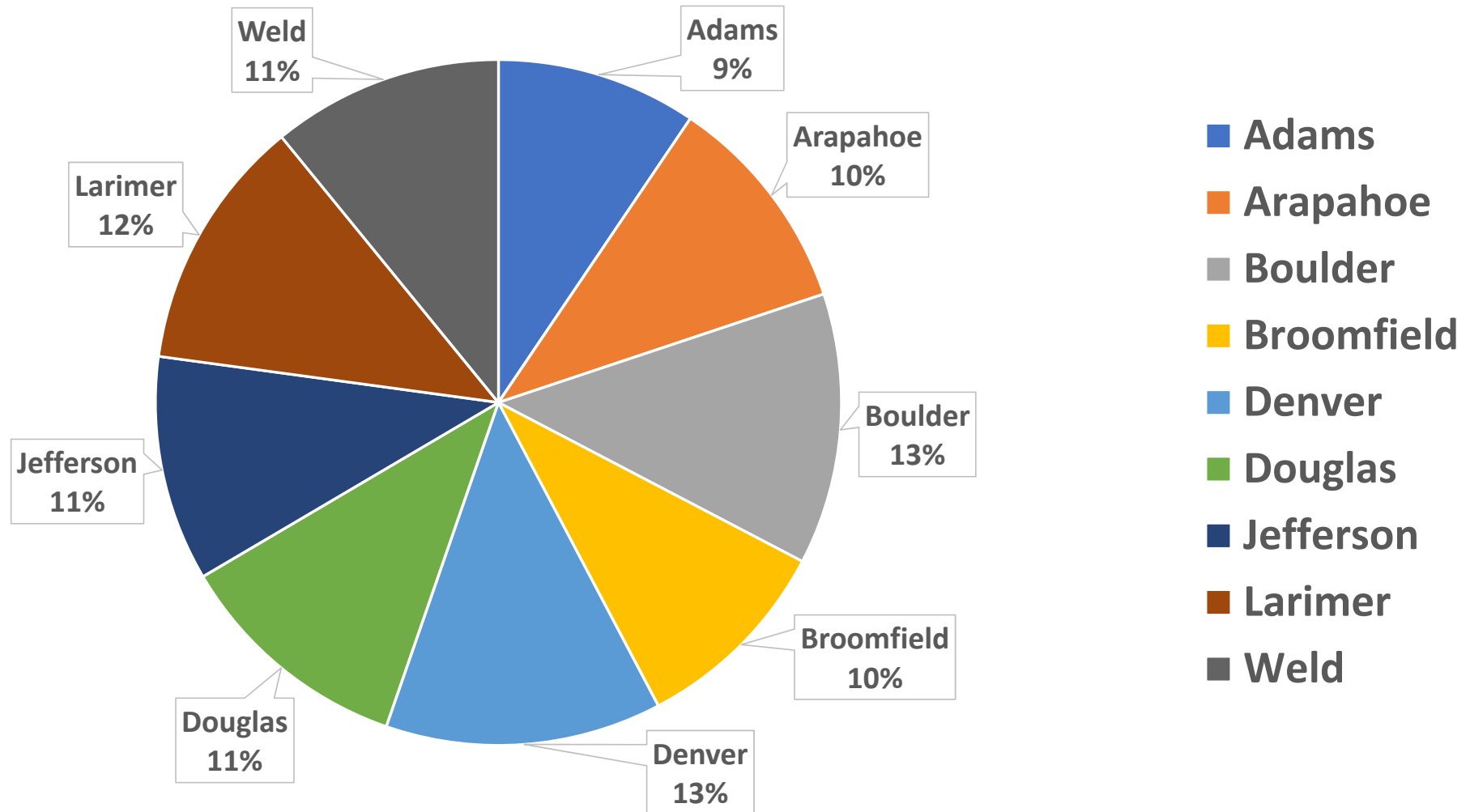


Source: Curated Communications, a Denver-based communications and strategic messaging firm.

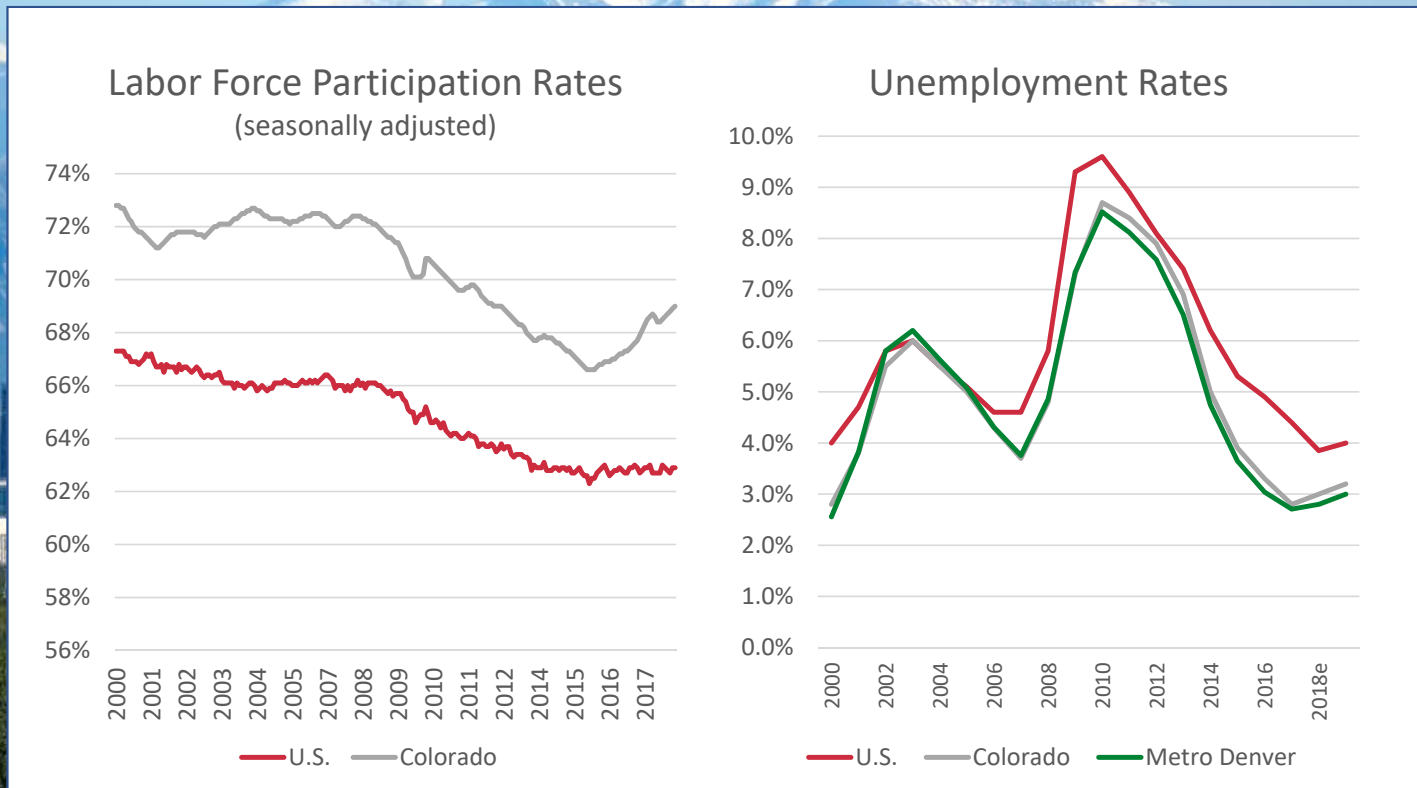


**COLORADO
LOVES**

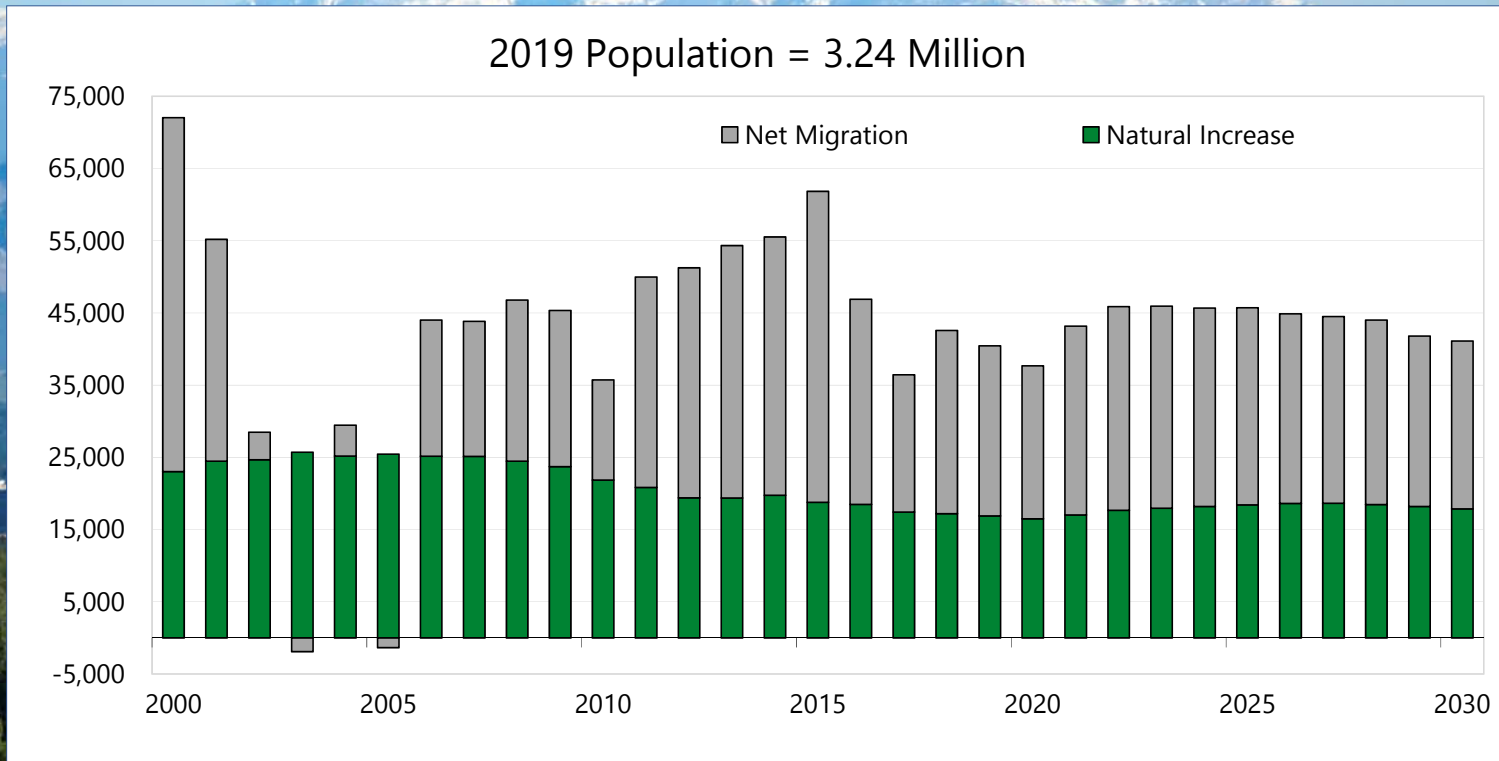
Potential Jobs by County – May 2019



Metro Denver Labor Force Expanding and Employed



Metro Denver Population Will Continue to Grow

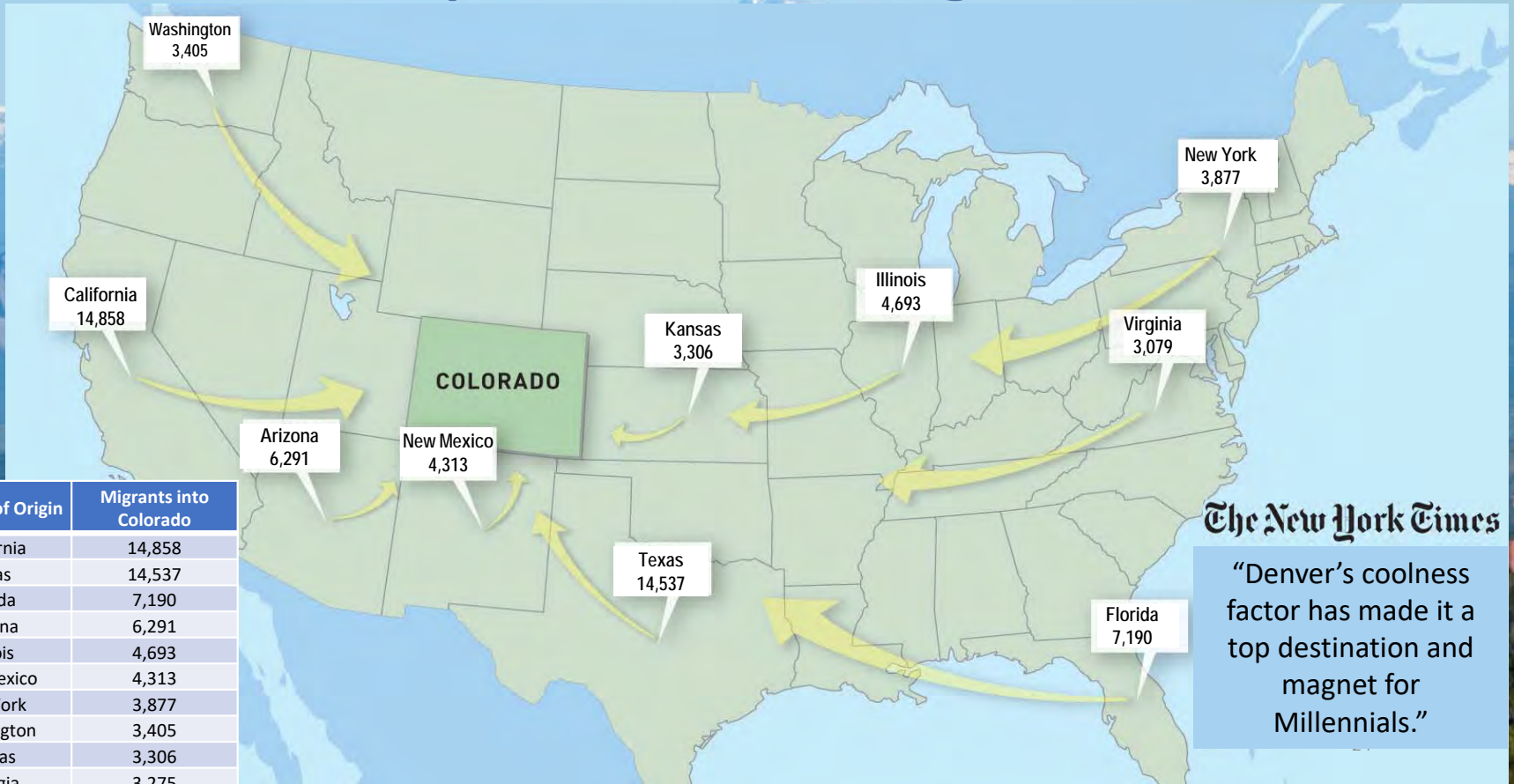


Source: Colorado Division of Local Government, State Demography Office.



Metro Denver
Economic Development Corporation

Colorado's Top Domestic In-Migration Flows



Rank	U.S. State of Origin	Migrants into Colorado
1	California	14,858
2	Texas	14,537
3	Florida	7,190
4	Arizona	6,291
5	Illinois	4,693
6	New Mexico	4,313
7	New York	3,877
8	Washington	3,405
9	Kansas	3,306
10	Georgia	3,275
Total Colorado In-migration		126,595

The New York Times

“Denver’s coolness factor has made it a top destination and magnet for Millennials.”

Source: IRS Individual Master File, Statistics of Income, November 2017



Metro Denver
Economic Development Corporation



Preparing for the Volatile Decade Ahead

Higher Education State of the Sector

Higher Education Strategy Forum

Higher Ed's Three Most Pressing Challenges



Will Our Business Model Survive?

"The competitive landscape has never been more challenging – both in traditional and new markets."



The Student of the Future

"We are not prepared for how student needs and preferences are rapidly evolving."



Crisis of Confidence in Higher Education

"Perception has never been so negative— from all directions."

