

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
Colorado State University  
May 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; Russell DeSalvo; Steven Gabel; Dean Singleton; Armando Valdez; 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; Wayne Hall, IT Manager; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

**Guests present:** Mohamed Abdelrahman, Provost, CSU-Pueblo; Kacie Adair, Student, CSU-Pueblo; Harriet Austin, Professor, Biological Sciences, CSU-Global Campus; Cal Bagley, CEMML, CSU; Amanda Brody; Stephanie Clemons, Professor, Design and Merchandising, CSU; Matthew Cranswick, Associate Professor, Chemistry, CSU-Pueblo; Sean Dexter, Electrical Supervisor, Facilities Management, CSU; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Joe Duda, Deputy State Forester, Colorado State Forest Service; Mark Gill, Chief of Staff, CSU; Fred Haberecht, Architecture, Facilities Management, CSU; John Hayes, Dean of the Warner College of Natural Resources, CSU; Kathleen Henry, President/CEO, CSURF; Margaret Henry, Treasurer, CSU System; 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; Nicole Hulet, Student, CSU-Global Campus; Nancy Hurt, Managing Director, REO, CSURF; Joyce McConnell, Incoming CSU President; Jannine Mohr, Deputy General Counsel, CSU; Cara Neth, Director, Presidential and Administrative Communications, CSU; Cheri O'Neill, President/CEO, CSU Foundation; Kathay Rennels, Associate Vice President, Office of Engagement-Extension, CSU; Rebekah Shardy; Aaron Sholders, Professor of Biochemistry and Molecular Biology, CSU; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Mark Stetter, Dean, College of Veterinary Medicine and Biological Sciences, CSU; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus; Niki Whitaker, Chief of Staff, CSU-Pueblo; Reagan Waskom, Director, Colorado Water Center, CSU

During breakfast, Dr. Stetter welcomed the Board to the Translational Medicine Institute (TMI) and Mr. Haberecht provided an overview of the South Campus Master Plan. Ms. Johnson commented on the public-private partnership (P3) with Tetrad, who was selected through an RFP process, and the projects

that have been or will be developed through that partnership on the South Campus, such as TMI, and the Foothills Campus.

Chair Munn convened the meeting and asked General Counsel Johnson to administer the oaths of office to Governors DeSalvo and Valdez.

## **PUBLIC COMMENT**

Mses. Shardy and Brody commented on their concerns regarding the research testing that is being conducted on birds at CSU.

## **BOARD CHAIR'S AGENDA**

Chair Munn provided historical context of the annual Board of Governors Excellence in Undergraduate Teaching Award. Dr. Miranda introduced Dr. Aaron Sholders, the 2019 CSU faculty recipient of the award. Chair Munn presented the award to Dr. Sholders who expressed appreciation for the honor.

## **AUDIT AND FINANCE COMMITTEE**

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

*Status of 2018-19 Audit Plan:* Ms. Serrano explained the report format was revised to present a clear visual on the status of the audits. Executive summaries for reports issued since the last meeting were provided in the meeting materials. The follow-up process has been completed to ensure the corrective actions on the eight recommendations for internal controls have been implemented for the CSU-Global Campus cloud computing audit. The CSU International Student Services audit to evaluate the financial provisions in the contractual agreements and the controls for the calculation and payment of contractual fees has been completed with no recommendations.

The CSU University Advancement special project for a limited review to evaluate certain financial and administrative policies, procedures, compliance, and internal controls was completed with six recommendations. The audit of the CSU on-campus programs for children related to special events was also completed with five recommendations to improve internal controls. A limited scope review of state travel cards at CSU-Pueblo was finished with a memo issued with no formal recommendations.

The audit of the operating agreements for CSU Research Foundation and CSU Foundation was recently completed with no recommendations in the report that was issued on a limited basis and the executive summary will be provided at the next meeting. The CSU-Pueblo AIS project has been completed with a report provided to management who is preparing the response. The CSU-Pueblo accounts receivable audit will be finished soon. Additional projects in progress with the timelines were listed in the written report; statements of work have been issued through internal service providers for a few of the projects. The third section of the report lists remaining audits not yet started.

*Past Due Recommendations:* There are no concerns with the nine overdue recommendations that include a new overdue recommendation for the CSU-Pueblo negative cash balances audit related to ongoing internal controls monitoring. A new controller has been hired and the university is in the process of restructuring and implementing the internal controls with implementation anticipated by the end of the calendar year.

*Approval of the FY 2019-20 Audit Plan:* Auditing standards require Internal Audit (IA) to submit for Board review and approval the annual audit plan that was prepared through a risk assessment in 100

different categories with collaboration of senior and operational management. In addition to the summary, detailed explanations were provided in the meeting materials on the projects selected. Specific audits wherein the risk has been mitigated through other means or the risk has been determined not to be as high as other areas across the CSU System (CSUS) have been removed rather than carried forward. With the upcoming relocation of CSU-Global Campus, the cyber security audit along with the testing of physical security controls for the cloud computing follow-up report will be moved to FY 2021. In addition to transition audits for units with new leadership, the audit plan contains assurance and compliance audits, and consulting engagements.

After summarizing the proposed projects, Ms. Serrano confirmed to the Board that IA functions independently from senior management as required by audit standards and submitted the FY 2019-20 audit plan for approval with no concerns about organizational independence. When asked about sufficient IA staffing and carryforward projects, Ms. Serrano responded mechanisms are in place to accommodate natural attrition that occurs and six external audit service vendors have been retained to minimize any disruptions in executing the audit plan. **Motion/Action:** Governor Syron moved to approve; Governor Jordan seconded; and the FY 2019-20 audit plan was approved unanimously.

*State Budget Update:* Mr. Sobanet reported there was a 13% increase for the FY 2020 higher education funding of which the CSUS will receive \$19.3 million with the stipulation of no increases in resident undergraduate tuition rates. In addition to the higher education funding, the CSUS will receive \$1.2 million for cyber security initiatives; CSU will receive \$3.8 million for state-funded controlled maintenance and \$13.5 million to complete Phase II of the Shepardson building renovation and addition; and CSU-Pueblo will receive \$1.6 million for state-funded controlled maintenance.

*FY 2019 3<sup>rd</sup> Quarter Financial Statement:* Quarterly financial statements with the variances were provided for the CSUS, Board, and each of the three institutions. CSU-Global Campus has managed expenses to adjust for the variance in revenue with no bottom line impact.

*CSU-Pueblo Business and Financial Services Update:* Most of the recommendations and actions relative to the IA audit findings have been implemented. In the future, the update will be incorporated as background for Dr. Mottet's presidential reports.

*Adoption of FY 2020 E&G Incremental Budget, Tuition, Fees, and Other Schedules and Policies:* Mr. Sobanet noted there are high level policy decisions that are made internally based upon projected tuition revenues to develop the institutional incremental budgets. The Board is required by the bylaws to approve the budget; by state statute to approve tuition and tuition differentials; and by CCHE policy to approve the student fees, technology fees and manuals, and housing and dining rates.

Dr. Frank provided an overview of the internal process to develop the incremental E&G budgets that support the core educational missions of the institutions. He commented on how the related fees and charges are approved through a variety of committee structures, including student-run processes to determine the mandatory student fees with certification by the student senate. Additionally, proposals on investments for campus mental health issues, such as student suicides, have been received from the campuses and a detailed presentation will be made at the August meeting.

