

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
CSU-Global, 585 Salida Way, Aurora, Colorado  
August 8, 2019**

**CALL TO ORDER**

Chair Tuor called the meeting to order at 8:30 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; Stephanie Clemons, Faculty Representative, CSU; Matthew Cranswick, Faculty Representative, CSU-Pueblo; Nicole Hulet, Student Representative, CSU-Global

**Administrators present:** Tony Frank, Chancellor, CSU System; Amy Parsons, Executive Vice Chancellor, CSU System; Joyce McConnell, President, CSU; Timothy Mottet, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; 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 (via phone)

**Staff and Guests present:** Mohamed Abdelrahman, Provost, CSU-Pueblo; Ann Claycomb, Communications Director, President's Office, CSU; Anthony Contento, Assistant Provost, CSU-Global; Jody Donovan, Assistant Vice President, Student Affairs, CSU; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Karen Ferguson, Provost and Vice President of Strategic Innovation, CSU-Global; Mark Gill, Chief of Staff, CSU; 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; Anne Hudgens, Executive Director, CSU Health Network; Blanche Hughes, Vice President of Student Affairs, CSU; Pam Jackson, Interim Vice President, External Relations, CSU; Charles Lively, Program Chair, Computer Science, CSU-Global; Lauren McMaster, Associate Legal Counsel, CSU System; Nicolas Metz, Chief, Aurora Police Dept.; Sarah Metz, Code-4 Counseling; Jannine Mohr, Deputy General Counsel, CSU; Barbara Moyer, Faculty, CSU-Global; Tiana Nelson, Director of External Relations, CSU System; Cara Neth, Director of Executive Communications, CSU System; Kelly Ragan, Reporter, *Coloradoan*; Kathay Rennels, Special Assistant for Chancellor Rural-Urban Initiatives, CSU System; Monica Rivera, Director, Women and Gender Advocacy Center, CSU; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus; Niki Whitaker, Chief of Staff, CSU-Pueblo

**EVALUATION COMMITTEE**

Chair Tuor asked Vice Chair Robbe Rhodes to convene the Evaluation Committee. Vice Chair Robbe Rhodes asked for a motion to convene in executive session. **Motion/Action:** Governor Gabel made the motion; Governor Munn seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussing and evaluating professional staff, and to receive legal advice, all confidential as set forth in the meeting notice. The meeting convened in executive session at 8:32 a.m. and reconvened in open session at 1:45 p.m.

Chair Tuor asked Governor Munn to comment on the meeting location. Governor Munn welcomed everyone to the new building that was built by Aurora Public Schools (APS) and supported by taxpayers through a 2016 bond campaign. He remarked on creating a partnership with the CSU System (CSUS) and CSU-Global that will serve as an institution of higher education and partner for the APS students. Chair Munn provided an overview on the location and the other entities located on the APS community campus.

At the direction of Chair Tuor, General Counsel Johnson administered the oath of office to Governors Clemons and Hulet.

## **PUBLIC COMMENT**

Chair Tuor confirmed that no one had signed in the address the Board.

## **BOARD CHAIR AGENDA**

*Action on FY 2020-21 Board Meeting Calendar:* Chair Tuor asked for a motion to approve the meeting dates. **Motion/Action:** Vice Chair Robbe Rhodes moved; Governor Gabel seconded; and the motion carried unanimously.

*Presentation of Excellence in Teaching Award:* Chair Tuor announced that the CSU-Global recipient would be recognized at this meeting and, at the February meeting, the CSU-Pueblo honoree would be recognized. Dr. Ferguson introduced Dr. Barbara Moyer, the CSU-Global recipient, who expressed her appreciation for the award. Chair Tuor then presented the award.

## **ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

Committee Chair Singleton convened the meeting and asked Dr. Miranda to begin the reports.

*Approval of New Degree Programs:* Dr. Miranda reported each of the three campuses had new degree and certificate programs for approval.

Colorado State University: Three graduate certificate programs were presented for approval on the consent agenda: Carbon Management, Warner College of Natural Resources; Radiological and Nuclear Safety, College of Veterinary Medicine and Biomedical Sciences; and Advanced Silviculture for the Practicing Forester, Warner College of Natural Resources. Certificate programs are submitted through the entire campus curricular process and approval is required to enable students to be eligible for federal student financial aid.

CSU-Pueblo: The following certificate programs were submitted for approval on the consent agenda: Homeland Security Studies; NSA-CAE Certificate in Cybersecurity Defense; Recreation Leadership; Sustainability; Construction Manager; Estimating and Planning Construction Costs; Advanced Construction Manager; Six Sigma Green Belt; English; Railroad Engineering; Nurse Educator; and Nursing Post-Masters.

CSU-Global: Dr. Ferguson commented on how becoming part of the community is integral to the university's future and introduced Aurora Police Chief Nicholas Metz, Dr. Sarah Metz, and Dr. Charles Lively. Chief Metz and Dr. Metz commented on the lack of specialists who understand the first responder experience and culture, and noted the new degree programs would be unique and beneficial, both locally and nationally, to the public safety realm.