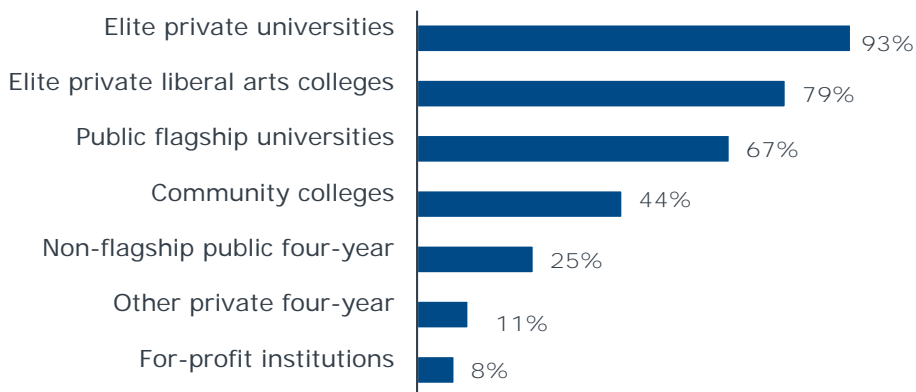
Financial Sustainability in the Decade Ahead



Existential Urgency Dependent on Segment...

Percent of presidents that strongly agree/agree business models for each type of institution will be sustainable over next ten years:

Inside Higher Ed and Gallup 2018 Survey of College and University Presidents, (n = 618)



...But Worries Span Institutional Type

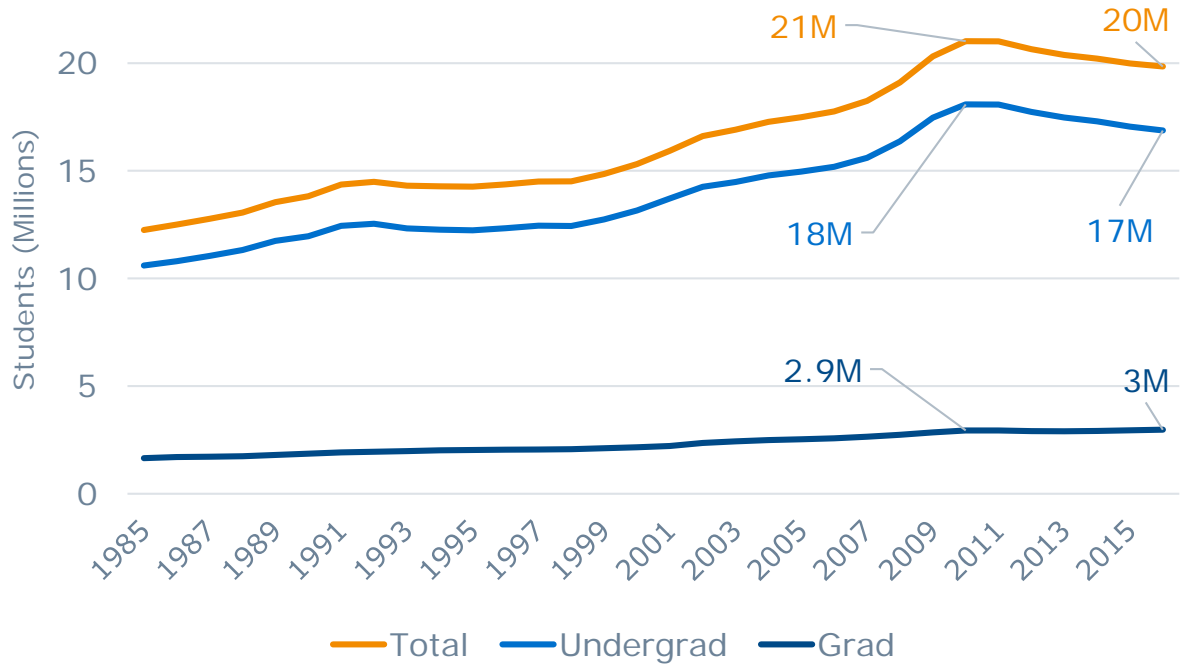
"We're not going to go out of business. But will our current financial model allow us to maintain excellence, serve the community, and meet our ambitions? I don't think so."

-- Public Flagship Research University



2010: Peak Post-Secondary

Student Enrollments (1985-2016)

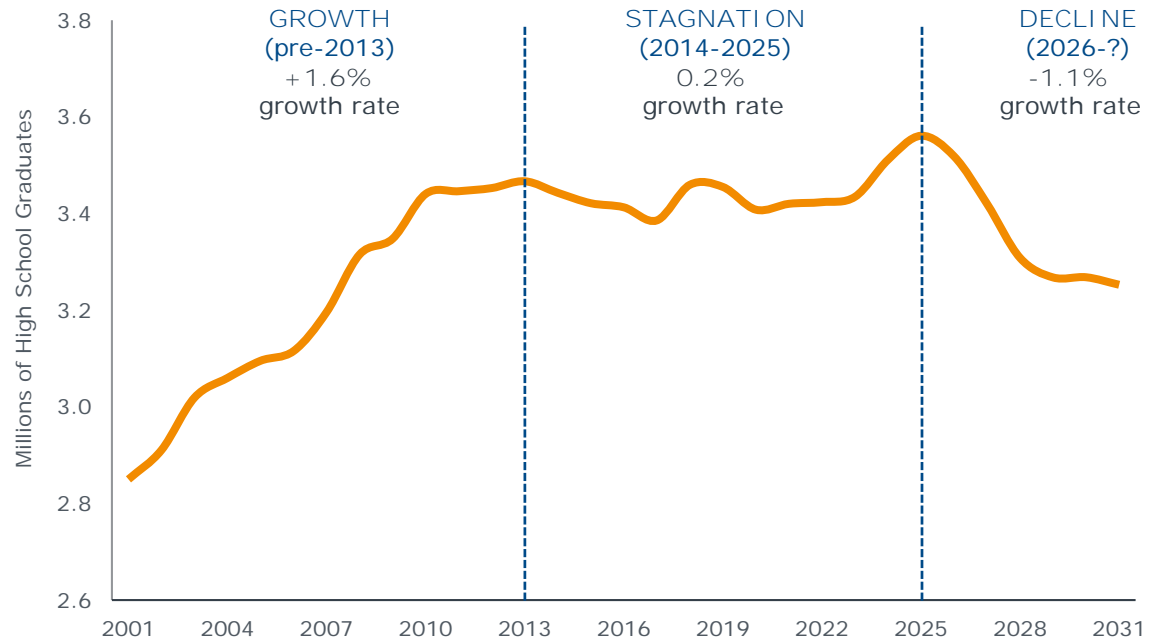


A Trend We're All Too Familiar With

Gen Z High School Graduates Won't Be Enough to Fulfill Growth Goals

High School Graduate Growth Rate Plateaus Before Decline

Number of High School Graduates and Compound Annual Growth Rates



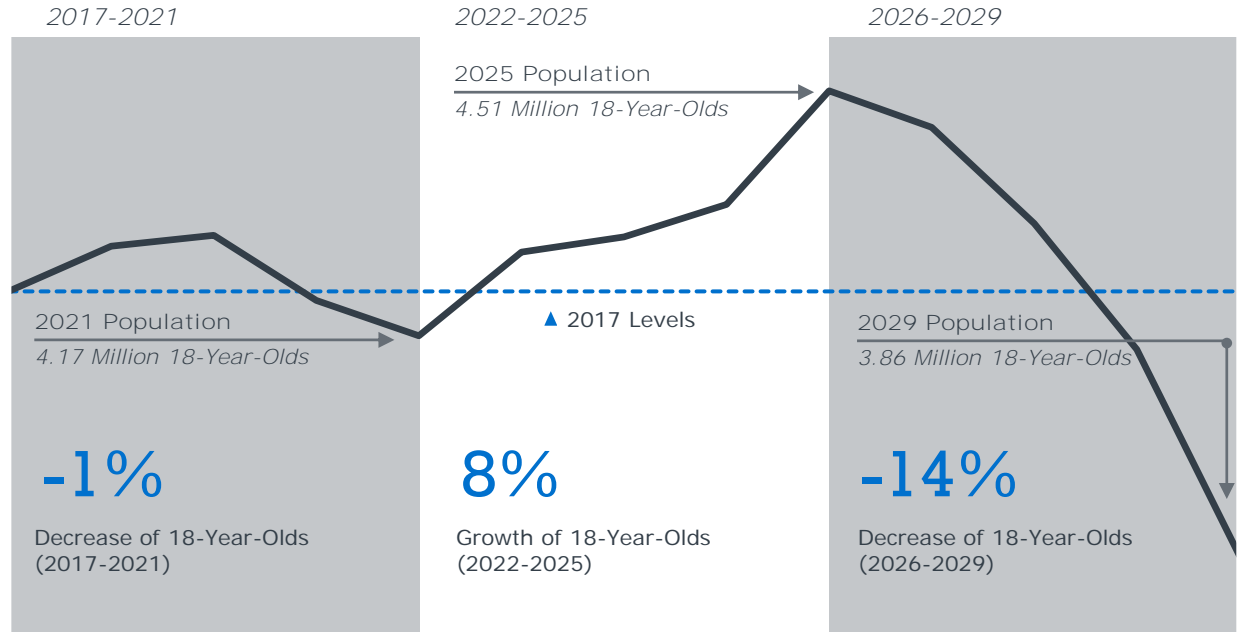
Looming Birth Dearth

Population of 18-Year-Olds to Contract Sharply After 2025

Modest Decrease...

...Followed by Growth Spike...

...Met with A Sharp Decline



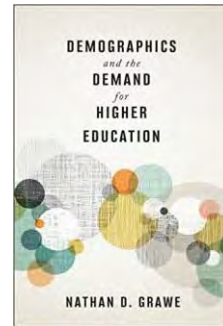
Diverging Fortunes by Selectivity



THE WALL STREET JOURNAL.



U.S. Colleges Are Separating Into Winners and Losers
February 2018

"...U.S. not-for-profit colleges and universities are segregating into winners and losers—with winners growing and expanding and losers seeing the first signs of a death spiral."



Nathan D. Grawe
Professor of Social Sciences
Carleton College

Developed a new probabilistic model that projects college-going population from 2012 to 2029

		
188th	WSJ Ranking	1,051st
50K	Avg. Graduate Earnings, Year 10	32K
3%	Default Rate	15%

Higher Education Demand Index

 **9%**

Projected decline in 4-year college-bound students, 2017-2029



HEDI aims to predict first-time college students, disaggregated by state and selectivity

Summarizing by Segment and Selectivity

Elite HEI s

Top 50 research universities,
Top 50 liberal arts colleges
(USNWR rankings)



Timespan	% Change in Demand
2019 to 2023	3%
2024 to 2026	2%
2027 to 2029	-5%

- Continued strong demand for elite HEIs. Some may struggle to shape a diverse class as demographics shift.

National HEI s

Top 50-100 research universities,
Top 50-100 liberal arts colleges
(USNWR rankings)



Timespan	% Change in Demand
2019 to 2023	1%
2024 to 2026	2%
2027 to 2029	-11%

- Aggregate gains among elite HEIs could offset projected losses at national HEIs who capture "spillover" demand.

Regional HEI s

Research universities and liberal arts colleges ranked outside of Top 100 (USNWR rankings)



Timespan	% Change in Demand
2019 to 2023	0%
2024 to 2026	2%
2027 to 2029	-12%

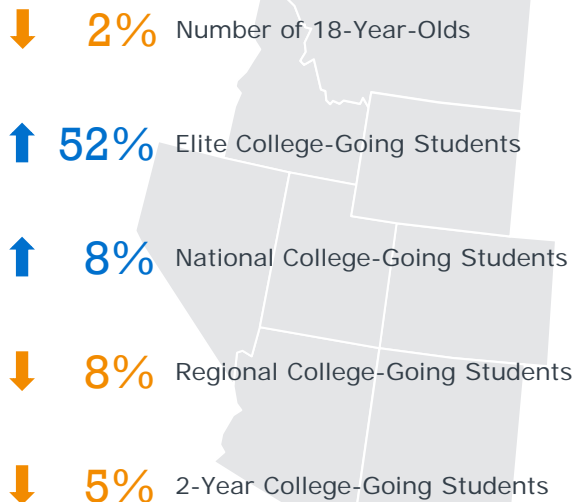
- Most subject to demographic volatility as core student population is least likely to travel and most skeptical of college value proposition.

Mountain Region Outlook

Surge in Elite College-Going Students Create Halo Effect for Region

Student Population Trends

2017 to 2029



Higher Education Ecosystem

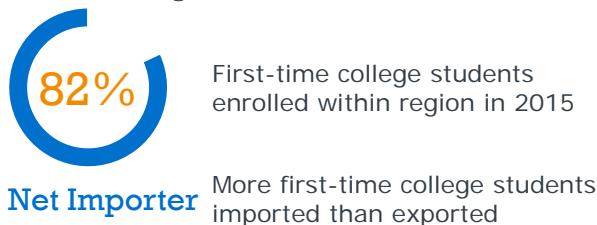


Region HEIs as a Percent of US HEIs

All	Elite	National	Regional	2-Year
7%	2%	4%	7%	8%

This region has a low concentration of Elite HEIs

Student Migration Patterns



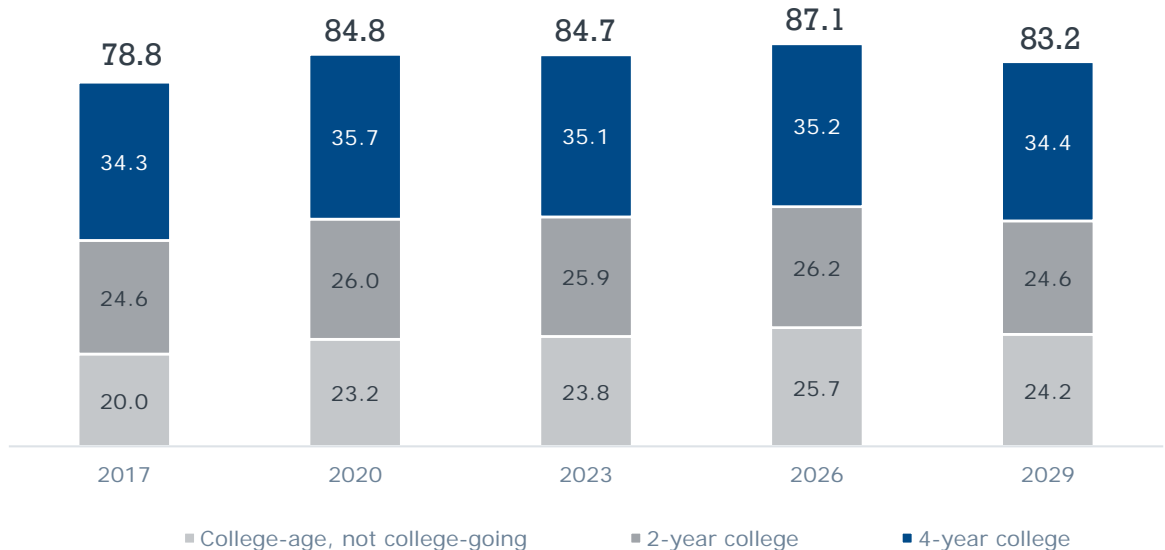
Key Insights

- Above-average college attendance rates and modest decline in 18-yr-olds create regional reprieve
- Increase in elite and national college-going students will serve as a great opportunity for regional HEIs to capture spillover demand

The Colorado Picture

Forecasted Number of College-Aged and College-Going Students in Colorado and Wyoming¹ (Thousands), by Year of High School Graduation

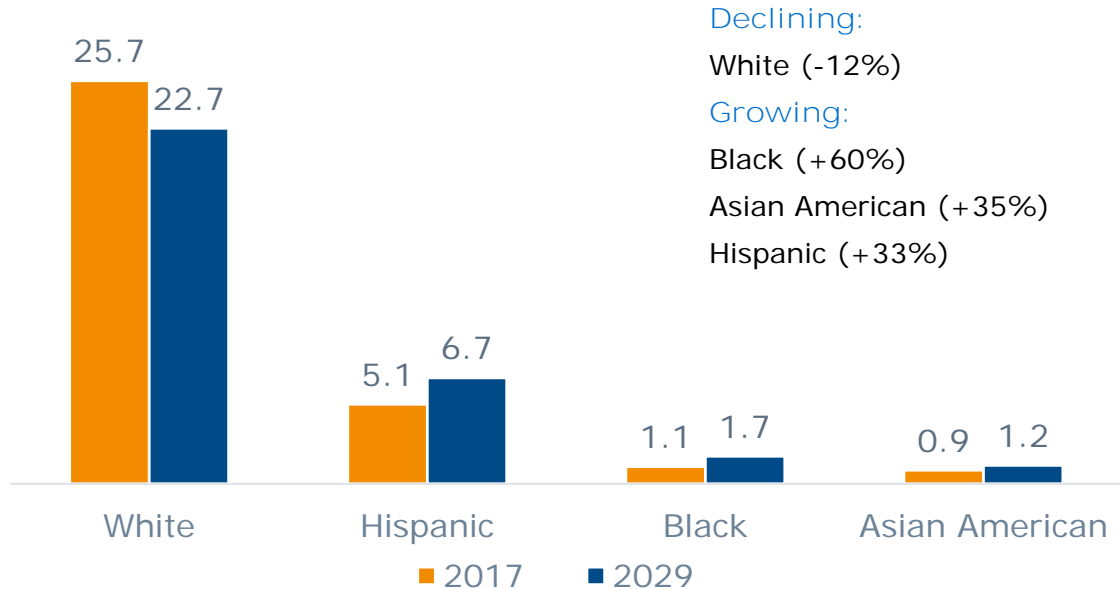
1% Growth among four-year college-going students between 2017 and 2029



¹) The states of Colorado and Wyoming are grouped together in the enrollment projections in order to maintain sufficient sample size and maximize the predictive power of the forecasts.