Colorado State University: Ms. Johnson pointed out the 4% salary increase for faculty and administrative professionals to begin addressing the rising cost of living. Other impacts on the proposed budget are the increase in the state minimum wage to \$12; the living wage initiative instituted last year; and the implementation of a \$12.25/semester student-supported fee for an addition to the Lory Student Center for the Adult Learner and Veterans Services (ALVS) unit. Based upon a question on the increased minimum wage, Ms. Johnson responded the number of hours worked by students would not decrease in order to

deliver services. Governor Syron shared the reasoning and process to arrive at the 3% increase in student fees for mandatory costs; the funding for the ALVS expansion; and funding for a new program coordinator for the Ram Ride and investment in a new Ram Ride app.

CSU-Pueblo: Mr. Spiecker reported the enrollment projections have been updated with an anticipated 2% decline compared to the previous prediction of 3.2% decline. Other highlights noted were the adjustment made for one-time funds used to balance the current budget; the reduction in the cost of institutionalizing new academic programs through a \$300,000 grant from the Parkview Hospital for the Nursing program; and identification of \$1.9 million of ongoing base reductions. Responding to a question, he confirmed the faculty and staff compensation increase will be 3%.

CSU-Global Campus: Based on current enrollment trends, Mr. Warr reported that \$94.5 million in operating revenues are projected for the current fiscal year-end with \$28.1 million in operating income and 30% operating margin. For FY 2020, tuition rates will remain the same with no fees. New enrollment is projected at 12,600 students with a 16% increase in operating revenues, a 32% operating margin, and \$34.6 million in operating income. On the expense side, increases are projected as follows: 17% for instruction costs with the planned growth; 6% in academic support since 2.0 curriculum initiatives will be completed; 12% for student services with the enrollment growth; and 14% in institutional support with the relocation of the offices.

Dr. Takeda-Tinker commented on the challenges in retaining students in a thriving market and the difficulties of recruiting enrollment counselors in a tight labor market. Dr. Frank remarked on how the primary use of net revenues for CSU-Global Campus at the end of the fiscal year are for reinvestments to meet institutional needs with remaining funds designated for the reserves to underpin the financial sustainability of the university and for investments designated in the Board priorities.

CSU System: Dr. Frank remarked on how the one-time increases and the base increases are appropriate and noted the CSUS will still be operating on a relatively low budget for a higher education system.

With no further questions, Committee Chair Robbe Rhodes asked for a motion to approve the FY 2020 budgets. **Motion/Action:** Chair Munn made the motion; Vice Chair Tuor seconded and the motion carried unanimously.

*Approval of FY 20-21 Combined Capital Construction Priority List:* Mr. Sobanet provided information on the process and reviewed the top four priorities to be submitted. The list also includes the National Western Center (NWC) Certificate of Participation (COP) payment that is paid separately by the state through a statutory provision enacted in 2015. **Motion/Action:** Governor Valdez moved to approve; Governor Lenk seconded; and the motion carried unanimously.

*Action on CSU Football Game Day Parking Plan:* Dr. Frank commented on the statutory requirement for Board approval of parking fees and structure. Ms. Johnson explained the current game day parking process and the proposal to institute new parking restrictions and fines. Governor Syron remarked on the improved communications and concurred with the proposed changes. **Motion/Action:** Governor Tuor made the motion; Governor DeSalvo seconded; and the motion carried unanimously.

*Approval of CSU Foothills Campus Parking Plan:* Ms. Johnson explained the approval sought is to move forward with creating a managed parking plan and described the safety and other issues that currently exist. The intent is to move forward with the development of the plan to be presented next year and no fees are being brought forward at this time. **Motion/Action:** Governor Valdez moved to approve; Governor Tuor seconded; and the action passed unanimously.

*CSUS Treasury Update:* Ms. M. Henry summarized the investment policy objectives and the tiered investment structure. As of March 31, 2019, there was \$642 million in the operating portfolio of which there was \$224.8 million in the Tier 3 that is composed of 60% equity and 40% fixed income funds. A manager has been selected for the Tier 2 investments that will be funded by June 30<sup>th</sup> in the amount of \$55 million that currently resides in Tier 1. Bank New York Mellon has been selected as the custodian bank. Per the investment policy, the cash balances and asset allocations are reviewed on an annual basis. The Investment Advisory Committee (IAC) recently completed the annual review and is recommending re-allocating \$30 million to \$60 million from Tier 1 to Tier 3 after cash balances are verified at the end of July.

Mr. Sobanet commended Ms. M. Henry and the IAC that is composed of highly skilled financial professionals for their work. Committee Chair Robbe Rhodes echoed the words of appreciation.

*Approval of Sixteenth Supplemental Bond Resolution:* Ms. M. Henry reported the total for the projects to be funded that have been approved by the Board, with the exception of the CSU GeoExchange System project that will be brought forward for approval later at this meeting, is \$64.7 million, and state-intercept approval has been received. The resolution authorizes the CFO to execute the bond documents and sets specific parameters for the issuance. The intent is to issue the bonds by late fall 2019. **Motion/Action:** Governor Valdez made the motion; Governor Syron seconded; and the motion passed unanimously.

*Approval of the First Amendment to Twelfth Supplemental Resolution:* Ms. M. Henry explained the initial resolution authorized a \$50 million Commercial Paper Program (CPP), backed by self-liquidity, to bridge fund some projects wherein construction has commenced and the projects are to be paid for primarily by gifts that will be received over time. Currently there is \$46.2 million in commercial paper notes outstanding, and the resolution is to authorize a \$25 million increase for a total \$75 million CPP. By using the CPP and extending out the issuance date, there will be substantial interest savings in the current low interest environment. **Motion/Action:** Governor Singleton made the motion to approve; Governor Syron seconded; and the motion carried unanimously.

*Approval of the First Amendment to Fifteenth Supplemental Resolution:* Ms. M. Henry reported the original resolution allows for refunding commercial paper notes with long-term debt which has not yet been necessary. There is a 12-month shelf-life for the resolution that necessitates annual re-authorization. Ms. Johnson pointed out this will be an annual housekeeping item. Since there are other annual housekeeping matters, i.e., CSURF line of credit, Dr. Frank suggested the timing in the annual cycle be adjusted for all such matters to be addressed in the same meeting. **Motion/Action:** Governor Tuor moved to approve; Governor Syron seconded; and the motion passed unanimously.

Mr. Sobanet remarked that the state is leading an effort to review the funding model for how the General Fund is distributed to schools. The CSUS is working with the CDHE to understand the parameters of the investigation and the Board will be kept informed. Per the Board's request, in-depth content presentations on revenues and expenses for the different campuses and demographic projections that will impact future enrollment are being prepared for the retreat. With the conclusion of the committee meeting, the Board recessed for a break at 10:43 a.m. and reconvened at 10:50 a.m.

## **CSU-PUEBLO REPORTS**

*Student Report:* Governor Taylor recapped the new traditions implemented during the past year that include the Pack Kick-Off, Tundra's Tailgate, and the Winter Wonderland. He commented on the importance of traditions to engage students and to provide a positive environment. At Governor Taylor's request, the incoming student representative, Ms. Kacie Adair, introduced herself and shared key components for initiatives to be implemented during the summer and fall.

*Faculty Report:* Governor Belpert summarized the work of the Faculty Senate during the past year that resulted in revisions to policies, the faculty handbook, and the certificate program processes, and an increased number of summer course offerings. More than 150 students participated in the student research symposium held in April with involvement by local community and statewide employers. Faculty have also been working on the visioning process to ensure alignment with the ten initiatives. Meetings have been held with faculty by the President and Provost to ease anxiety over the voluntary and involuntary separations that have occurred to align the finances. Governor Belpert announced her new assignment as the Acting Director of Graduate Studies and noted she would not be representing the faculty on the Board next year. She introduced next year's faculty representative, Mr. Cranswick, who shared his background.

*President's Report:* Dr. Mottet commented on the annual report of the Institute for Cannabis Research and the 2018 CSU-Pueblo financial report that were distributed.

Vision 2028 Update: Dr. Frank recalled the implementation of the Board-approved CSU-Pueblo financial sustainability plan several years ago to decrease expenses and increase revenues in order to balance the budget. Challenges for expenses include the unsustainable long-term debt related to a dormitory project and the campus infrastructure. Efforts to increase revenue include investments in new academic programs to increase enrollment. Commenting on potential long-term revenue through one-time investments and the challenges for regional comprehensive universities, Dr. Frank commended Dr. Mottet and the campus leadership for undertaking a visioning process with strategic pathways to operationalize the investments through increased revenues and decreased expenses. The visioning process involves inventing new approaches and identifying areas of excellence based upon the foundational elements of fit with the role and mission, and the strengths of the institution aligned to student demand. The next steps in the process are to examine the investments needed to drive the revenues.

Dr. Mottet indicated the focus of the visioning update would be on campus sustainability and the investment opportunities to move the process forward from conceptualization to operationalization. He recounted the steps in the visioning process that have occurred during the past year and acknowledged the work of Dr. Souder Hodge and her team, composed of a cross-functional group, and the support of the campus leadership. Research was provided to support the rationale and budgets for each of the initiatives to be presented.

Dr. Mottet set the context by reviewing the metrics identified to become the People's University by 2028 and the pathways to achievement through increased capacity and creation of a culture of trust. He examined the likelihood for success and the current state of the university with comparisons to peer institutions on the four drivers and the current enrollment, housing, capacity and goals.

Dr. Souder Hodge examined the university's future state through alignment with the four key drivers. She described the seven initiatives of a new financial aid model; athletics; the university tracks centers which have already been established in two local school districts; a new advising model; expanded services in the Colorado Springs market based upon existing services; leveraging and expanding the adult learning program; and the redesign of the general education and capstone curricula. Details on initiatives eight through ten for professional learning spaces, a downtown presence, and a CSU-Pueblo Professional through graduate course offerings were previously provided and are also in process.

Dr. Mottet commented on the importance of good learning and support systems; the basic processes to improve the infrastructure to achieve the metrics; and adapting the curriculum as new programs are brought onboard. The initiatives are aligned with CSUS goals and intended to strengthen the CSUS. The overall goal is to achieve financial sustainability for the university by 2028. The CSU-Pueblo Foundation has initiated a \$50 million campaign that will be publicly launched at the upcoming President's Gala.

Additionally, the university plans to procure \$16 million through external funding, largely through grant applications based upon the Hispanic Serving Institution (HSI) designation; \$13 million was received through grants in the past four years. To fully execute Vision 2028, \$34 million in additional support is being sought over a five-year period.

Dr. Souder Hodge explained that each initiative is based upon research built around five-year plans and will require rethinking on how the work is done in order to achieve the bold vision through innovation and leveraging of resources and expertise. A video was shared that described what CSU-Pueblo is envisioned to be in 2028 with implementation of the ten initiatives.

The meeting then recessed for lunch at 11:50 a.m. with a presentation on the TMI Building followed by a tour and video. The meeting resumed at 1:04 p.m. for continuation of the Vision 2028 presentation.

Dr. Mottet remarked that the next steps are to prepare the pro forma for expenses, revenue, and ROIs for each of the initiatives. Discussion followed on the new financial aid model and the prior learning assessment that is geared towards the adult learning program; the path to success through differentiation; timing and organizational capacity; the management process for each of the initiatives with benchmarks; the geographical connections to and engagement with the local community; organizational culture and development of the ecosystem through the implementation of the initiatives; and infrastructure needs. At the August meeting, more detailed financial details on the initiatives will be presented.

## **COLORADO STATE UNIVERSITY CAMPUS REPORTS**

*Student Report:* Governor Syron highlighted the progress on the ASCSU initiatives undertaken during the past year, i.e., U+2 and housing affordability for students; same day party registration; noise tickets and restorative justice; and a notes bank with assistance. The ASCSU website was updated and the links are now fully operational. A resolution to commemorate Dr. Frank's service during the past ten years will be presented on the ASCSU Senate floor with the expectation of passage. Governor Syron expressed his appreciation for the opportunity to serve on the Board. Vice Chair Tuor thanked Governor Syron for his service on the CSU Presidential Search Advisory Committee.

*Faculty Report:* Governor Lenk acknowledged the work of the ASCSU and thanked the Board and senior leadership for the faculty engagement during the past year and the improved collaboration between the campuses. The written report provided highlights of the Faculty Council's work, including the progress made on the non-tenure-track faculty contracts, rank, promotion, and professional development. Governor Lenk then introduced Ms. Clemons, the incoming faculty representative, who shared her background. Vice Chair Tuor thanked Governor Lenk for her service on the CSU Presidential Search Advisory Committee.

*President's Report:* Dr. Frank highlighted from the written report several awards and achievements that recognize the quality of the faculty, programs, and research at CSU, and the results of the annual county commissioners survey for CSU Extension.

2019 Ram Pride Service Award: Dr. Frank presented the award to Adam Cline, Sam Nye, and Austin Sodorff of the Center for Environmental Management of Military Lands (CEMML) for their heroic actions taken that were outside their normal routines at the Joint Base Elmendorf-Richardson in Alaska. The award was accepted on their behalf by their supervisor, Mr. Cal Bagley.

Colorado Water Center (CWC) Presentation: Dr. Frank introduced Mr. Reagan Waskom, the Director of the CWC. With the merger of the CWC and the Colorado Water Institute, Mr. Waskom reported the CWC has been working on a rebranding exercise. He remarked on the background, history, and mission

of the CWC; educational opportunities and research conducted; engagement and outreach efforts; the collaboration across the campus and with other partners outside of CSU; and the staff and budget.

Colorado State Forest Service (CSFS) Presentation: Dr. Frank introduced Dr. John Hayes, Dean of the Warner College of Natural Resources. Dr. Hayes explained how the CSFS is embedded within the college that has six major centers, institutes, and programs, and shared some of the accomplishments for each of these units. Initiatives are being undertaken to integrate across the centers and programs to increase value through additional benefits and strengths. Examples provided on these efforts include a new CSFC internship program developed to provide forestry students high-impact experiences that assist the CSFS with its mission, and a new, fully online graduate certificate program to be launched in fall 2019 that has been developed to target specific needs with advanced educational opportunities for a broader audience. Dr. Hayes then introduced Mr. Joe Duda, the Deputy State Forester.

Mr. Duda explained how the CSFS dovetails with CSU's land grant mission of teaching, research, service, and extension. The CSFS works in all types of forest environments through 19 field offices and operates on \$14.5 million budget with funding from federal grants, the state General Fund, and self-funded activities. He described challenges for the CSFS; the 2016 reorganization with an updated strategic plan to operate more effectively; and the core and prioritized functions. Dr. Frank highlighted that the CWC, CSFS, the Ag Experiment Station and Extension are programs representing separate state agencies and were in the fee for service contract which has evolved into specialty education program (SEP) funding.

## **CSU-GLOBAL CAMPUS REPORTS**

*Student Report:* Governor Axelson commented on the importance of strategic integration of leadership development with career development. She expressed appreciation for the opportunity to serve on the Board during the past year that has provided opportunities for strategic planning, financial budgeting, audit compliance oversight, customer evaluation, problem solving, and critical decision-making.