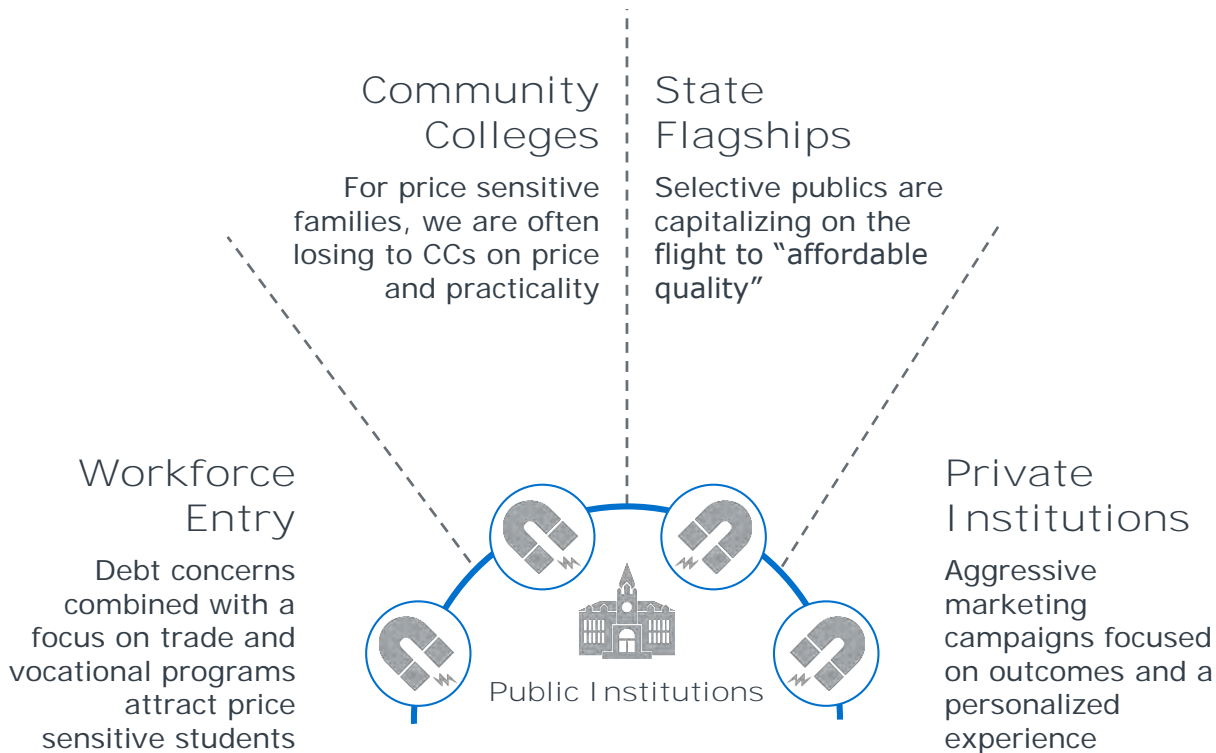
Colorado's Shift in Race/Ethnicity

Projected Number of Four-Year College-Going Students in Colorado and Wyoming¹ (Thousands), by Race/Ethnicity



1) The states of Colorado and Wyoming are grouped together in the enrollment projections in order to maintain sufficient sample size and maximize the predictive power of the forecasts.

Pressure on Publics From All Sides



Degree Completion—Not All Can Scale

The Hype

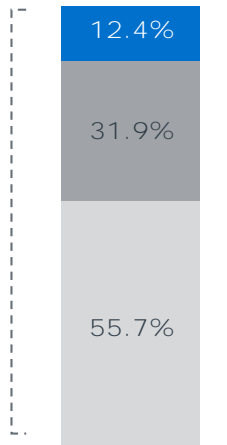
31M

Size of degree completion market (some college, no degree) often cited—used in vendor sales pitches, strategic plans.

The Reality of
“Potential Completers”

4M

- Potential completers (multiple term enrollees with 2 years’ progress or more)
- One-term enrollees
- Multiple-term enrollees with less than 2 years’ progress



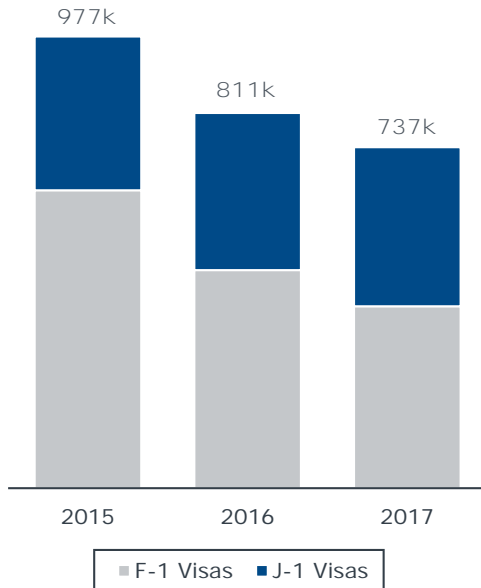
NATIONAL STUDENT
CLEARINGHOUSE

Downward Pressure on International Enrollment

Nearly a 10% Drop in Student Visas Last Fall

Student Visas Issued

FY 2015–2017



Fewer Visas from Top Countries

24% Decline in F-1 visas from India in FY 2017

28% Decline in F-1 visas from China in FY 2017



International Enrollments
Down

-2.5% Decrease in new international undergraduates in 2016

Online Ed Not the Out-of-State Solve

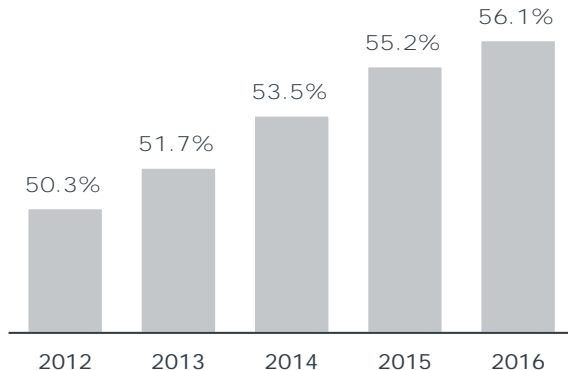
Online Students Still Local

Online Student Distance from Institution, 2019



Proportion of Local Online Students Increasing

Percentage of Exclusively Online Students Located in the Same State as their Institution, 2012 - 2016



Access to In-Person Services Valued

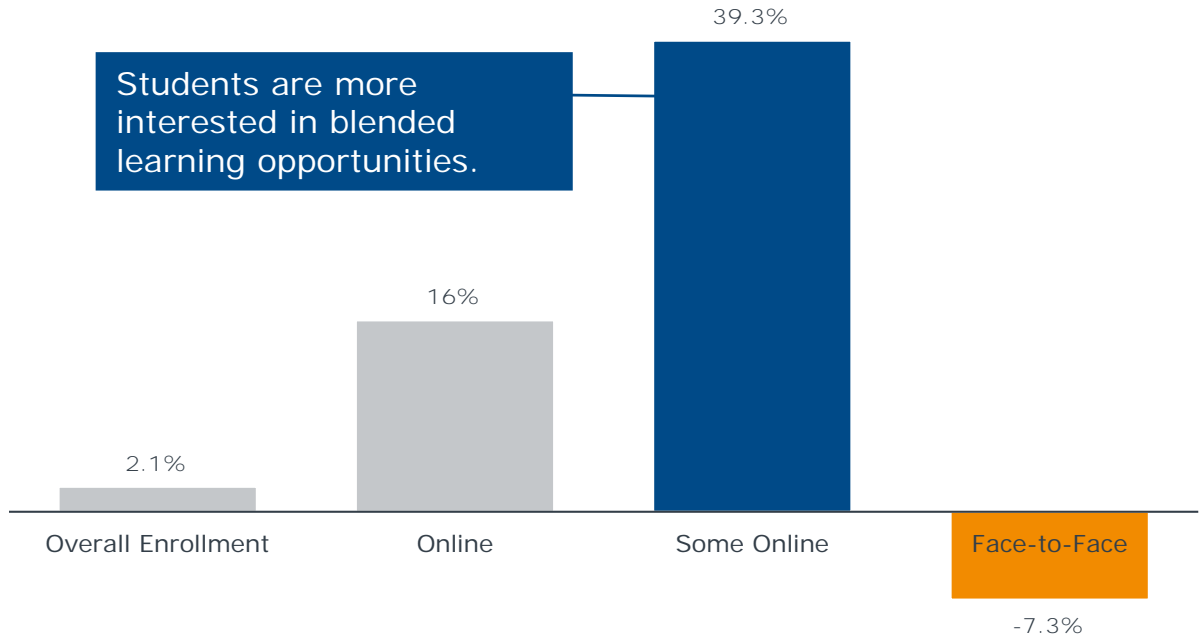
76%

Proportion of students who visited campus or a campus center at least once during program²

Online Courses Increasingly Popular

Online Enrollment Growth Outpaces Face-to-Face Enrollment Growth

Percentage change in student enrollment at four-year, degree-granting institutions, 2012-2016

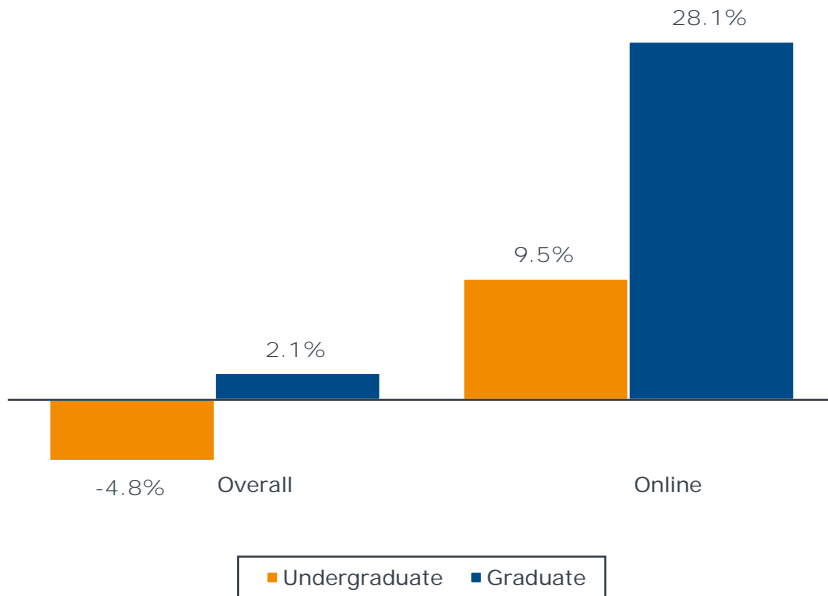


Online Enrollment Bucking Overall Market Trends



Online Graduate and Undergraduate Enrollment Outpaces General Changes

Percentage change in student enrollment at four-year, degree-granting institutions by degree-level, 2012-2016



Consolidation Activity Still Fairly Limited

Fewer M&As than Soundbites Suggest

M&A Transactions Involving 4-Year Degree-Granting Institutions, 2000-present

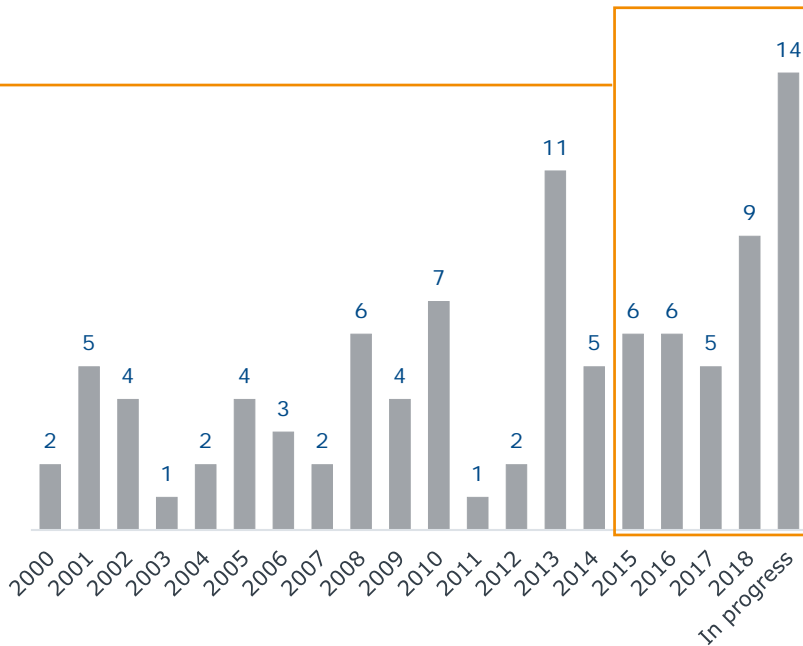


True, But the Numbers
Are Small...

“The merger rate [among four-year public and private non-for-profit colleges] will more than double [from 2015 to 2017].”

*Moody's Investor Service
Higher Ed Industry Outlook,
2015*

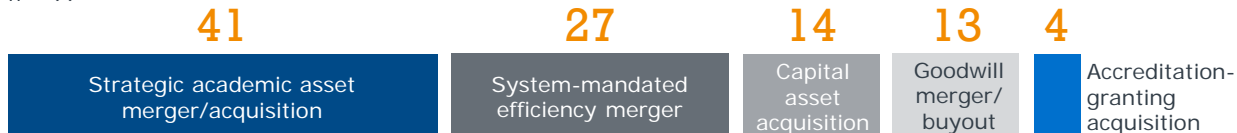
Only 99 M&As since 2000



Buying (Rather than Building) Way into New Markets

Distribution of Drivers to Pursue HEI M&As, 2000-present

n = 99



Examples of HEI Strategic Academic Asset Acquisitions



Middlebury College acquires Monterey Institute of International Studies, 2010



Expanded foreign language programming and global reach



Texas A&M University acquires Texas Wesleyan Law School, 2013



Increase in ranking and comprehensiveness of institution



Arizona State University acquires Thunderbird School of Management, 2014



Access to strong brand, business network, and international footprint



Purdue University acquires Kaplan University, 2018



New, robust online division



Boston University acquires Wheelock College, 2018



New education programs and improved clinical and research opportunities

Academic Medicine (2007) Merging Two Universities: The Medical University of Ohio and the University of Toledo; CBS DFW (2013) Arizona State University (2014) ASU, Thunderbird School of Global Management finalize agreement; Boston University (2017) BU-Wheelock Merger Will Create a New College Texas A&M Buys Texas Wesleyan Law School and Makes It Public; EAB data and analysis.

A Quick Word on Closures

Doomsayers Forecast a Dizzying Increase in the Number of Closures...

“

Fifty percent of the 4,000 colleges and universities in the U.S. will be bankrupt in 10 to 15 years.”

Dr. Clay Christensen

Innovation + Disruption in Higher Education Symposium, 2017

Closures Certainly on the Rise...



506

HEI closures since 2000

...But Closed Institutions Don't Look Like Us



60%

Of HEIs closed since 2000 are 2-year institutions



250%

Increase in number of HEI closures from 2011-2013 to 2014-2016



75%

Of HEIs closed since 2000 are for-profit

Higher Ed's Three Most Pressing Challenges



Will Our Business Model Survive?