*Faculty Report:* Governor Smith indicated his report would stand as submitted and conveyed appreciation for the opportunity to serve on the Board. A video was shared that expanded upon the written report to explain the importance of soft skills and the efforts undertaken to embed these skills into the general education courses.

*President's Report:* Dr. Takeda-Tinker thanked Governors Axelson and Smith for their service. She also acknowledged the support of Dr. Frank and the Board as the university moved forward with the implementation of the 2.0 strategic plan with aggressive changes to meet the challenges and needs of current and future students through online education during a period of increased competition, full employment, and a prevalence of technology.

A video on the implementation of the final 2.0 strategies was shared to illustrate how the initiatives expanded communication and outreach to build strong student relationships; differentiated the campus from other online programs; trained staff to meet the needs of a new generation; improved marketing; redesigned the website using analytics and feedback from internal and external stakeholders; created leadership positions with specific industry expertise; established more effective enrollment with improved ability to scale; transformed student support and career services; and implemented new technology tools. The new Cloud-based model utilizes strategies that support the three main pillars of governance, expertise and quality service to meet the needs of modern learners. In celebration of the brand imagery, tone and messaging through the implementation of 2.0, a new brand mark was unveiled to represent the university's heritage, the care for students to assist with overcoming challenges, and clarification of who the university is as a Colorado public higher education provider.



Following the video, Dr. Takeda-Tinker invited Board members to participate in the June 1<sup>st</sup> graduation at the 1stBank Center in Broomfield. There will be approximately 10,000 attendees with 1,000 graduating students crossing the stage.

## EXECUTIVE SESSION

Chair Munn indicated the meeting would convene in executive session for the Real Estate/Facilities Committee and the general executive session following a short break. General Counsel Johnson read the meeting into executive session for the purposes of discussing purchase or sale of property; consideration of awarding honorary degrees or naming of buildings; matters concerning trade secrets; privileged and confidential data furnished by and obtained from an outside source; and to receive the litigation report and legal advice, all confidential as set forth in the meeting notice. **Motion/Action:** Vice Chair Tuor moved to convene in executive session; Governor Valdez seconded; and the motion carried unanimously. The meeting recessed at 2:40 p.m. and then convened in executive session at 2:54 p.m. The meeting reconvened in open session at 4:16 p.m.

## REAL ESTATE/FACILITIES COMMITTEE

Chair Munn reported several action items related to the committee's work were discussed in the executive session for the Board's consideration.

*Approval of CSU Program Plan for the CSU GeoExchange System:* Chair Munn asked for a motion to approve. **Motion/Action:** Governor Robbe Rhodes moved; Vice Chair Tuor seconded, and the motion carried unanimously.

*Approval of the CSU Program Plan for the CU-CSU Medical School Branch:* Chair Munn asked for a motion to approve. **Motion/Action:** Vice Chair Tuor moved; Governor Jordan seconded; and the motion carried unanimously.

*Approval of Acquisition of Land on Shields and Lake Streets from the CSU Research Foundation:* Chair Munn asked for a motion to approve. **Motion/Action:** Governor Robbe Rhodes moved; Governor Gabel seconded; and the motion carried unanimously.

*Approval of Sale of Land, Under Exclusive Purchase Option Agreement, Located in Gunnison, Colorado, to the Gunnison Valley Housing Foundation:* Chair Munn asked for a motion to approve. **Motion/Action:** Governor Singleton moved; Governor Valdez seconded; and the motion carried unanimously.

*Approval of Long-Term Lease of Office Space for the CSU System Office:* Chair Munn asked for a motion to approve. **Motion/Action:** Governor Syron moved; Governor Jordan seconded; and the motion carried unanimously.

## EVALUATION COMMITTEE

Chair Munn indicated the remainder of the day's meeting would be in executive session for the Evaluation Committee. General Counsel Johnson read the meeting into executive session for the purposes of evaluating professional staff and to receive legal advice, all confidential as set forth in the meeting notice. **Motion/Action:** Governor Gabel moved to convene in executive session; Vice Chair Tuor seconded; and the motion carried unanimously. The executive session convened at 4:20 p.m. and then the meeting was concluded at 5:03 p.m.

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

**CALL TO ORDER**

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

**ROLL**

**Governors present:** D. Rico Munn, Chair; Nancy Tuor, Vice Chair; Jane Robbe Rhodes, Treasurer; Kim Jordan, Secretary; Russell DeSalvo; Steven Gabel; Dean Singleton (by phone); Armando Valdez; 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; Kacie Adair, Student, CSU-Pueblo; Pat Burns, Vice President for Information Technology, CSU; Matthew Cranswick, Associate Professor, Chemistry, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mike Feeley, Brownstein Hyatt Farber Schreck; Karen Ferguson, Provost and Vice President of Strategic Innovation, CSU-Global Campus; Mark Gill, Chief of Staff, CSU; Kathleen Henry, President/CEO, CSURF; Donna Souder Hodge, 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; Nicole Hulet, Student, CSU-Global Campus; Joyce McConnell, Incoming CSU President; Jannine Mohr, Deputy General Counsel, CSU; Cara Neth, Director, Presidential and Administrative Communications, CSU; Cheri O'Neill, President/CEO, CSU Foundation; Kathay Rennels, Associate Vice President, Office of Engagement-Extension, CSU; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Mark Stetter, Dean, College of Veterinary Medicine and Biological Sciences, CSU; Niki Whitaker, Chief of Staff, CSU-Pueblo

Chair Munn called the meeting to order and reviewed the work accomplished the previous day.

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

Committee Chair Jordan convened the meeting and asked Dr. Miranda to review the action items that are on the consent agenda for approval.

*CSU Professional Science Master's in Biomanufacturing and Biotechnology:* Dr. Miranda explained the Professional Science Master's is a special master's degree with a trademarked name that combines a science disciplinary field with management and business courses for a particular profession that may not require solely technical skills; there is a national organization that oversees usage of the terminology. The proposed new degree program will be offered through the CSU Dept. of Chemical and Biological Engineering in the Walter Scott, Jr. College of Engineering.

*CSU-Global Campus Graduate Certificate and Master of Science in Artificial Intelligence and Machine Learning:* The proposed new programs will enable students to work in programming and in a variety of application areas. Board approval of certificate programs is required in order for students to be eligible for federal financial aid.

*CSU-Pueblo Bachelor of Science in Interdisciplinary Studies:* The new general, liberal arts-style degree program is adult learner-focused with online delivery and will combine two or more disciplines into a major.

*CSU Faculty Manual Changes:*

- Section E.6: Revisions are minor cleanups of language to conform to new non-tenure track faculty revisions installed over the last few years and clarify the appeal option for termination of contracts.
- Section E.11.1: The revision clarifies the right to appeal the termination of a contract and the notification process.
- Section E.12.1: The revisions mandate that departments establish criteria for evaluation of teaching and advising that is not judged solely on the basis of student course surveys, and clarify the nature and value of student feedback.
- Section E.16: The changes establish a process for tenure-track terminations.
- Section I.8: The modifications clarify the routing and appropriate use of student course surveys.

*CSU Emeritus Rank Designations Report:* The authority to approve the rank of emeritus has been delegated to the campus presidents and includes the ability to grant such status to administrative professional employees who have provided extraordinary service. There were 29 individuals approved in AY 2018-19 that includes several former faculty representatives to the Board.

*CSU Sabbatical Revisions:* The report lists the revisions to sabbatical leaves granted for AY 2019-20; revisions are requested for a variety of reasons.

*CSU Degree Name Change:* The change of the recently approved Doctor of Systems Engineering degree program to Doctor of Engineering in Systems Engineering has been made to more accurately align with industry standards.