"The competitive landscape has never been more challenging – both in traditional and new markets."



The Student of the Future

"We are not prepared for how student needs and preferences are rapidly evolving."



Crisis of Confidence in Higher Education

"Perception has never been so negative— from all directions."

Getting Ready for the Student of the Future

Preparing Not Only for
Changes in Demographics...

-10%

Students with household
incomes >\$100K
(2017-2029)

-19%

Non-Hispanic white
18-year-olds
(2012-2029)

64%

18-year-olds in a
household where
neither parent holds
a bachelor's degree
(2029)



**...But Also a Change in
College-Going Attitudes**

A resurgence of the trades?

"Men who otherwise would
likely attend community
colleges are now finding
employment
opportunities in areas like
manufacturing."

*The Wall Street Journal
April 26, 2018*


Is college worth it?


"We appear to be
approaching a time when,
even for middle-class
students, the economic
benefit of a college
degree will begin to dim."


*The New York Times
May 16, 2018*


The Affordability Issue

Students Ruling Schools Out on List Price Alone

 **69%** of students have some (or major) concern about financing college

 **59%** of students consider only list price when evaluating schools early in the process

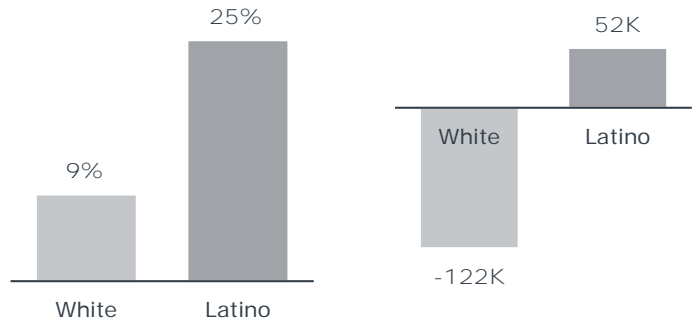
 **17%** of students ruled out a school they will *apply* to because of cost

 **>50%** of students from families earning less than \$120,000 per year say they cannot afford to attend a private college or university

Attitudes Shifting with Demographics

Percentage of students reporting "major" concern about financing college

Demographic change in HS graduates, 2017-2031 (in thousands)



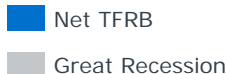
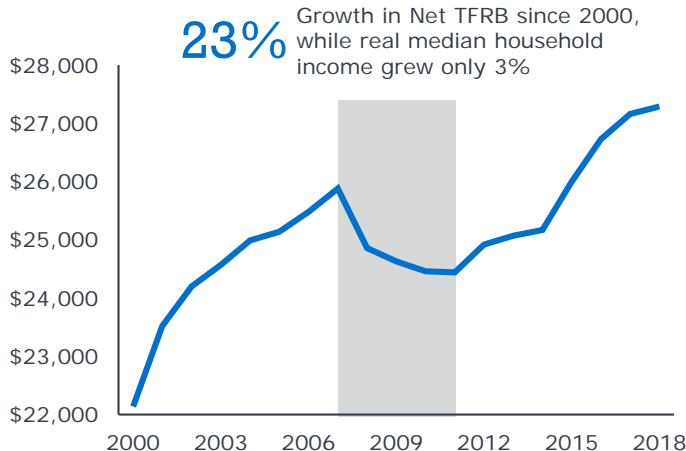
Sources: Richard A. Hesell and Ryan C. Williams, "Students and Parents Making Judgments about College Costs without Complete Information," *Student Poll*, vol. 8, 1, 2010; Kevin Eagan et. al., "The American freshman: National Norms Fall 2016," *Higher Education Research Institute*, 2017; Peace Bransberger and Demarée K. Michelau, "Knocking at the College Door," *WICHE*, December, 2016; Student Loan Hero fast facts: Royall and Company, "Access and Higher Education: The Case of High-Ability Low-Income Students," Fall, 2014.

College More Expensive Than Ever...Every Year

High Costs and Staggering Debt Not a New Conversation

Growth in College Costs Continues...

Net Tuition, Fees, Room and Board at Private Institutions (in Constant 2018 dollars), 2000 – 2018



...And Student Debt Reaches Crisis Levels in 2018...

Forbes *"Student Loan Debt Statistics in 2018: A \$1.5 Trillion Crisis"*

...And in 2015...

The New York Times *"Student Debt is worse than you think"*

...And 2012...

Forbes *"The Student Loan Crisis is Crippling America's Families"*

Source: *Trends in College Pricing Source Data File*. College Board as of November 2018; *Market Outlook, July 2018 Median Household Income*. Seeking Alpha. August 2018; *Friedman, Z. Student Loan Debt Statistics In 2018: A \$1.5 Trillion Crisis*. Forbes. January 2018; *Carey, K., Student Debt Is Worse Than You Think*. October 2015. The New York Times. Nance-Nash, S., *The Student Loan Crisis Is Crippling America's Families -- Is The Economy Next?* February 2012. Forbes. EAB interviews and analysis.

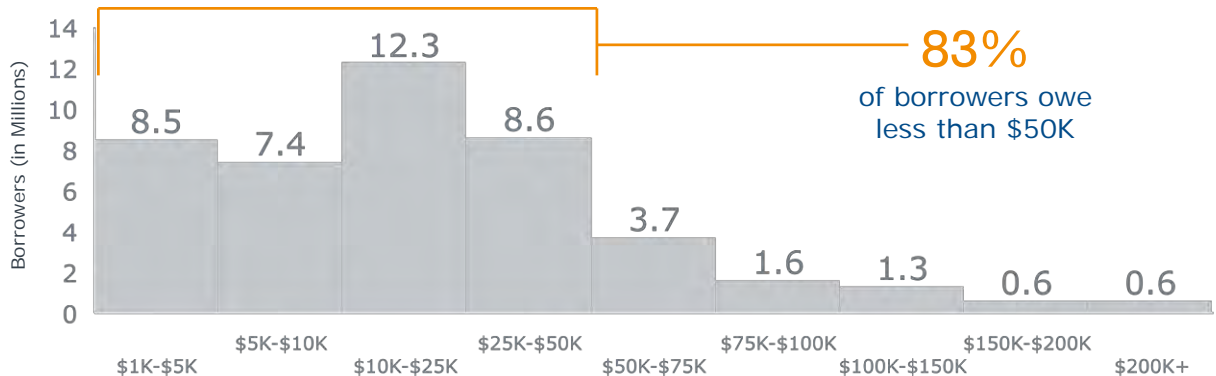
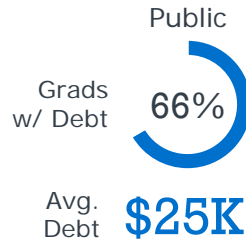
Throwing Lots of Numbers Around

US Student Loan Debt Statistics

\$1.56 Trillion
total student loan debt

44.7 Million
total borrowers

\$28,650
average debt at graduation

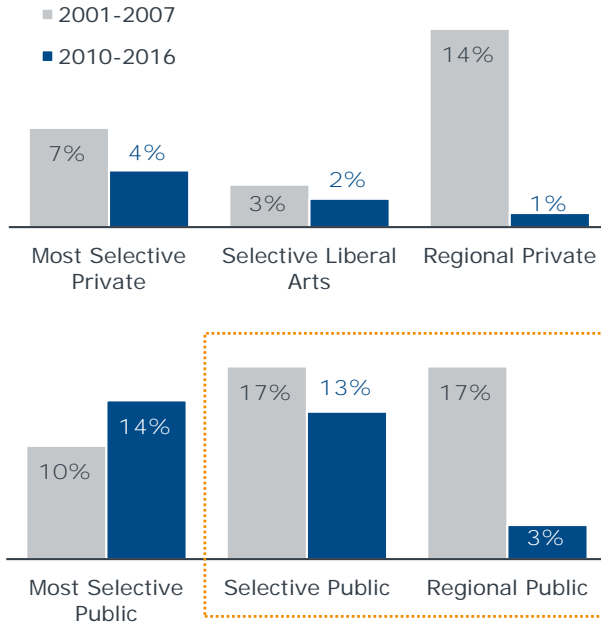


Affordability Concerns Hit Privates Hard

Focus on Affordability Draw Students to Lower-Priced Options

Anemic Growth in Headcount Among Regional Privates Post-Recession

% Enrollment Growth by Institution Segment



As Privates Remain the Most Expensive Option

Average Tuition and Fees, 2018-2019



\$9,716

In-State Public Institutions



\$21,629

Out-of-State Public Institutions



\$35,676

All Private Institutions

Privates Feeling the Pain

57%

of private bachelor's did not meet their 2018 enrollment goals by May 1st

Generation Z Brings New Challenges



Traits, Preferences of Today's Students Manifested in Lifestyles

Generational Traits



Generational Traits Ages (13-21)

Focus: Practical, Open, Connected

- Tech driven – Prone to unplug, yet hyper connected; expects smart, flexible tech
- Digital natives- Comfortable with technology at a very early age
- Open to sharing – Puts lives online without filter
- Self-Educators – Uses online media; has seen it all

Messaging Preferences

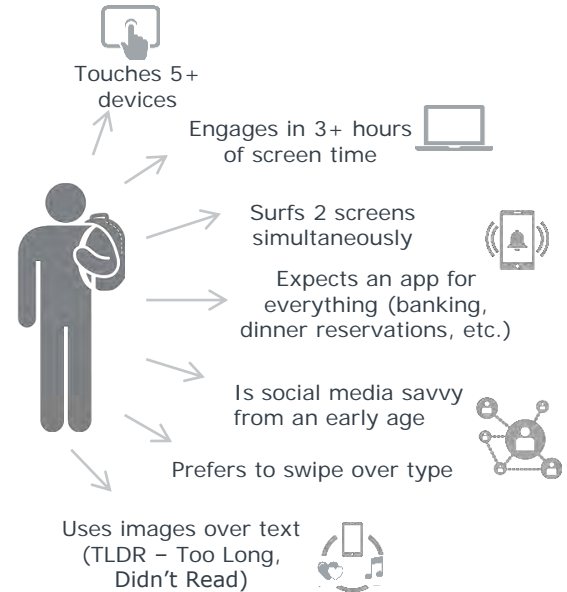


Marketing or Communication Preferences

Focus: Humanity, Collaboration, Sharing, Personal

- Expects authenticity - Expects demonstrated commitments to worthy causes
- Personalized – Prefers customized content
- Shared values -Needs to establish common ground to build trust, loyalty
- FOMO (Fear of Missing Out) - Needs to be in the loop; driven to connection via social media

A Typical Day in the Life of a Gen Z'er



The Adult Learning Opportunity By The Numbers



COE STUDENTS IN BRIEF

Working adult professionals pursuing additional education to advance or change careers

- Professional master's
 - Bachelor's degree completion
 - Certificates
 - Standalone courses
 - Contract education
- 
- Online/distance education
 - Self-paced
 - Accelerated
 - Evening/weekend
 - Branch locations

Graduate Growth Outpacing Undergraduate

36% vs. 17%

Projected Master's vs. Bachelor's Growth through 2022

The Rise of Short-Format Credentials

Graduate Certificate Enrollment Growing at a Rate

6x

Greater than Master's Degrees Enrollment

What Students Want

Common Attributes of Effectively Designed Programs

Flexible Delivery

Accommodates competing professional and personal commitments

May expand audience to include new geographic and demographic markets



Accelerated Format

Reduces opportunity cost for those taking time off work for degree

May also reduce price, depending on credit and tuition structures

Stackable Credentials

Allows students to pick out modular, often specialized, parts of degrees

Encourages students to later apply credits toward advanced credentials



Interdisciplinary Pathways

Tailors content and pedagogy to students formally trained in another discipline

Provides common knowledge base to students with varied backgrounds

Practical Experience

Fulfills growing employer demand for new hires with work experience

Enhances employment outcomes by producing better prepared graduates



Professional Development

Encourages application of program content in current work setting

Allows for networking, mentorship, and other career advancement benefits

Campus Space Evolving to Meet New Student Needs



Classrooms



Libraries



Makerspaces



Residence Halls

Historic Design

- Room oriented around lecturer so students focus on lecturer
- Students transcribe presented information; little interaction
- Space dedicated to stacks, reading rooms
- Mainly used to review physical materials, engage in silent reflection and “serendipitous discovery”
- Hands-on learning largely done in program-specific labs and studios
- Access restricted to some students with specific curricular goal
- Dorms mainly a place to eat, sleep, and study; rarely used as formal social space
- Most are double loaded corridor with singles and doubles

Emerging Design

- Active learning classrooms lack true front of room
- Project-based learning encourages collaboration and generates more face time with faculty, peers
- Shift away from book storage, toward learning commons, group rooms
- Space designed to support both individual and collaborative pursuits, creative thinking (e.g., makerspace)
- Cross-disciplinary equipment combined into open-access lab
- Open to all students (and sometimes community)
- More focused on innovation, bringing ideas to life
- Private sector competition created amenities arms race
- Campuses investing in luxury, community-centric, and cost-effective housing options to serve different student segments

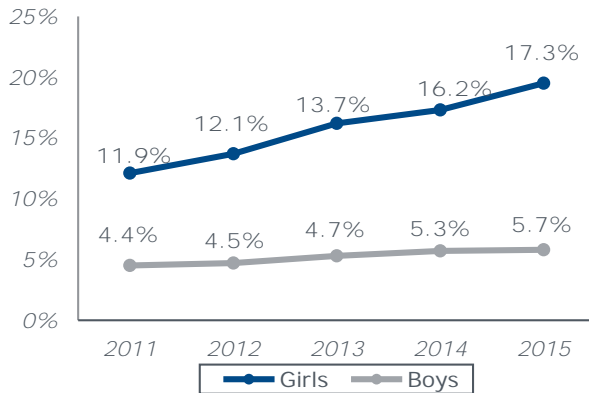
Depression and Anxiety on the Rise Among Teens



A Silent Epidemic Is Coming to Campus

Escalating Rates of Depression

Past Year Major Depressive Episode¹ Among Adolescents, By Gender (2011-2015)



5x

Rate at which counseling center utilization outpaced enrollment growth

External Factors Driving Up Demand

Substance Abuse

Students look to drugs and alcohol to relax; use prescription drugs to focus, work late into the night

Intensified Expectations

Students face early and persistent pressure to academically excel, fit in socially, and be successful after graduation

Social Media

Time spent online amplifies existing stressors and contributes to an overwhelming sense of social isolation on campus

Political Climate

Stress from current events and politics exacerbates students' existing issues with stress, anxiety, and depression

New Parenting Styles

Highly involved parenting creates busy, overscheduled, failure-averse students who struggle to adapt to challenges as they arise in college

Source: National Institute of Mental Health, "Major Depression Among Adolescents," <https://goo.gl/KSk7xT>; Olfson M et al, "Trends in Mental Health Care among Children and Adolescents," *The New England Journal of Medicine*, <https://goo.gl/3GjjFn>; Merikangas K et al, "Lifetime Prevalence of Mental Disorders in US Adolescents: Results from the National Comorbidity Survey Replication...," *Journal of the American Academy of Child & Adolescent Psychiatry*, <https://goo.gl/apDwDe>; EAB interviews and analysis.

1) A major depressive episode is characterized as suffering from a depressed mood for two weeks or more, and a loss of interest or pleasure in everyday activities, accompanied by other symptoms such as feelings of emptiness, hopelessness, anxiety, and worthlessness.

Higher Ed's Three Most Pressing Challenges



Will Our Business Model Survive?

"The competitive landscape has never been more challenging – both in traditional and new markets."



The Student of the Future

"We are not prepared for how student needs and preferences are rapidly evolving."



Crisis of Confidence in Higher Education

"Perception has never been so negative— from all directions."

Is College Worth It?