*Collaboration Campus in Castle Rock:* The first academic program to be offered by CSU in collaboration with the Arapahoe Community College will be a 2+2 bachelor's degree program in Business Administration, Accounting Concentration, starting in fall 2019. The new collaboration campus will create a connection to the Extension Office in Douglas County. CSU-Pueblo is also exploring program opportunities. Dr. Lenk commented on leveraging the partnership with Arapahoe Community College and distance learning, and explained how new technologies will allow real time classroom interaction between students in Castle Rock and Fort Collins.

*CSU-Pueblo AY 2019-20 Accreditation Schedule:* Dr. Miranda explained how accreditations are offered at two levels: the overall campus accreditation from the national accrediting body, the Higher Learning Commission (HLC), and accreditation by professional organizations for specific disciplines.

*Textbook Savings Presentation:* The presentation is a follow-up to the February presentation on the value of open educational resources (OER).

Colorado State University: Dr. Miranda reviewed activities that provide textbook savings for students, i.e., an Inclusive Access Initiative with low-cost e-texts for course participants; online texts available through the Unizin consortium membership utilizing the Engage platform; and two OER projects through the Digital Learning Initiatives. Savings for students are estimated to be \$4 million for the past academic year.

CSU-Pueblo: Recent efforts include an OER pilot project for specific disciplines that generated \$29,000 in savings for students in seven classes in one year. An application has been submitted for state funds to make the campus a Default OER (DOER) with two main initiatives for an estimated savings of \$152,000 and \$300,000, respectively.

CSU-Global Campus: The textbook philosophy is embedded in the digital learning platform and course materials with policy requirements to keep the average textbook cost per course below \$150. The Digital Day One Access to e-books is available in over 200 courses with annual projected savings of \$4 million. OER is offered through 24 courses including 100% of the general education courses for an annual savings of approximately \$681,000. Discussion followed on responses from textbook publishers with distribution of e-books; sustainability; partial coverage of textbook costs through financial aid and scholarship policies; and evolution of course materials to interactive and adaptive modalities, including virtual reality.

*Service Learning Presentation:* Dr. Miranda recalled the February presentation on student learning outcomes and indicated this presentation would take a closer examination of experiences and mechanisms that prepare students for post-graduation. He reviewed the key features and benefits of service learning that can be either curricular or co-curricular with meaningful engagement and academic reflection on the experience. Through research, numerous positive outcomes associated with service learning have been identified for behavior, skills, and academic achievement.

Colorado State University: Dr. Miranda provided examples of the signature co-curricular programs, i.e., SLiCE; key communities; special key communities organized around specific themes or learning activities; key service communities; campus connections programs; and the Center for Public Deliberation. Annually over 3,500 students engage in academic service learning through 140 total unique academic service learning courses; 650 key community students perform a variety of service projects with 114 participating in key service projects.

CSU-Global Campus: Dr. Ferguson explained service learning opportunities are aligned with the university's mission to provide access to education for workplace success and allow students to apply knowledge and develop skills in a real world context with a balanced, integrated approach in the curriculum. Examples provided for the embedded service learning were the Executive Express Path in the organizational leadership program, and the BS in Human Services that is focused on specific areas with the experience culminating towards the capstone. There are also options outside of the integrated approach, i.e., internships, micro internships, and peer mentoring. To ensure the alignment between the program learning outcomes and the service learning experience, an outline of the opportunity is generated through discussion between the student and faculty member, and then reviewed by the program chair.

CSU-Pueblo: Dr. Abdelrahman remarked that the quality initiative for the most recent HLC accreditation was focused on experiential learning that fits within the definition of service learning. Examples were provided for the service learning opportunities integrated into special programs and curriculum, i.e., the Honors Program and the President's Leadership Program; the Teacher Education Program; a variety of programs for engineering students; and the CSU Todos Santos Center. Examples were also provided for opportunities outside formal programs with the integration of curricular and co-curricular activities within Student Affairs, Resident Life and Housing, the Music Dept., student organizations, and athletics. Activities also evolve through student volunteers working with faculty, such as through the Think Tank Lab in the Dept. of Psychology.

Dr. Miranda commented on the importance of collaboration with Student Affairs colleagues and acknowledged the work of Dr. Hughes, the CSU Vice President of Student Affairs. The integration between the curricular and co-curricular activities is essential for all three campuses.

## **STRATEGIC MAPPING UPDATE**

Ms. Parsons reviewed the draft agenda for the June Board retreat that will be focused on finances and the national landscape for higher education; CSUS strategic initiatives and priorities; and the National Western Center (NWC). The retreat will be held at Gaylord of the Rockies. An overview was provided on the National Western Center organizational structure, partners and committees; and the CSU NWC team responsible for the design and construction, and program development of the three CSU buildings that will be constructed during the first two phases of the project. A site visit will be conducted during the June retreat. The CSU NWC team has been actively working with the surrounding neighborhoods to understand how CSU can add value, create partnerships, and engage the community. Details were provided on the foundational components and activities of an MOU with Bruce Randolph School and a new Youth Action Coalition that is being established. A fly-through video on the NWC was then viewed. The meeting then recessed for a break at 10:35 a.m. and reconvened at 10:43 a.m.

## **CHANCELLOR'S REPORT**

*Legislative Update*: Dr. Frank indicated the written report would stand as submitted and asked Mr. Feeley to present an update on state governmental affairs. Mr. Feeley commented on the confirmations of Governors DeSalvo and Valdez and noted a report on the state budget had already been presented. The Capital Development Committee approved funding for the final issuance of bonding for the National Western Center, phase 2 of the CSU Shepardson building, and \$2.5 million for controlled maintenance. Mr. Feeley commented on several bills that were passed with potential impacts for the CSUS which included SB194 that added CSU-Global Campus to the list of higher education institutions eligible for tuition assistance for members of the National Guard. He concluded the report by reviewing the annual CSUS legislative review process and answered questions on specific legislation. At the federal level, Ms. Parsons indicated actions that are potentially forthcoming are the higher education reauthorization and DACA.

*Approval of Revisions to the CSU and CSU-Pueblo Naming Policies*: General Counsel Johnson explained the Board has authority for approval of the namings of administrative units, facilities, and campus spaces. The policies were updated in 2013 and the revised policies have minor updates. **Motion/Action**: Governor Robbe Rhodes moved to approve; Governor Syron seconded; and the motion carried unanimously.

*Approval of Acceptance of Gifts and Namings at CSU*: General Counsel Johnson reviewed the three naming resolutions discussed in executive session for the barn within the College of Agricultural Sciences; the Agricultural Sciences Building within the College of Agricultural Sciences; and the Imaging

Center with the College of Veterinary Medicine and Biomedical Sciences. Chair Munn indicated action would be taken on all three matters with one motion. **Motion/Action:** Vice Chair Tuor moved to approve; Governor Gabel seconded; and the motion carried unanimously.

*Joint Technology Initiatives:* Dr. Frank asked Mr. Burns, who will be transitioning to the role of CSUS CIO, to comment on the IT initiatives emanating from the Joint Technology Committee of the General Assembly. Mr. Burns also provided a status update on the joint Banner student information system project at CSU and CSU-Pueblo as part of the process to consolidate back-end services to create more efficiencies and effectiveness. The project is on-time and under budget currently with the hardware and databases operational. Staff are working on the data conversion, security, integration, and technical planning, and future updates will be provided. Additional back-end services are under consideration to improve efficiencies for financial aid, state and federal reporting, tuition processing, and payroll systems.