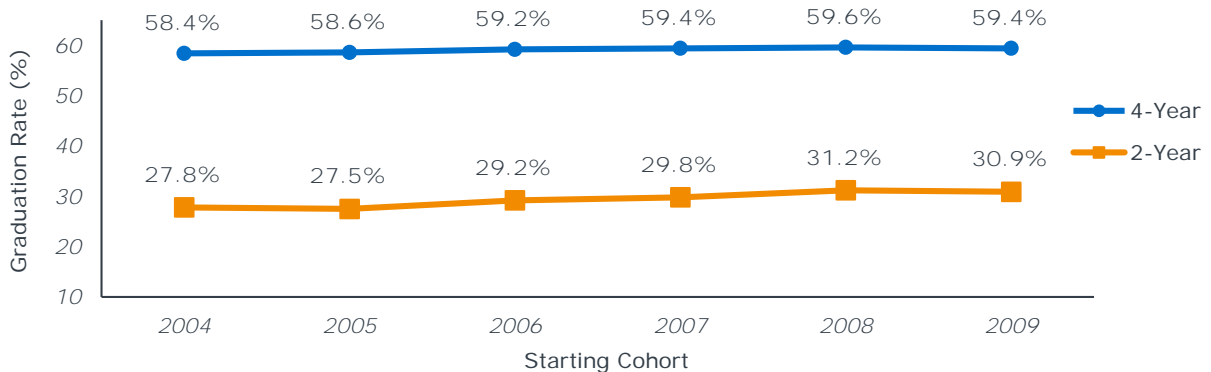
Higher Education Continuing to Face a Drumbeat of Critiques



Some Good Reason for Concern

College Graduation Stagnant as Costs Rise

Percent of Students Graduating with a Degree Within 150 Percent of Normal Time¹, 2-Year and 4-Year Postsecondary Institutions



The Rising Financial Burden of a College Education

19x Tuition and fees at public 4-year institutions growing 19 times faster than the median family income since 1980

\$1.3T Americans owe more than \$1.3 trillion in student loans

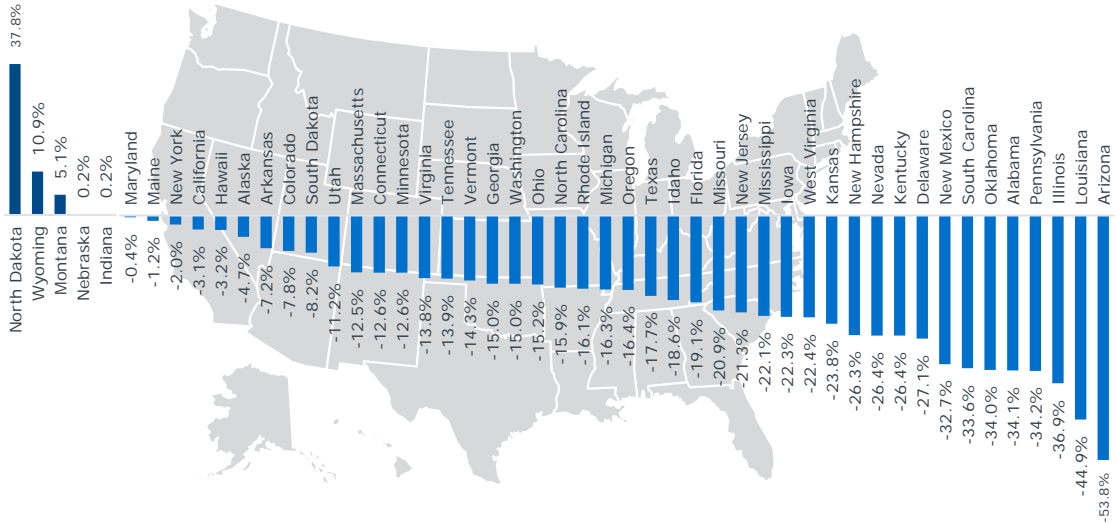
1) 3-year graduation rate at 2-year institutions, 6-year graduation rate at 4-year institutions.

Source: National Center for Education Statistics, [4-Year Postsecondary Graduation Rate](#); National Center for Education Statistics, [2-Year Postsecondary Graduation Rate](#); Georgetown University, Center on Education and the Workforce, 2017, ["Career Pathways: Five Ways to Connect College and Careers"](#); Pew Research Center, 2017, ["5 Facts about Student Loans"](#); EAB interviews and analysis.

Government Funding Below Pre-Recession Levels



Changes in Per Student State Spending, 2008-2017



Small Uptick in Funding Barely Improves Budgets

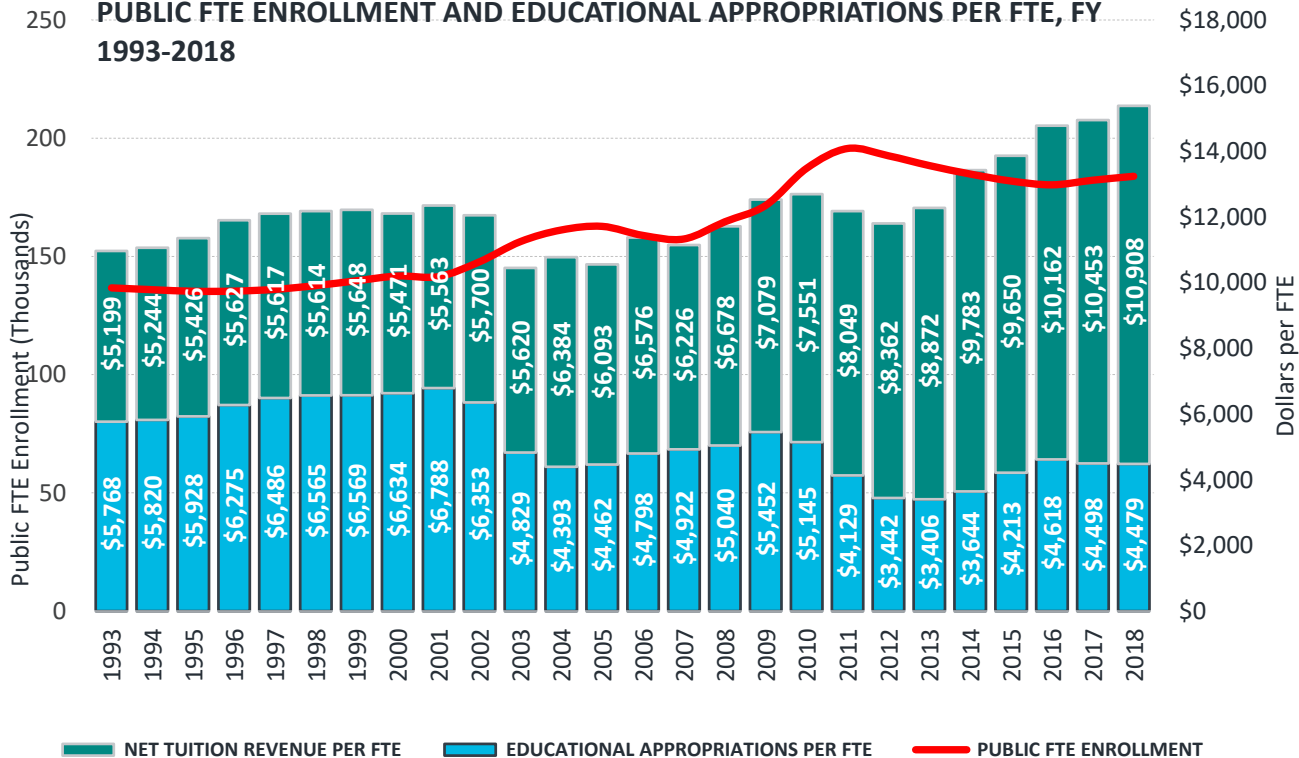


Source: Michael Mitchell, Michael Leachman, and Kathleen Masterson, "A Lost Decade in Higher Education Funding," Center for Budget and Policy Priorities, August 2017; Digest of Education Statistics, National Center for Education Statistics; EAB interviews and analysis.

Shifting Responsibility to the Student

COLORADO

PUBLIC FTE ENROLLMENT AND EDUCATIONAL APPROPRIATIONS PER FTE, FY 1993-2018

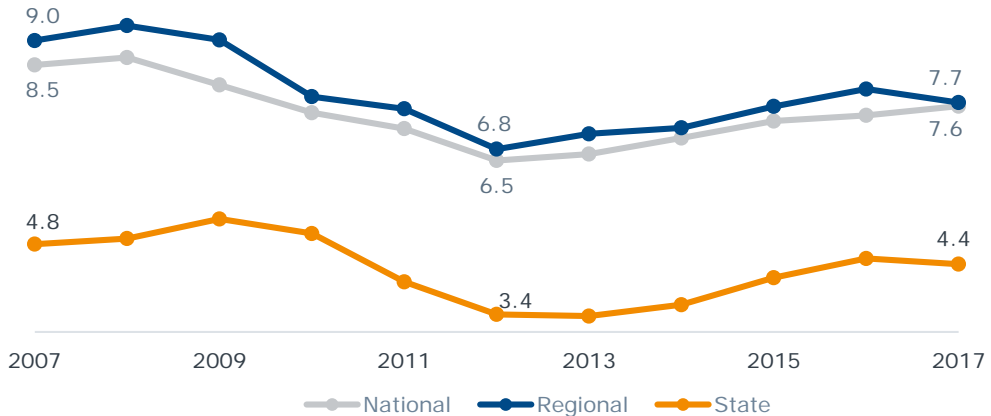


Still Comparatively Lower

Educational Appropriations per Student FTE in CO, Regionally¹ and Nationally (Thousands), 2007-2017

Educational Appropriations per Student Below National and Regional Levels

Educational appropriations per student FTE have consistently remained lower than regional and national averages.



A New Low in Perception of Liberal Arts Value



40

“

The Political Challenge

“Find entire parts of your campus ... that don't need to be there... [that are] not helping to produce that 21st-century educated work force...

If you're studying interpretive dance, God bless you, but there's not a lot of jobs right now in America looking for people with that as a skill set.”

Kentucky Governor Matt Bevin

BA East Asian Studies, Washington and Lee University

”

“

The Branding Challenge

The term "liberal arts" no longer works as an effective means of communicating one of higher education's most precious assets... Putting the words liberal and arts together is a branding disaster, and the most effective way to save or defend the liberal arts may be to change what we call them.

Brandon Busteded

Executive Director of Education and Workforce Development, Gallup

”

The New Learning Economy

Knowledge Economy

Economic value from knowledge of a topic, skill, or process not held by others



Learning Economy

Economic value from gathering, adapting, and applying knowledge from diverse sources



Constant skill and information acquisition needed



Traditional siloes of knowledge less relevant



Networks even more important—for individuals and organizations



B.A. Lundvall
Danish Economist

New Strategies

- Learning to learn—and apply knowledge
- Lifelong education
- Taking advantage of knowledge networks in higher education

In Demand: T-Shaped Professionals

Why Short-Format Training Will Not Replace Master's Degrees

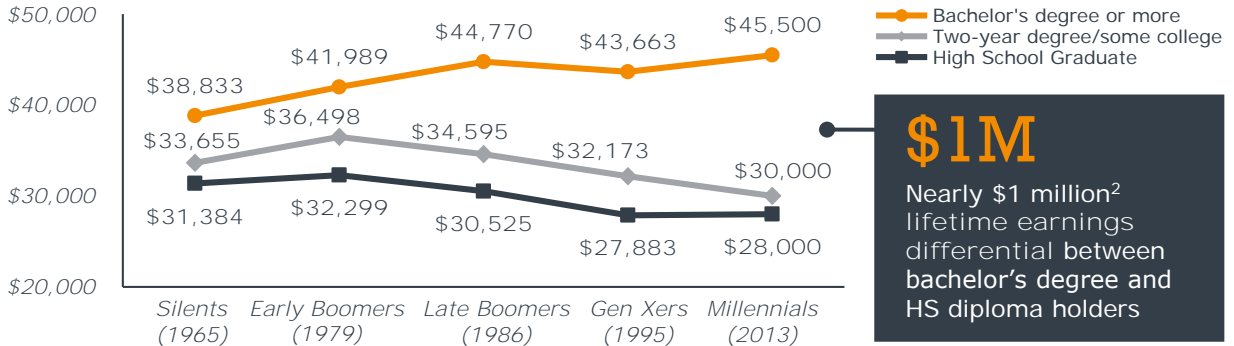


- 1 Supplementing Undergraduate Gaps
Post-baccalaureate credentials can complete the “T” for students whose undergraduate programs were more focused on either the top or the stem
- 2 Depth Across A Discipline Matters Up the Ladder
Not just UX or SEO but how they’re part of larger marketing expertise
- 3 More Advanced Universal Skills Needed in Middle and Later Career
Universal competencies—problem-solving, communication, team-building—require further development across a career
- 4 The Intersection Between Specialized and Universal Skills More Important (And Difficult) in Leadership Roles

Value of College Degree has Never Been Higher

Bachelor's Degree Holders See ROI¹ in Lifetime Earnings and Beyond

Median Annual Earnings Among Full-Time Workers Ages 25 to 32




Benefits Beyond Earnings

+47% 

Likelihood of having health insurance through employment

+72% 

Likelihood of having a retirement plan through employment

+44% 

Likelihood of reporting health to be very good or excellent

+21% 

Likelihood of being married

1) Return on Investment.
 2) Median lifetime earnings differential \$964,000.

Higher Ed's Three Most Pressing Challenges



Will Our Business Model Survive?

"The competitive landscape has never been more challenging – both in traditional and new markets."



The Student of the Future

"We are not prepared for how student needs and preferences are rapidly evolving."



Crisis of Confidence in Higher Education

"Perception has never been so negative— from all directions."



Washington DC | Richmond | Birmingham | Minneapolis

202-747-1000 | eab.com

BOARD OF GOVERNORS STRATEGIC INVESTMENT PRIORITIES

- CSU-Pueblo Sustainability
- Middle-Class Affordability
- Student Success
- System Infrastructure
- Medical School & Rural Colorado
- System Initiatives (National Western, Todos Santos, CSUS Hubs)