*Recognition of Outgoing Chair:* Drs. Frank, Takeda-Tinker and Mottet thanked Chair Munn for his leadership over the past two years and presented gifts of appreciation.

### **APPROVAL OF CONSENT AGENDA**

Chair Munn confirmed the consent agenda items and asked for a motion to approve. **Motion/Action:** Governor Valdez made the motion; Governor Syron seconded; and the motion passed unanimously.

### **RECOGNITION OF OUTGOING CAMPUS REPRESENTATIVES**

Chair Munn thanked Governors Syron, Taylor, Belport, Axelson, Smith and Lenk for their service and presented gifts of appreciation. He welcomed the new campus representatives of whom several were introduced the previous day and asked Ms. Hulet, the incoming CSU-Global Campus student representative, to introduce herself.

### **ELECTION OF OFFICERS**

Chair Munn expressed his appreciation for the opportunity to serve as Chair. In accordance with the bylaws, he asked for a motion to accept the following slate of new officers: Governor Tuor, Chair; Governor Robbe Rhodes, Vice Chair; Governor Singleton, Secretary; and Governor Jordan, Treasurer. **Motion/Action:** Governor Gabel moved; Governor DeSalvo seconded; and the motion carried unanimously.

### **COMMITTEE ASSIGNMENTS**

Newly-elected Chair Tuor explained there are specific committee assignments for each member and noted the Board generally operates as a committee of the whole. The committee assignments list was distributed that identified the committee chairs as follows: Governor Robbe Rhodes, Evaluation; Governor Singleton, Academic and Student Affairs; Governor Jordan, Audit and Finance; Governor Gabel, Real Estate/Facilities. The list also identified designated liaisons with the foundations and other special purpose activities.

### **ADJOURNMENT**

Chair Munn noted there was an optional South Campus tour at the conclusion of the meeting and thanked the CSU staff for their assistance with the meeting. With no further business to come before the Board, the meeting adjourned at 11:35 a.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM RETREAT  
Gaylord of the Rockies, Aurora, Colorado  
June 12, 2019**

**CALL TO ORDER**

Chair Tuor called the retreat to order at 2:12 p.m.

**ROLL**

**Governors present:** Nancy Tuor, Chair; Jane Robbe Rhodes, Vice Chair; Kim Jordan, Treasurer; Dean Singleton, Secretary; Steven Gabel; William Mosher; D. Rico Munn; Armando Valdez; Kacie Adair, Student Representative, CSU-Pueblo; Ben Amundson, Student Representative, CSU; Harriet Austin, Faculty Representative, CSU-Global Campus; Matthew Cranswick, Faculty 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

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

**Staff and Guests present:** J.J. Ament, CEO, Metro Denver Economic Corporation; Sue Doe, Substitute Faculty Representative, CSU; Joyce McConnell, Incoming President, CSU; Cara Neth, Director of Executive Communications, Chancellor's Office, CSU System

Chair Tuor convened the retreat and asked Dr. Frank to begin his remarks. Dr. Frank introduced Ms. Neth and then asked General Counsel Johnson to administer the oaths of office to the new faculty and student representatives.

*Retreat Overview:* Dr. Frank recalled the work of previous retreats and reviewed the agenda. The overall theme of this retreat would be a status check on key factors impacting the CSU System (CSUS) finances, i.e., demographics and student enrollment, the Colorado economy, and CSUS strategic initiatives with a focus on the National Western Center (NWC).

*Board Training:* General Counsel Johnson conducted the annual training for the Board in accordance with House Bill 18-1198. He reviewed the requirements under HB 18-1198 related to board training and best practices, and explained how the Board is compliant through its written by-laws and policies, and annual training as delineated in CSUS Board Policy 130. General Counsel Johnson reviewed and discussed the training topics set forth in HB18-1198. Board legislative authority is defined in the Colorado Constitution and in specific enabling legislation. Board conflict of interest management is addressed in both the bylaws and CSUS Board Policy 108. Other key areas reviewed were financial oversight, the Board's obligations under the Colorado Open Meetings Law and the Colorado Open Records Act, as well as staff roles and responsibilities with annual performance review of senior management and appointees.

*CSUS Big Picture Budget Information:* Mr. Sobanet provided an historical overview of the state General Fund that provides support to CSU and CSU-Pueblo; the performance funding model implemented in

2014; and the reduction in state support that has resulted in higher resident tuition rates with a larger portion paid by the students. Discussion followed on the performance funding model with the formula suspended for the current year due to a 13% increase in higher education support.

Mr. Sobanet reviewed the headcount growth, revenue sources, and the operating and non-operating revenues and expenditures for each of three campuses. Discussion was held on the costs to students; creating efficiencies in higher education; uncontrollable expenditures related to post-retirement benefits; scholarships and financial aid; the annual financial accountability report; and availability of financial data in a consistent format. The retreat recessed for a break at 3:31 p.m. and reconvened at 3:44 p.m.

*Current Economic Outlook for Colorado:* Mr. Sobanet described the current state and national population composition, and the projected changes in demographics; potential impacts on enrollment with lower birth rates during the recession; the obligations of the Colorado General Fund; and the impacts of the economy and funding restraints, such as TABOR, on the General Fund. Nationally, the percentage of enrolled 18 to 24-year olds grew from 1970 to 2017. While enrollment growth is expected to flatten nationally over the next five years and then decline for a period of time, the outlook for Colorado is relatively positive. Mr. Sobanet then introduced Mr. Ament of the Metro Denver Economic Development Corporation (MDEDC).

Mr. Ament explained the role and composition of the MDEDC, and commented on the positive economic development and regional forecast for Metro Denver. Following a MDEDC promotional video, Mr. Ament expanded on the brands of the MDEDC and the nine regional industry talent clusters, and commented on the importance of the relocation of Fortune 500 headquarters to the region. Following a proprietary video developed for Amazon, data and trends were provided for Colorado, i.e., number of college graduates; potential jobs by county; the expanding labor force with 20% greater participation than the nation; anticipated population growth; and the strong economy with no indication of an impending recession.

Conversation was held on the gaps, talent pipeline, and types of education needed to meet industry needs; the impact of immigration; rising housing costs; investments needed for infrastructure and transportation; student debt level and no degree attainment; lifelong learning; and support for first generation students. The retreat then concluded for the day at 5:07 p.m.



**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM RETREAT  
Gaylord of the Rockies, Aurora, Colorado  
June 13, 2019**

**CALL TO ORDER**

Chair Tuor called the retreat to order at 9:02 a.m.

**ROLL**

**Governors present:** Nancy Tuor, Chair; Jane Robbe Rhodes, Vice Chair; Kim Jordan, Treasurer; Dean Singleton, Secretary; Russell DeSalvo; Steven Gabel; William Mosher; D. Rico Munn; Armando Valdez; Kacie Adair, Student Representative, CSU-Pueblo; Ben Amundson, Student Representative, CSU; Harriet Austin, Faculty Representative, CSU-Global Campus; Matthew Cranswick, Faculty 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

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

**Staff and Guests present:** Sue Doe, Substitute Faculty Representative, CSU; Jocelyn Hittle, Director of Denver Program Development, CSU; Mike Hooker, Director, Public Relations, CSU; Joyce McConnell, Incoming President, CSU; Tiana Nelson, Director, Denver Public Relations and Outreach, CSU; Cara Neth, Director of Executive Communications, Chancellor's Office, CSU System; Angie Paccione, Executive Director, Colorado Dept. of Higher Education; Matt Pellish, Education Advisory Board; Kelly Ragan, Reporter, *Coloradoan*; Kayla Ridders, Education Advisory Board; Ashley Stiles, CEO, Tribe Development; Tom Vilsack, Strategic Advisor, Food and Water Initiatives, CSU System

Chair Tuor reconvened the retreat and asked Ms. Parsons to begin the first presentation.