CSUS PORTALS THAT ADD CAPACITY

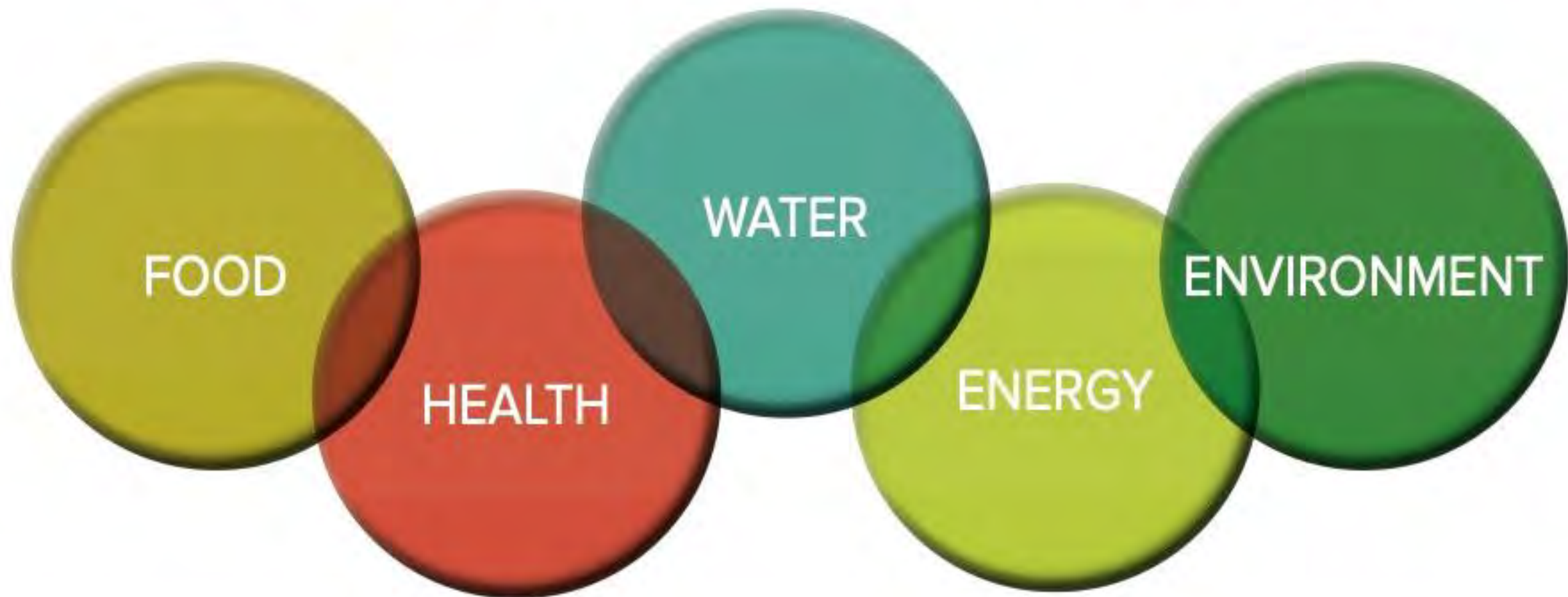


CSUS PORTALS THAT ADD CAPACITY

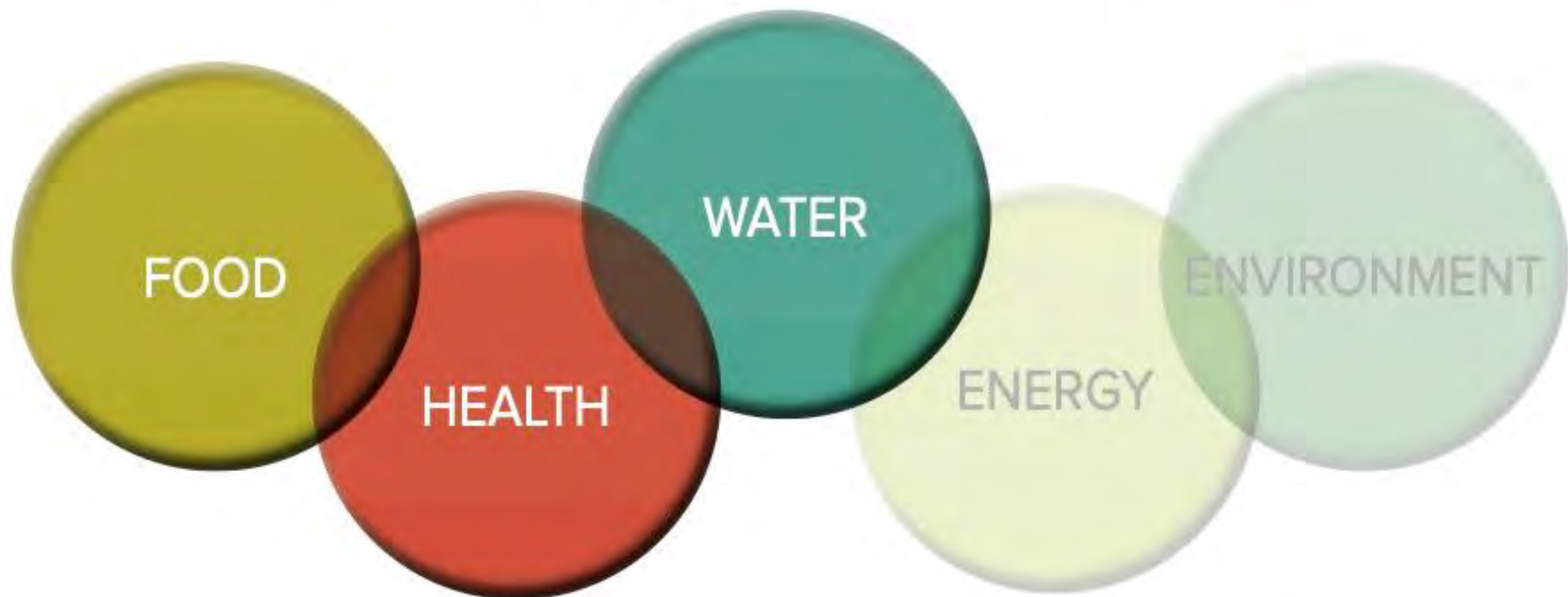


NATIONAL WESTERN CENTER

LAND GRANT UNIVERSITY RESEARCH



NATIONAL WESTERN CENTER



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COLORADO STATE UNIVERSITY SYSTEM HEALTH



CSU PUEBLO NURSING EXPANSION

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY SYSTEM HEALTH



CSU PUEBLO
NURSING EXPANSION



COLLEGE OF
VETERINARY MEDICINE AND
BIOMEDICAL SCIENCES

COLORADO STATE UNIVERSITY SYSTEM HEALTH



CSU PUEBLO
NURSING EXPANSION



COLLEGE OF
VETERINARY MEDICINE AND
BIOMEDICAL SCIENCES



INFECTIOUS DISEASE

COLORADO STATE UNIVERSITY SYSTEM HEALTH



CSU PUEBLO
NURSING EXPANSION



COLLEGE OF
VETERINARY MEDICINE AND
BIOMEDICAL SCIENCES



INFECTIOUS DISEASE



FLINT ANIMAL
CANCER CENTER

COLORADO STATE UNIVERSITY SYSTEM HEALTH



CSU PUEBLO
NURSING EXPANSION



FLINT ANIMAL
CANCER CENTER



COLLEGE OF
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INFECTIOUS DISEASE



TRANSLATIONAL
MEDICINE INSTITUTE

COLORADO STATE UNIVERSITY SYSTEM HEALTH



CSU PUEBLO
NURSING EXPANSION



FLINT ANIMAL
CANCER CENTER



TRANSLATIONAL
MEDICINE INSTITUTE



COLLEGE OF
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COLORADO STATE
UNIVERSITY
GLOBAL CAMPUS
NURSING PROGRAMS

COLORADO STATE UNIVERSITY SYSTEM HEALTH



FLINT ANIMAL
CANCER CENTER



CSU PUEBLO
NURSING EXPANSION



TRANSLATIONAL
MEDICINE INSTITUTE



COLLEGE OF
VETERINARY MEDICINE AND
BIOMEDICAL SCIENCES



CSU GLOBAL CAMPUS
NURSING PROGRAMS

colorado school of
public health

COLORADO SCHOOL
OF PUBLIC HEALTH

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY SYSTEM HEALTH



FLINT ANIMAL
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TRANSLATIONAL
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CU-CSU
SCHOOL OF MEDICINE



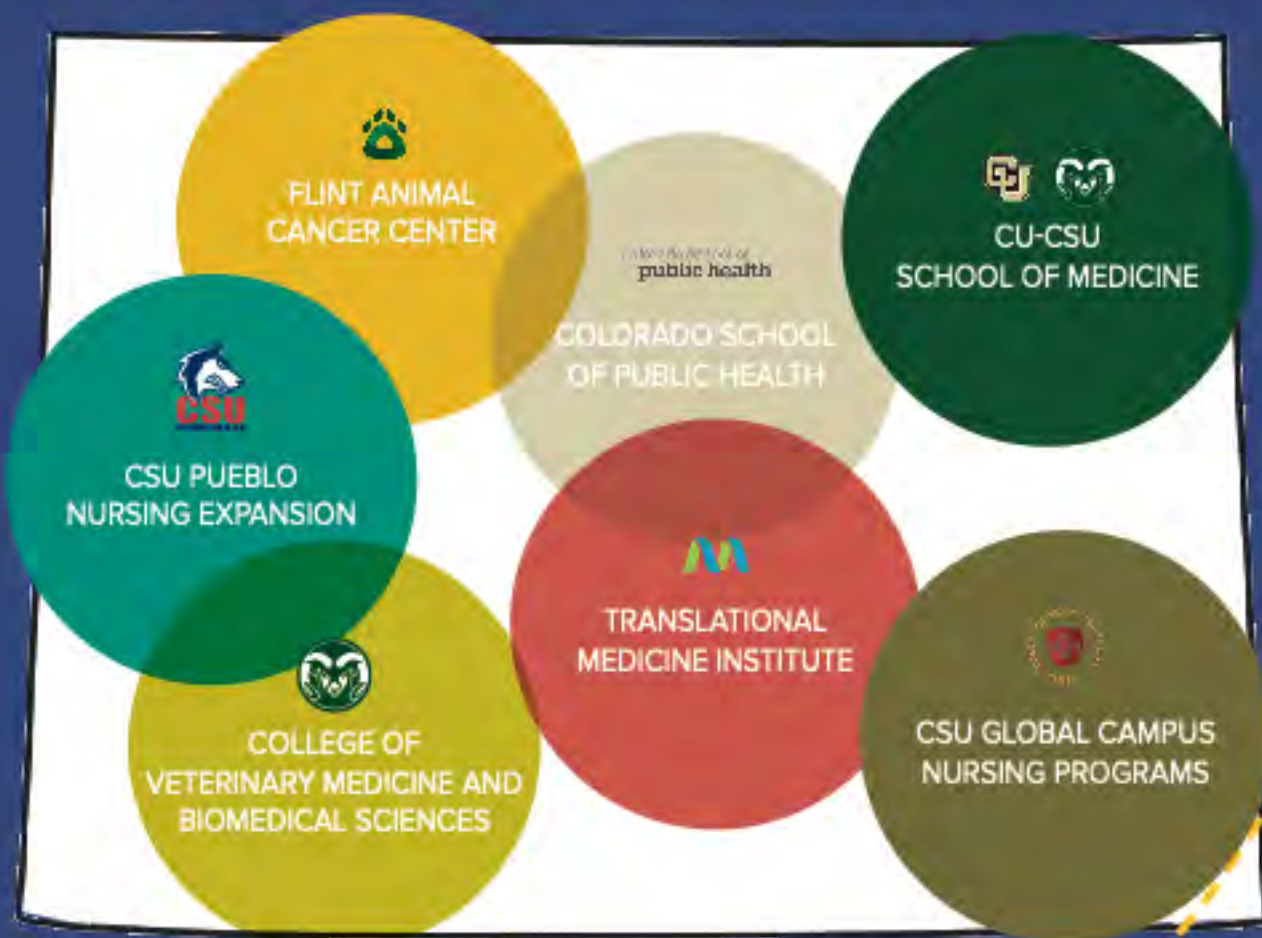
COLLEGE OF
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CSU GLOBAL CAMPUS
NURSING PROGRAMS

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY SYSTEM HEALTH



STATE-WIDE REACH

RURAL COLORADO BOARD PRIORITY

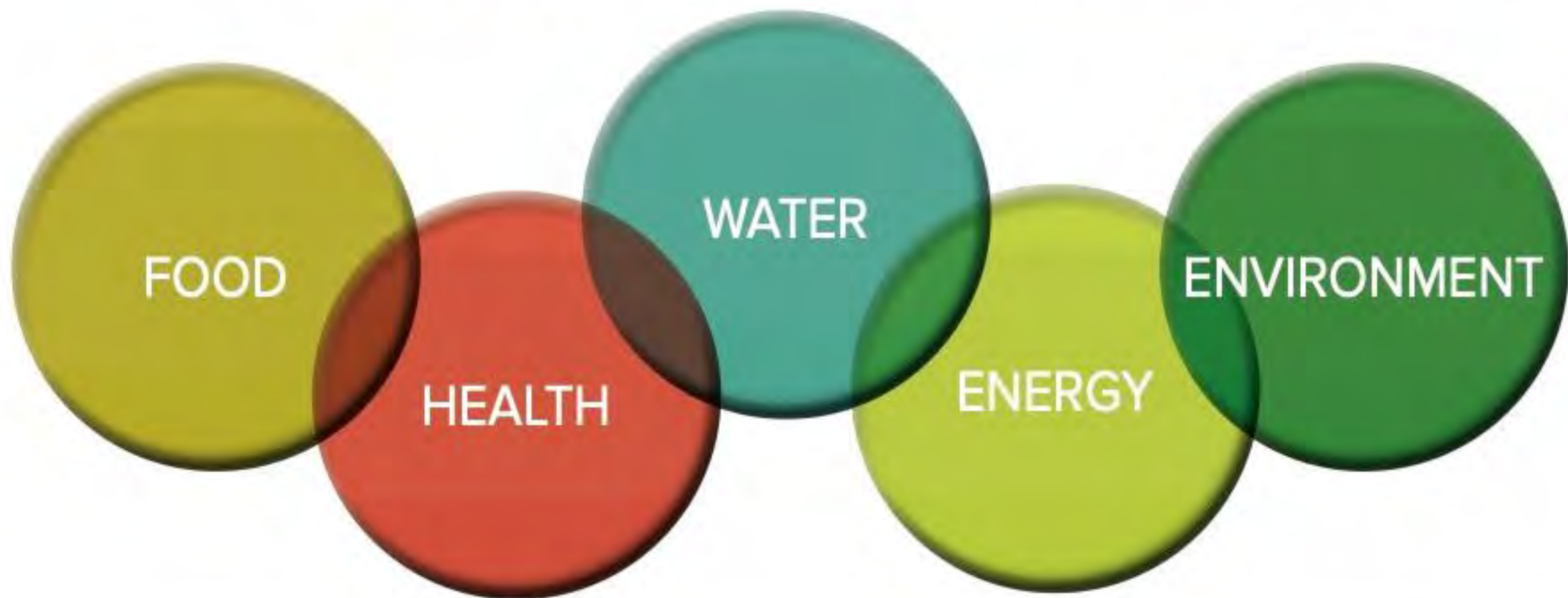


STATE-WIDE REACH

ONE HEALTH

- Concept(s)
- “Delivering the promise of One Health”
- Packaging on assets for local delivery and national/international prominence
- Internal director
- External council

LAND GRANT UNIVERSITY RESEARCH



CSUS PORTALS THAT ADD CAPACITY



NATIONAL WESTERN CENTER

BOARD OF GOVERNORS STRATEGIC INVESTMENT PRIORITIES

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RURAL COLORADO BOARD PRIORITY



STATE-WIDE REACH

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FEEDBACK?



CSU System's New Campus at the Redeveloped National Western Center

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS





WATER



FOOD



HEALTH

“Every great place has one foot in memory and one foot in prophecy.”

— Frederick Morton

NATIONAL WESTERN
STOCK SHOW



THE UNITED STATES

TO ALL TO WHOM THESE

Whereas, In pursuance of the Act of Congress, approved August 22, 1862, for the granting of Bounty Land to certain Officers and Soldiers who have been engaged in the Mexican War, the GENERAL LAND OFFICE, Warrant No. 102462 for 100 Acres of Land to the heirs of Antonio Arriaga, with evidence that the same has been duly located upon the North half of the West quarter of Section Twenty One in Township Three North of Range 26 East, containing one hundred and twenty acres according to the Official Plat of the Survey of the said Land returned to the General Land Office, having been assigned by the said Juan Antonio Arriaga to the said Antonio Arriaga, his heirs and assigns forever.

Now know ye, That there is therefore granted by the UNITED STATES to the said Antonio Arriaga, his heirs and assigns forever the tract of Land above described: To have and to hold the said tract of Land, together with all and singular rights and appurtenances thereto in anywise by law in anywise made, unto the said Antonio Arriaga, his heirs and assigns forever.

In Testimony Whereof, I, the President of the UNITED STATES OF AMERICA, have caused these Letters to be signed by me, and the Great Seal of the United States to be hereunto affixed.