*National Landscape of Higher Education:* Ms. Parsons introduced Mr. Pellish and Ms. Ridders of the Education Advisory Board (EAB). Mr. Pellish presented an overview of the national landscape to prepare for the next decade by examining data and trends for the business model and financial sustainability in the competitive higher education market; the anticipated national declines in postsecondary education enrollment beginning in 2026, and the outlook for the Mountain Region; and the negative perception of the return on investment of higher education. Challenges include increasing student debt; affordability with shifts of more responsibility for the cost to the students with declining state support; degree completion rates; changing demographics; declining international enrollment; and generational lifestyle changes with demands for more technology, evolving campuses, flexible degrees, and student mental health services. Opportunities exist with growth through online and hybrid programs; development of new markets, i.e., adult learners; and higher education consolidation.

Mr. Pellish concluded that the value of a college degree has never been greater with higher earnings and additional benefits, such as retirement plans, better health, and greater likelihood of home ownership and

marriage. Discussion was held during and after the presentation on various topics, i.e., the impact of immigration; CSUS' strengths of affordability and quality education provided through three different institutions; reshaping general education to develop the soft skills desired by employers; declining enrollment and stagnant completion rates; student preparedness; support for first generation students and underserved populations; changing social narratives and shared responsibility; and earlier recruitment in elementary schools. The retreat then recessed at 11:14 a.m. and reconvened at 11:55 a.m.

*Strategic Initiatives:* Reviewing the strategic investment priorities set by the Board at the June 2018 retreat, Dr. Frank commented on how the CSUS initiatives of the NWC, the CSU Todos Santos Center, and the CSUS hubs could be categorized as portals that provide connections with the public and add capacity that does not currently exist on the campuses. He explained how land grant universities typically focus on research for food, water, energy, environment, and health that align with global challenges, and connects scholarship across various disciplines. The three CSU NWC buildings are focused on food, water, and health with energy and environment embedded. Recent freshmen surveys indicate that 80% of those surveyed responded that environment was the biggest challenge for their generation with the other areas wrapped in as subsets of the environmental matrix.

Substantial investments have already been made in the strategic priorities of CSU-Pueblo financial sustainability, the CSUS infrastructure to add capacity to help the campuses, and the three CSUS portals. Investments have not yet been made in middle-class affordability. While there does appear to be campus bifurcation with more lower and higher income students and increasing financial pressure on the middle income families, work still needs to be done to address equity issues, gaps for underserved populations, and a direct path forward for investments that has yet to be fully identified to help the middle income students. Modest investments have been made in student success initiatives.

Recent draws from the Board reserves reflect a continued commitment to investments in the medical school and health professions with the potential to focus on better serving rural Colorado which connects to the historical role and mission of the CSUS. Dr. Frank commented on the broader health care assets within the CSUS and pointed out the recently announced CU-CSU School of Medicine that, combined with the connection through CSU Extension in every county, creates a statewide presence that could be tied to better serving rural Colorado. The "One Health" concept has been discussed and the timing appears to be right to make substantial investments to take a national and international leadership position. The concept fits within the interplay of food, water, health, energy, and environment, and creates a portal for the CSUS institutions. Dr. Frank then asked Ms. Parsons to begin the presentation on the NWC which is a portal that creates capacity.

*National Western Center (NWC):* Ms. Parsons introduced the members of the CSUS NWC team. She provided historical context and commented on the economic impact of the National Western Stock Show (NWSS) and CSU's history with the NWSS. The NWC provides an opportunity to bridge the gaps between urban and rural communities. The CSUS received \$250 million in state-issued certificates of participation to develop three buildings on the site and related programs. Ms. Parsons described the overall NWC site location and the development occurring around the site. She then reviewed the timelines and provided an overview of the three CSU buildings that are designed to ensure public engagement, convening, teaching and research, and partnerships.

Ms. Hittle reviewed the design and conceptual drawings, programs, and partners for the CSU Animal Health Complex, the CSU Center for Food and Agriculture, and the CSU Water Building, with each building in different phases of development. Former U.S. Secretary of Agriculture Vilsack commented on the importance of water with the changing climate and growing cities; the necessity of innovation to provide solutions to meet the increasing food and agricultural needs; and how CSUS is a critical leader to

solve the water problems, elevate food production visibility, and bridge the rural-urban divide. The retreat recessed for a tour of the NWC site at 1:17 p.m. and then reconvened at 3:45 p.m.

Ms. Nelson remarked on the philosophy and importance of being an anchor institution of the NWC; the impact on the surrounding neighborhoods; and CSUS' commitment to be good neighbors. She described the engagement efforts that have occurred; the partnership and activities with the Bruce Randolph School; the equine-assisted activities and therapies; and annual outreach events. A new, scalable youth action coalition is being developed initially with the local neighborhoods and will begin to engage youth in meaningful ways in fall 2019.

Discussion followed on homelessness in the area; the potential for degree programs, concurrent enrollment, and adult education; fundraising, marketing, branding and visibility; exhibits and partners in the common spaces; the rural-urban divide; engagement of all three CSUS institutions at the NWC; and the long-term budget and resources to sustain the programs. Updates will be provided as the construction and program development continue. With no further discussion, the retreat adjourned for the day at 5:04 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM BOARD MEETING AND RETREAT  
Gaylord of the Rockies, Aurora, Colorado  
June 14, 2019**

**CALL TO ORDER**

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

**ROLL**

**Governors present:** Nancy Tuor, Chair; Jane Robbe Rhodes, Vice Chair; Kim Jordan, Treasurer; Dean Singleton, Secretary (via phone); Steven Gabel; William Mosher; D. Rico Munn; Armando Valdez; Kacie Adair, Student Representative, CSU-Pueblo; Ben Amundson, Student Representative, CSU; Harriet Austin, Faculty Representative, CSU-Global Campus; Matthew Cranswick, Faculty 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

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

**Staff and Guests present:** Sue Doe, Substitute Faculty Representative, CSU; Mike Hooker, Director, Public Relations, CSU; Joyce McConnell, Incoming President, CSU; Cara Neth, Director of Executive Communications, Chancellor's Office, CSU System; Kelly Ragan, Reporter, *Coloradoan*

**PUBLIC COMMENT**

Chair Tuor convened the meeting and confirmed that no one had signed in for public comment. Given the location of the retreat, she indicated that any member of the public who arrives late and would like to address the Board in public comment would be given the opportunity.

**ACTION ITEMS**

*Approval of Dissolution of CSU Ventures, Inc.:* Dr. Frank provided historical context on the establishment of CSU Ventures, Inc. and explained why the action was being taken at the request of the CSU Research Foundation (CSURF). General Counsel Johnson noted that CSU Ventures will continue to function as a unit of CSURF. **Motion/Action:** Governor Gabel moved to approve; Governor Valdez seconded; and the motion carried unanimously.

*Approval of Re-appointment of CSUS Directors to the CSUS Foundation:* Dr. Frank explained why and how the CSUS Foundation was established with three of the foundation members appointed by the Board of Governors. **Motion/Action:** Governor Gabel made the motion; Governor Adair seconded; and the motion carried unanimously.

## **ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

*CSU Faculty Manual Revision – Section 2.3.1.e:* Dr. Miranda explained why the name change of the Department of Anthropology, College of Liberal Arts, to the Department of Anthropology and Geography is appropriate to more accurately reflect the role of geography. Approval is on the consent agenda.