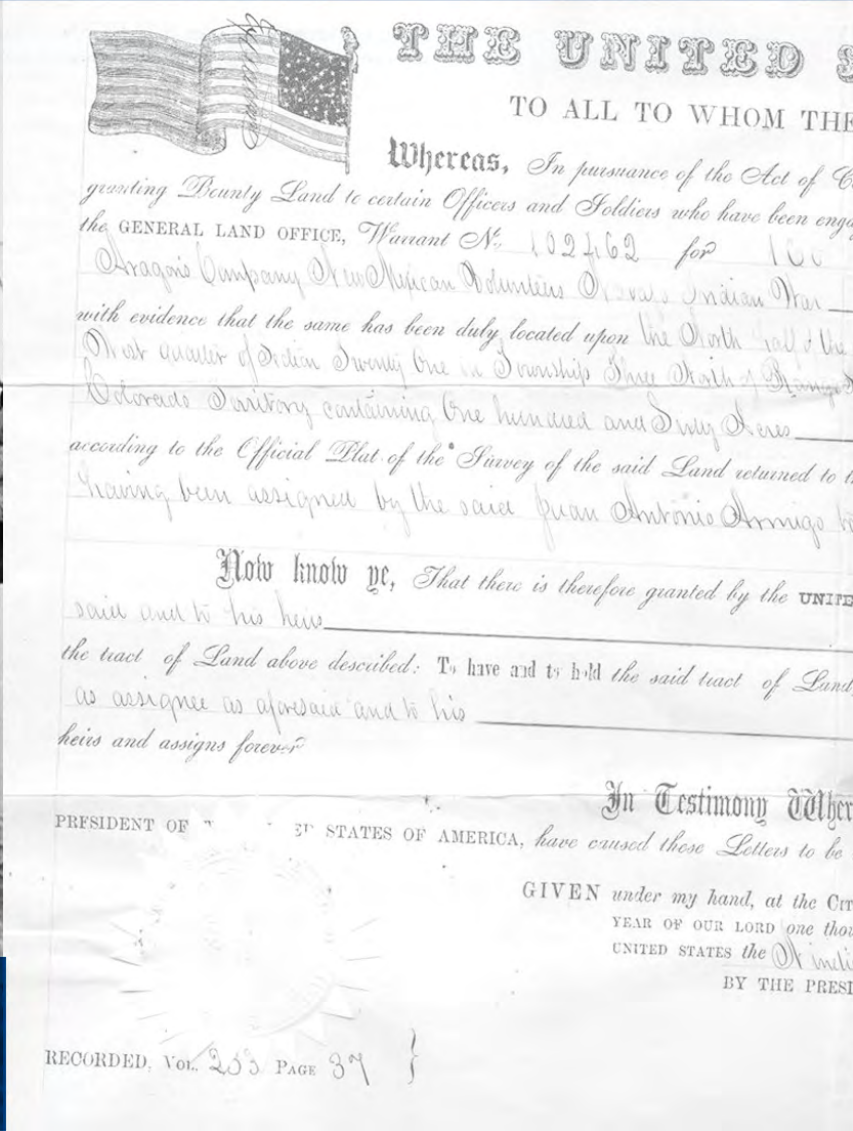
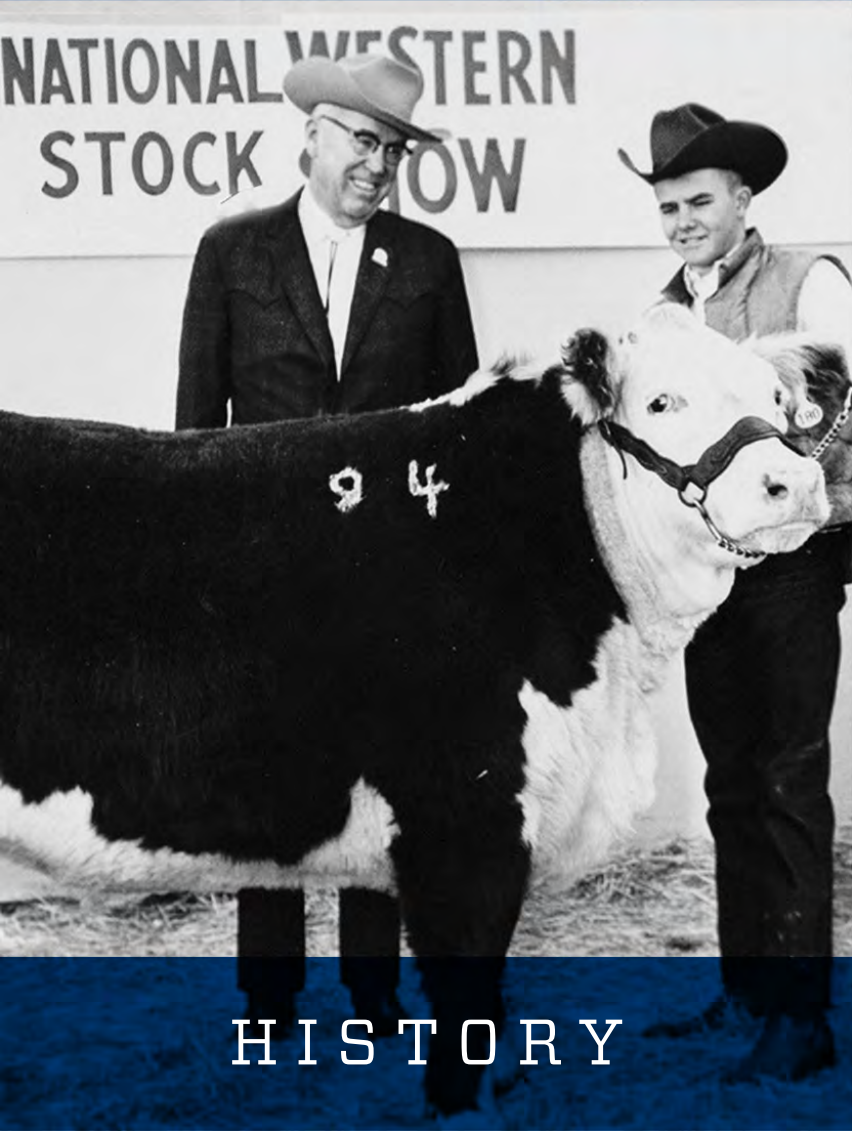
GIVEN under my hand, at the City of Washington, this 10th day of August, 1862.
BY THE PRESIDENT

RECORDED, Vol. 255, PAGE 37



“Every great place has one foot in memory and one foot in prophecy.”

— Frederick Morton



HISTORY

HISTORY OF THE STOCK SHOW

1906 – First National Western Stock Show is held January 29 to February 3

1931 – The 25th National Western presented the first Rodeo in conjunction with the Livestock and Horse Show.

1954 – The Westernaires made their first appearance at the Rodeo.

1981 – The show increased to 12 days and included 21 Rodeo performances.

1989 – National Western 2000, a fundraising group organized to support the City of Denver ballot proposal for a \$30 million NWSS building expansion.

1991 – The Expo Hall and Stadium Hall were completed just in time for the show.

2006 – National Western celebrates its 100th anniversary. The show's attendance reached 726,972 for the 16-day show and the grand champion steer sold for \$75,000 or \$58 per pound.



NATIONAL WESTERN STOCK SHOW

The National Western Stock Show is the premier livestock, rodeo and horse show in the nation – called the Super Bowl of stock shows.

Visitors

- 701,656 visitors in 2019
- Third highest attendance (100th anniversary record 726,972 in 2006)

Economic Impact

- \$100 million economic impact on City & County of Denver
- 15K head of livestock
- \$115 million per year for all events; 60%+ is attributed to non-local sources
- More than \$6 million in local and state tax revenues
- 42 states represented
- 32 countries in attendance

National Western Stock Show awards \$500K through 100 scholarships annually.

- 2,500 scholarships awarded since inception
- Majority of scholarship recipients attend CSU



CSU & STOCK SHOW HISTORY

CSU has a rich history with the NWSS dating back to the first Stock Show, from exhibiting the first Grand Champion steer to becoming a key partner in redevelopment more than 100 years later.

Shared board leadership

- Long history of WSSA and CSU member participation on the CSU System Board of Governors and WSSA Board of Directors, respectively.

Citizen of the West

- Winners include Tony Frank, Al Yates, John Matsushima

Student and faculty engagement

- Student livestock judging, Seed Stock Team
- Ag Ambassadors at Stock Show

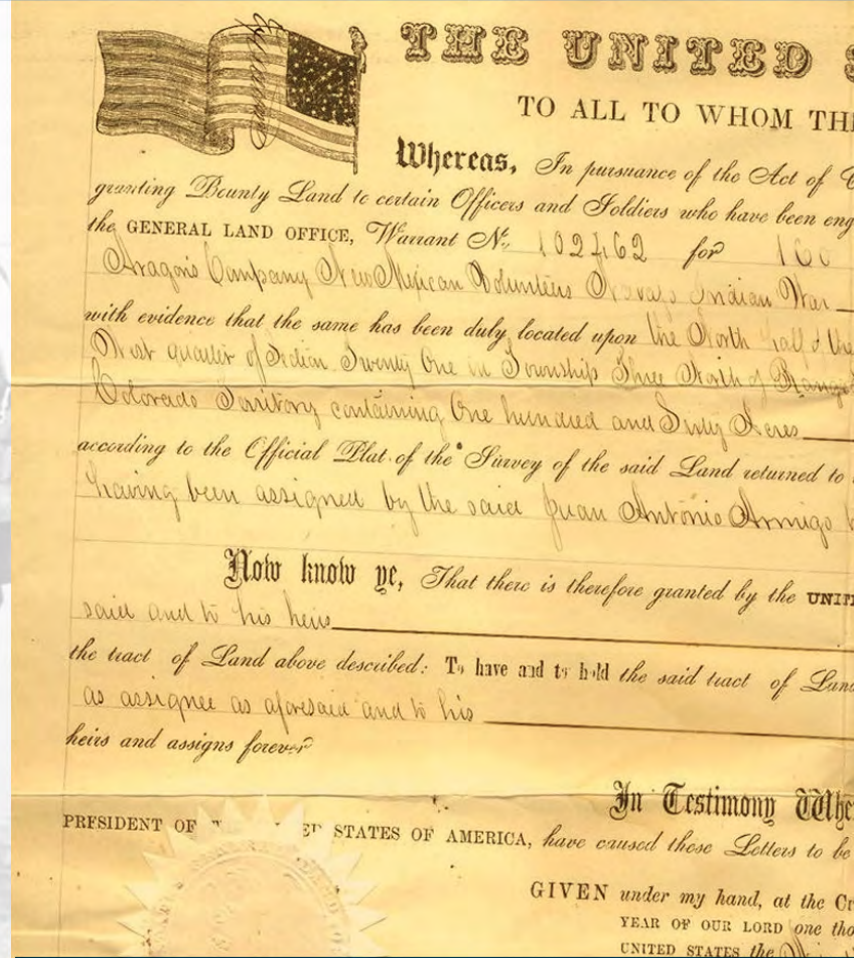
Educational outreach

- Ag students manage annual Ag Adventure exhibit
- Extension visits to Denver-area classrooms



“Every great place has one foot in memory and one foot in prophecy.”

— Frederick Morton



RECORDED
LAND GRANT

“The Land Grant University System is being built on behalf of the people, who have invested in these public universities, their hopes, their support, and their confidence.”

— Abraham Lincoln

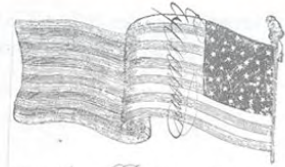


Abraham Lincoln

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NATIONAL WESTERN
STOCK SHOW



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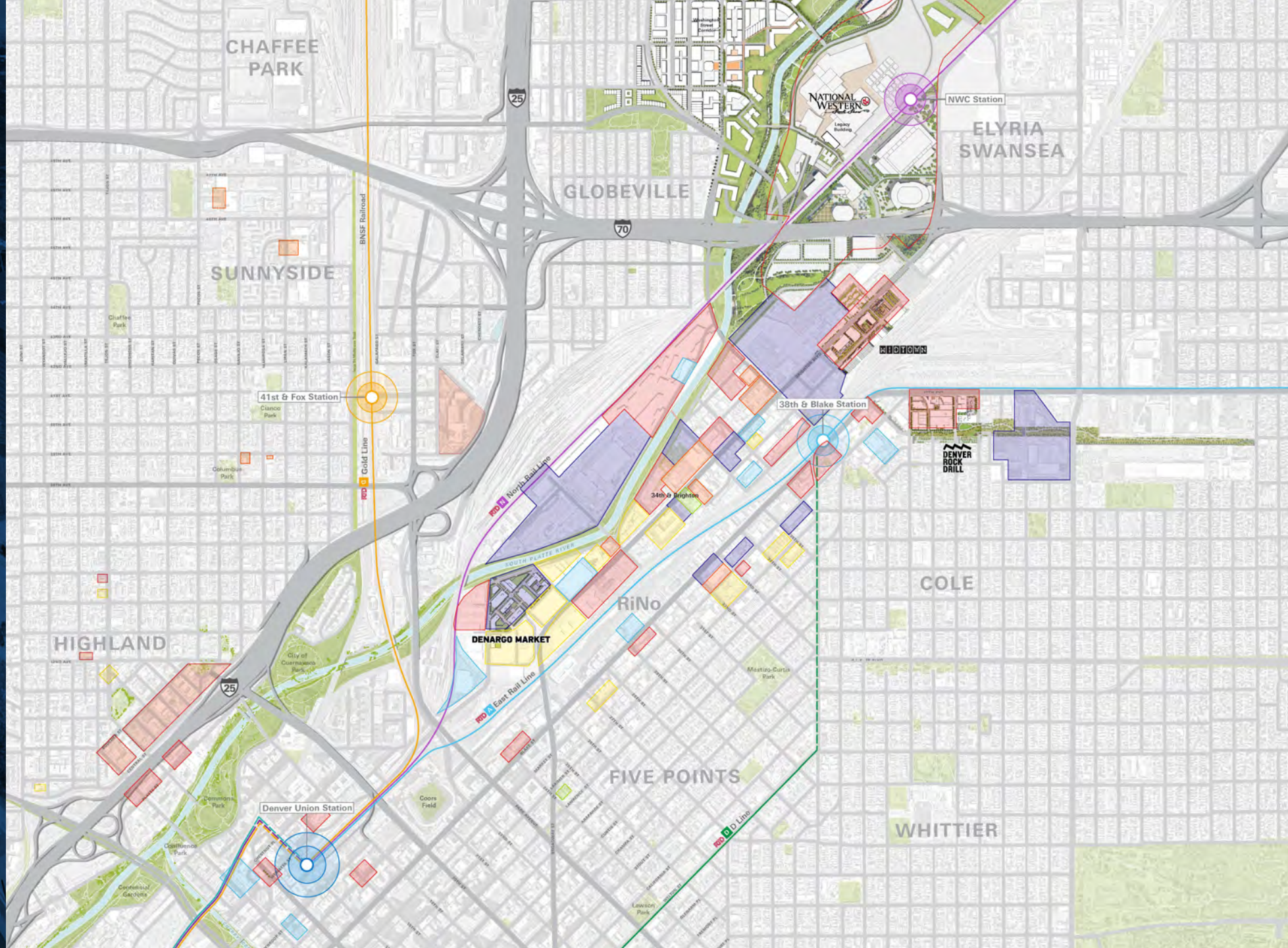
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WASHINGTON, this ...
YEAR OF OUR LORD one thousand ...
UNITED STATES OF AMERICA
BY THE PRESIDENT

RECORDED, Vol. 255, PAGE 37



OPPORTUNITY





51ST AVENUE

50TH AVENUE

49TH AVENUE

GLOBEVILLE
NEIGHBORHOOD

48TH AVENUE

WASHINGTON STREET

NATIONAL WESTERN DRIVE NORTH

PHASES 1 & 2

UNDERGROUND PARKING

BETTIE GRAM DRIVE

NATIONAL WESTERN DRIVE SOUTH

BNSF / RTD

DRIR

BRIGHTON BOULEVARD

49TH AVENUE

48TH AVENUE

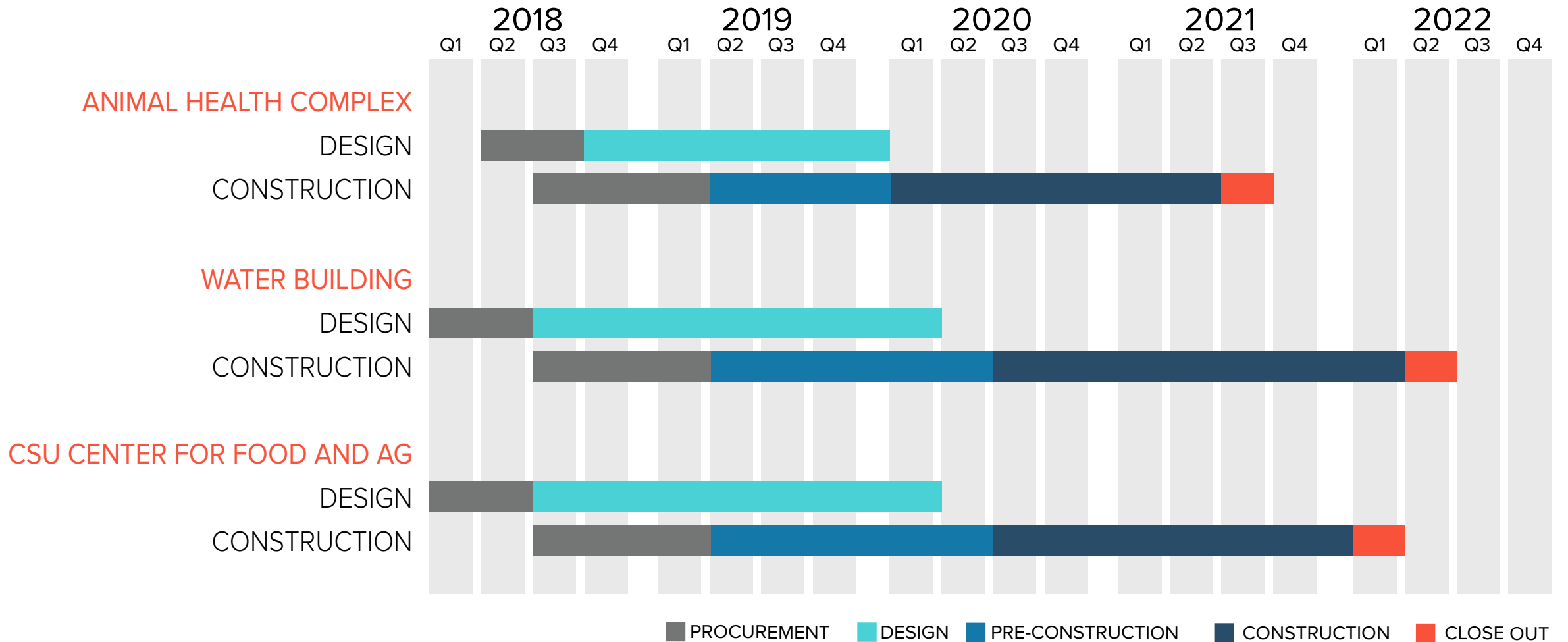
ELYRIA AND
SWANSEA
NEIGHBORHOODS

47TH AVENUE

FUTURE PHASES
(THE TRIANGLE)