*CSU Faculty Manual Revision – Section 2.3.1.d:* The Systems Engineering program in the College of Engineering that was established ten years ago has grown steadily in enrollment and faculty, and the College is proposing a Department of Systems Engineering be established. Approval is on the consent agenda.

## **AUDIT AND FINANCE COMMITTEE**

Committee Chair Jordan convened the meeting and asked Dr. Frank to begin the presentation. Dr. Frank reviewed the Board approval process for a capital project that is done in two phases, beginning with the program plan and then the plan of finance with consideration given to the CSUS bond rating and capacity. In anticipation of potentially atypically presenting both the program plan and plan of finance at the August meeting for a new residence hall, the intent of the discussion was to provide the rationale, supporting documentation, capacity, and timeline for the project, with the facility ideally operational for the entering class of fall 2022, to allow the Board to begin the analysis of the proposal that fits within the long-term plan for student housing at CSU. The Board annually approves housing rates, which vary by residence hall, with comparisons provided to the market.

Ms. Johnson recalled that the Board previously approved demolition of Aylesworth Hall for the site of the new residence hall. Phase 1 of the construction would be to build a new facility with the exact number of beds to be determined to right-size the project. Phase 2 would be to demolish and replace Newsom Hall with a new facility, followed by the demolition of Allison Hall, for an overall net gain of approximately 800 beds. The new residence halls are being developed with a connection to student success metrics and will provide the opportunity for more upperclassmen, particularly sophomores, to remain on campus.

Mr. Sobanet commented on the intent to create a decision framework for the Board based upon the demographic and enrollment projections that have been provided at the retreat. Student success metrics on GPAs, retention, and graduation rates reflect that a mix of students from different class cohorts leads to positive results. Additional positive attributes to support the project include the attractiveness of CSU and low interest rates.

Ms. Johnson reported incoming CSU President McConnell has been briefed on the project with a tour of the residence halls. She reviewed the documentation prepared by CSU Housing and Dining that provided details on current capacity, the timeline, the financial analysis, enrolled population and percentages housed on campus, and data on student success, including multicultural and underrepresented populations.

Ms. McConnell acknowledged the work of Ms. Johnson and her team, and commented on the tour that provided an opportunity to gain perspective on the project. The potential to design a residence hall around student success metrics along with the flexibility and the potential reduction of deferred maintenance costs are positive factors, and the project fits with the overall mission of the university. More information on the finances is needed to complete the analysis. Ms. Johnson extended an invitation to the Board for a similar tour of the residence halls.

There was discussion on the compression of the timeline; capacity, occupancy and availability; the attractiveness and options with the new residence halls; completion of Phase 2 of Aggie Village and

potential development of Prospect Plaza that is owned by CSURF; the spectrum of community perspectives for on-campus housing; revenue and operating income to offset the long-term investment; the support provided in the living-learning communities; and student mental health and other support services. Suggestions were made to include scenarios with the financial information and more specificity on bond capacity and ratings. Based upon the discussion, the due diligence will be completed and additional information provided at the August meeting.

Dr. Frank provided a preview of the August meeting agenda that will include the residence hall program plan and plan of finance; more in-depth information on the campus mental health issues and support services; and details on the CSU-Pueblo strategic investments. The meeting will be held at CSU-Global Campus' new location and Dr. Takeda-Tinker will have an opportunity to provide information on the campus' operations.

## **CONSENT AGENDA**

Chair Tuor asked for a motion to approve the consent agenda. **Motion/Action:** Governor Mosher moved; Governor Jordan seconded; and the motion carried unanimously.

The business meeting concluded at 9:59 a.m. and the retreat resumed.

## **BOARD STRATEGIC PLANNING**

*Current and Future Demographics:* Mr. Sobanet commented on questions that were raised by the Joint Budget Committee and explained the intent to triangulate the national and local data for financial planning with the ability to more critically examine future campus development and address deferred maintenance costs. He described the process and contributors in the development of the internal CSUS demographics research project that focused on participation rates. Phase 2 of the project will involve further investigation relative to family income and college participation rates. Phase 3 will be a longer term examination of the enrollment and graduation rates.

Mr. Sobanet reviewed the Phase 1 research results based on in-state and out-of-state CSU participation rates; application, admit and enrollment levels excluding international students; and cohort projections with an anticipated national decline and flat or slight growth for Colorado through 2035. The resident projections are relatively optimistic; there are strategies to improve the non-resident enrollment. The Board discussed national trends and comparisons to peers; national competition for recruitment of non-resident students; strategic goals to mirror the state's diversity; and utilization of the data to address policy issues and governance.

*Strategic Priorities:* Dr. Frank explained the intent to use the information and data provided at the retreat to re-examine the CSUS strategic priorities identified at the June 2018 retreat. He reviewed the investments made in the past year on the priorities and noted the priorities are multi-year in scope. The Board discussed the priorities in terms of relevance at the CSUS level and potential future additional priorities; the amount, significance and return on investment of the investments that have been made; and the need for outcomes and metrics with regular reports on progress. Chair Tuor pointed out the CSUS strategic investments and goals utilize the Board's reserves and the campuses are also investing resources to meet appropriate strategic priorities.

Dr. Frank commented that during the August and October meetings more information will be provided on funding implications, commitments, and status to plan for the annual Board reserve draw in December. Staff will work on developing the metrics and the reporting format for the strategic initiatives. A student success presentation for each of the campuses will be prepared and a more in-depth presentation could

also be made at some point on the CSU Todos Santos campus. Suggestions were made to consolidate the information and data provided into a simplified message with key talking points on the ROI in terms of the cost to families and the value of a college education, and the relative value of the state's investment in higher education to assist with marketing and Board ambassadorship. The general feedback on the retreat was positive with both the format and content helpful to the Board. With no further discussion, the retreat was adjourned at 11:16 a.m.

**THE BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
SPECIAL MEETING OF THE EVALUATION COMMITTEE  
Colorado State University System, Denver  
July 29, 2019**

**CALL TO ORDER**

Evaluation Committee Chair Robbe Rhodes called the meeting to order at 3:04 p.m.

**ROLL**

**Governors present on call:** Jane Robbe Rhodes, Chair, Evaluation Committee; Dean Singleton, Vice Chair, Evaluation Committee; Russell DeSalvo; Kim Jordan, Treasurer; D. Rico Munn; Nancy Tuor, Chair, Board of Governors; William Mosher; Armando Valdez

**Administrators present:** Tony Frank, Chancellor, CSU System; Jason L. Johnson, General Counsel, CSU System

**System Staff present:** Melanie Geary, Executive Assistant; Adam Fedrid, IT Manager

Chair Robbe Rhodes convened the meeting and requested a verbal roll call. Following the roll call, the Evaluation Committee moved to convene in executive session.

**Motion/Action:** Governor Valdez moved to go into executive session and Governor Jordan seconded the motion, which carried unanimously. General Counsel Johnson read the Evaluation Committee of the Board of Governors into executive session to discuss confidential personnel matters, as stated in the public notice, specifically for the purpose of discussing and evaluating public officials and professional staff employees of the Board pursuant to C.R.S. § 24-6-402(3)(b)(I), and to receive legal advice on specific legal questions that may arise relating to confidential personnel matters pursuant to C.R.S. § 24-6-402(3)(a)(II). The Evaluation Committee of the Board of Governors convened in executive session at 3:06 p.m.

The Board of Governors came out of executive session of the Evaluation Committee at 3:34 p.m.

With no further business, the Evaluation Committee unanimously moved to adjourn, and the meeting adjourned at 3:35 p.m.