DEVELOPMENT TIMELINE





SHOWCASING THE
CSU SYSTEM

PUBLIC
ENGAGEMENT

CONVENING

TEACHING AND
RESEARCH

PARTNERING



**COLORADO STATE
UNIVERSITY**



**COLORADO STATE
UNIVERSITY PUEBLO**



**COLORADO STATE
UNIVERSITY GLOBAL**



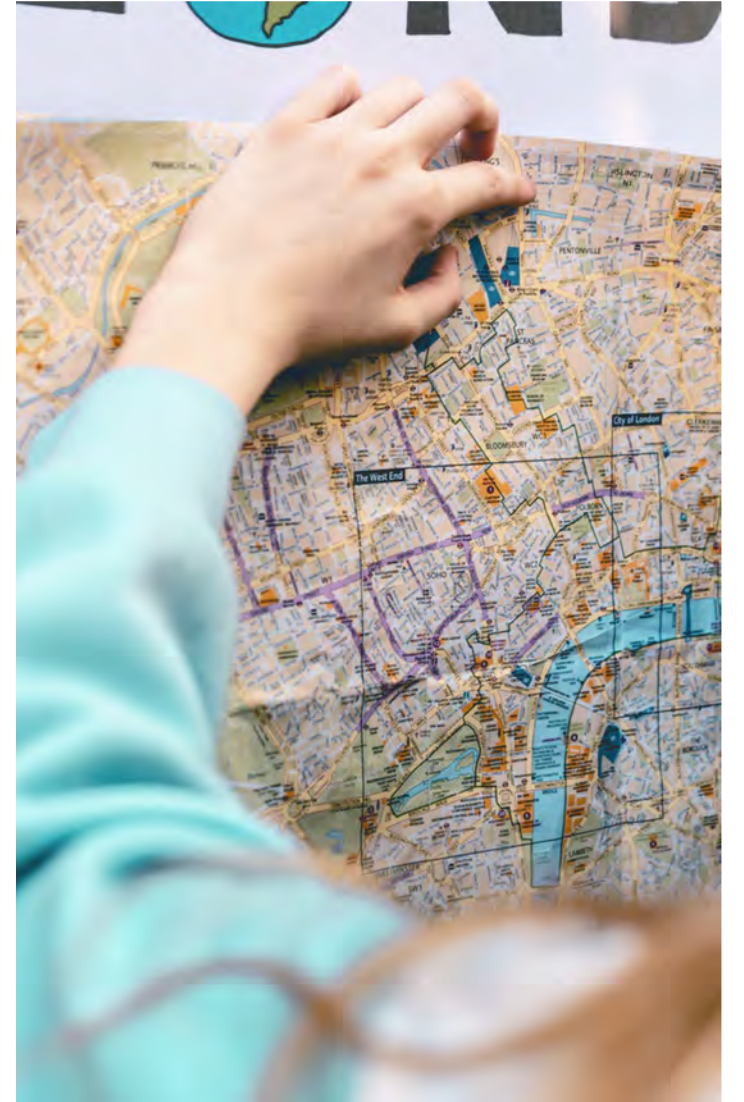
PUBLIC ENGAGEMENT



CONVENING



TEACHING & RESEARCH



PARTNERSHIP

“Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.”

— Vince Lombardi



BUTTERFLY
PAVILION



DENVER WATER



Dumb Friends League.
COMPASSION ALWAYS ♥



NINE dot ARTS®

Program snapshot

A look at what is planned inside the CSU buildings

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS



CSU ANIMAL HEALTH COMPLEX

- K-12 educational facilities and programs
- Equine sports medicine
- Equine-assisted activities and therapies (EAAT) at the Temple Grandin Equine Center
- Small animal community outreach clinic
- Living space for students, visitors



CSU ANIMAL HEALTH COMPLEX



CONCEPT ONLY

CSU ANIMAL HEALTH COMPLEX



CONCEPT ONLY

CSU ANIMAL HEALTH COMPLEX



CONCEPT ONLY

K-12 EXPERIENCES & PROGRAMS

- “On-show” education
- DFL Humane Education classes and camps
- Connections to HEOC Anatomy Camp at CSU
Fort Collins



CSU ANIMAL HEALTH COMPLEX



CONCEPT ONLY



EQUINE SPORTS MEDICINE & REHAB

- Veterinary space for on-site care during events
- Sports medicine and rehabilitation facilities for large animal vets in NWC equine network
- “On-show” rehabilitation space educating visitors to Animal Health Complex



TEMPLE GRANDIN EQUINE CENTER EQUINE-ASSISTED ACTIVITIES & THERAPIES

- Temple Grandin Equine Center will provide EAAT services at NWC
- EAAT provides health benefits to people experiencing a variety of physical and emotional conditions
- “On-show” therapy activities to educate visitors

DUMB FRIENDS LEAGUE SOLUTIONS VETERINARY HOSPITAL

- Veterinary hospital serving low-income families
 - “On show” spaces educate Animal Health Complex visitors
- Humane education lessons and camps
- Cat spay/neuter clinic
- DVM student rotations



LIVING SPACES

- DVM Students on rotations
- Temple Grandin Equine Center manager and researchers
- Ten student officers of Future Farmers of America
- 8-10 “hotel” rooms for visitors



CSU CENTER FOR FOOD AND AGRICULTURE

- K-12 Ag Discovery Center
- CAM's Ag Academy
- Soil, water, plant service labs
- Kitchen with sensory testing
- Urban ag research and education
- Denver Metro Extension Center
- Denver Engagement Hub
- Community spaces





VIEW FROM GRAND PLAZA

**EXTENSION
ENGAGEMENT**

LABS

CONFERENCE

**FOOD
LAB**

**FOCUS
GROUPS**

**TEACHING
KITCHEN**



LEARNING
LAB

LAB
INTAKE

ELEVATORS

FOOD
SCIENCE

EXTENSION
ENGAGEMENT

ENGAGE

ENGAGE

CONFERENCE

RECEPTION

TEACHING
KITCHEN

VIEW FROM SECOND FLOOR MEZZANINE

K-12: DISCOVERY & CAM'S ACADEMY

- K-12 Ag Discovery Center
- K-12 CAM's Ag Academy Lab
- Summer camps
- Collaboration with partners



KITCHEN AND FOOD LAB

- Teaching kitchen for cooking/nutrition classes
- Commercial kitchen for ag innovation, industry, community
- Food lab for ag innovation, processing, packaging, labeling, etc.
- Sensory testing for new products





METRO EXTENSION CENTER & ENGAGEMENT HUB

- **Metro Extension Center**
 - Programs responsive to local need
 - Urban focused research
- **Denver Engagement Hub**
 - Regional engagement



URBAN AG RESEARCH AND EDUCATION

- Controlled environment agricultural research and demonstration
- Metropolitan Experiment Station
- Green roof research and education
- Vertical ag demonstrations
- Rooftop greenhouses & container gardens

SERVICE LABS

- Soils, Water & Plant Service Labs
- Plant diagnostic lab



ROOF
TERRACE

GREENHOUSE

RESEARCH
ROOF
GARDENS

GRAND
PLAZA

BRIDGE

WATER
BLDG

GARDENS

NATIONAL
WESTERN

SOUTHWEST AERIAL

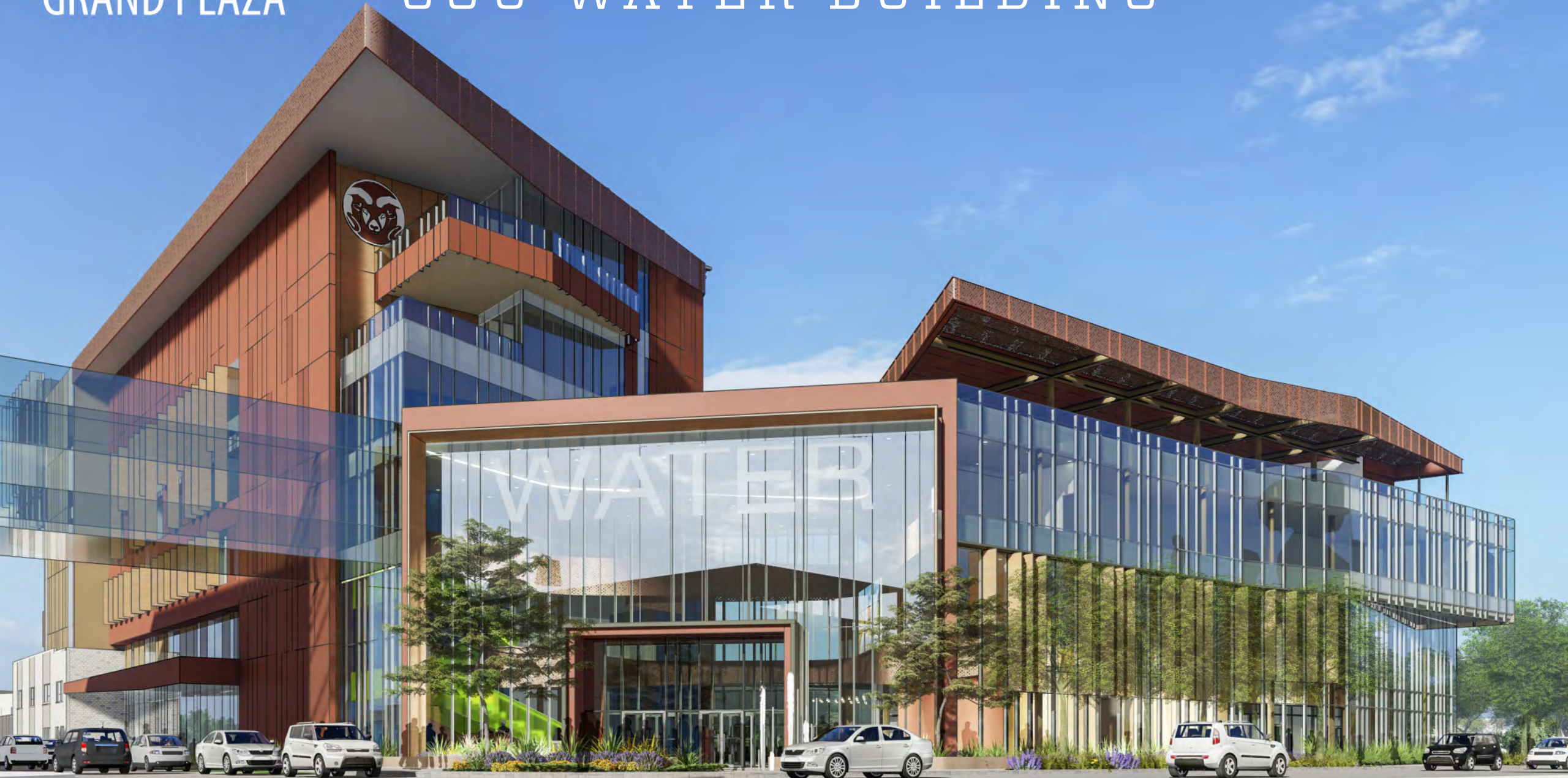
CSU WATER BUILDING

- Collaborative innovation/incubation space
- Research and teaching labs
- Western Water Policy Institute
- Community and educational space
- Denver Water's Compliance Lab
- Outdoor research and learning
- Event and lecture space



GRAND PLAZA

CSU WATER BUILDING



CONCEPT ONLY

CSU WATER BUILDING



CSU WATER BUILDING



CONCEPT ONLY



K-12 WATER EDUCATION

- Water experiential learning
- Connection to scientists
- K-12 education programs by CSU and partners
 - Teaching lab
 - Classroom
 - Outdoor space
 - River access

WESTERN WATER POLICY INSTITUTE

- Policy Institute focused on water in the West
- Collaborative with Denver Water
- Links with research, innovation, and educational programs



INNOVATION CENTERS

- **Ag Innovation Center**
 - Business Incubation & Fund
 - Connects to Masters of Food and Agribusiness Innovation Management and Metro Experiment Station
- **Water Innovation Center**
 - Incubation/acceleration of water solutions
 - Connections to research programs
- **Co-working**
 - Brings together different sectors working in water



WATER BUILDING RESEARCH



- **Ongoing Research Development:**
 - Water, energy, food nexus
 - Urban sustainability and water research
 - Researchers “on tap” for Innovation Center
Possible weather, river, air quality monitoring

DENVER WATER COMPLIANCE LABORATORY



PERFORMING AND VISUAL ARTS

- **Flexible theater/event space**
 - Lectures, conferences
 - Theater, dance, film
 - Outreach, camps, Kids Do It All, etc.
- **Artist studios and art teaching space**
 - Collaboration with local arts groups
 - Visual arts, writing, digital media, music
 - CSU College of Liberal Arts engagement
 - Alumni opportunities



CSU SUSTAINABILITY TEAM

- Providing technical expertise to NWC team
- Developing long-term “living lab”
 - Energy
 - Water
 - Air quality
 - Economics
 - Sociology
 - School of Public Health
 - Urban Ecology
 - Geographic Information Systems (GIS)
 - Education
 - Landscape architecture



Anchored in community

The CSU System's journey to become a permanent neighbor at the National Western Center

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS



BECOMING AN ANCHOR

“Commitment to consciously apply the long-term, place-based economic power of the institution, in combination with its human and intellectual resources, to better the long-term welfare of the communities in which the institution is anchored.”

— The Democracy Collaborative, 2013



WHERE WE'VE BEEN. WHERE WE'RE GOING.

Existing:

- Stable and effective community partners
- Educated youth
- Healthy community residents
- Healthy environment

Next:

- Equitable local and minority hiring
- Thriving business incubation
- Vibrant arts, and cultural development





2018 YEAR-IN-REVIEW ENGAGEMENT EFFORTS

- Partnerships with 16 nonprofits or schools
- Community visibility:
 - Attended and provided programming at 33 partner events
 - Hosted 9 events
 - 42 events with CSU presence



BRUCE RANDOLPH SCHOOL

Pipeline:

- 6th and 7th grades: Little Shop of Physics
- 8th grade: visit to CSU Fort Collins campus
- 9th grade: Road to CSU
- 10th grade: class work in AP Civics/Human Geography
- 11th and 12th grades: Youth Action Coalition



ANNUAL OUTREACH EVENT: LITTLE SHOP OF PHYSICS

Event overview:

- Bruce Randolph school 11th graders learned experiments and taught younger students
- Students attending:
 - Garden Place 2nd and 4th graders
 - Swansea 3rd graders
 - Bruce Randolph 6th and 7th graders

EQUINE-ASSISTED ACTIVITIES & THERAPIES



- Operational in a temporary space in the neighborhood
- Used by:
 - Denver Public Schools
 - Bruce Randolph School
 - Denver Health
 - Laradon School
 - Local hospitals



ENGAGING YOUTH IN MEANINGFUL WAYS

Water Sustainability Fellows

- CSU and north Denver high school students
- Students learn about water issues and engage community

Youth Action Coalition

- CSU-led effort to engage youth in NWC planning
- Adult Champions Team advocates for youth
- Youth direct engagement



ANNUAL OUTREACH EVENT: FOCUS ON HEALTH

Event overview:

- Partners:
 - Dumb Friends League
 - Clínica Tepeyac
 - Focus Points Family Resource Center
 - UC Health
 - Bruce Randolph School
 - COMAL
 - Metro Denver CAT
- 200 animals vaccinated, 35 spay/neuter surgeries
- 100 flu shots and health screenings

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RURAL COLORADO BOARD PRIORITY



STATE-WIDE REACH

ONE HEALTH

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FEEDBACK?