Dr. Ferguson reported there were four degree programs being submitted for Board approval: BS in Finance; BS in Cybersecurity; Master of Science in Military and Emergency Responder Psychology; and Graduate Certificate in Military and Emergency Responder Psychology. Chair Tuor asked that action be taken on the four degree programs in lieu of approval on the consent agenda. **Motion/Action:** Governor Mosher made the motion; Governor Jordan seconded; and the motion carried unanimously.

*Approval of CSU Faculty Manual Changes:* Dr. Miranda reviewed the changes that will be approved on the consent agenda.

- Appendix 7: Extensive amendments were made to the bullying in the work place policy and procedures, including updated gender inclusive language, and clarification of bystander expectations and investigation protocols.
- Section C.2.1.9.5: The revisions are related to amendments in Section D.2 and expand the duties of the Faculty Council Executive Committee to create connectivity with the University Policy Review Committee.
- Section D.2: Section D.2.2 has been added to create the University Policy Review Committee.
- Section E.9.2: The modifications are related to individual faculty workloads and add clarifications and specificity of some activities in teaching, research, and service, particularly in outreach and engagement.
- Section E.17: Clarifications were made to the renewal of tenure-track faculty appointments and the due process for termination of probationary faculty was added.
- Section I.11: The revisions pertain to the processes and decisions when students are called to active duty.

*Approval of AY 2019-20 Program Review Schedules:* At CSU, annually ten to twenty programs are reviewed on six to eight-year cycles, depending on a variety of factors, such as specialized accreditations and other reviews. CSU-Pueblo has ten programs that will be reviewed. Approval of the program review schedules is on the consent agenda.

*Approval of AY 2019-20 Degree Candidates:* Board approval is a statutory requirement and annually blanket approval and authority to grant the degrees is sought by each of the three institutions. Approval is on the consent agenda.

*Reports on Degrees Awarded:* Statistics on the degrees awarded by each of the campuses in the prior academic year with a five-year average comparison for CSU-Pueblo were provided.

*Faculty Activity Reports:* Reports were provided for each of the three campuses.

Colorado State University: Dr. Miranda reviewed the information and statistics on the hiring processes; annual performance reviews; reappointment of probationary tenure-track faculty; tenure and promotion; comprehensive post-tenure reviews of tenured faculty; workload analysis; research activities; and compensation comparisons to the official Board peer group. Several actions have been undertaken to address salary issues, i.e., a 4% salary increase for FY 20, increasing the floor and minimum salaries, and 10% promotion raises. A separate promotion and tenure report that reflects an immense amount of

academic achievement was included in the meeting materials. Dr. Frank noted the reports are important to the accountability and transparency for the public.

CSU-Pueblo: Dr. Abdelrahman reviewed the data presented in a similar format to CSU's report on the annual performance reviews; tenure and promotion; post-tenure reviews; faculty workload with peer comparisons; faculty compensation; and demographics. He commented on compensation and compression issues for hiring and retaining faculty in a highly competitive market.

CSU-Global Campus: Dr. Ferguson explained how the university uses a scalable approach to faculty selection and onboarding, and a centralized model for faculty development and mentoring. The 33 full-time and 570 part-time faculty are engaged in teaching, curriculum development, and committee and governance activities. Faculty serve as coaches and mentors, and conduct research, particularly within their disciplines. The annual faculty survey results reflect that 96% are overall satisfied with the university and year-over-year retention is 94%. Minority faculty is representative of the student body at 31% and 17% of faculty have served in the armed forces. The average class size is 15; the maximum is 24 for undergraduate and 18 for graduate classes. An automated system is used to assign faculty and students to classes with a new section created when a class is within two students of the maximum load. Every class is taught every term regardless of class size.

*Student Mental Health Reports:* Dr. Miranda explained the presentations were prepared in response to Board requests for more detailed information on the mental health services available on the campuses.

Colorado State University: Dr. Miranda introduced Dr. Blanche Hughes, Vice President of Student Affairs. Dr. Hughes introduced Ms. Anne Hudgens, Executive Director of the CSU Health Network, and Ms. Monica Rivera, Director of the Women and Gender Advocacy Center. She also acknowledged Dr. Jody Donovan, the Assistant Vice President for Student Affairs and Title IX Coordinator.

Ms. Hudgens explained the presentation focuses on national trends, service utilization, investment of resources, and resource gaps, and would culminate with a funding request. With mental health as a top priority, an overview was provided on the complexity and factors that are fueling the increased demand for services, and on the culture of caring through collaboration and innovation that exists across the campus. The National College Health Assessment (NCHA) survey with self-reported student data is used as a benchmarking tool to gather and understand how the university compares to peers and other large institutions. Nationally and at CSU, students are reporting higher levels of stress, anxiety, sleep difficulties, and depression with an increase in suicidality. Data on anxiety, depression, and suicidality for the past 12 months broken down by subgroups of the student population was provided. A student services utilization analysis indicates the demand is increasing at a higher rate than enrollment growth. There has been significant growth in the utilization of services and mental health hospitalizations increased by 34% in FY 19.

Ms. Rivera commented on how external factors of stress, crisis, and trauma can be impactful for victims of interpersonal violence. The Victim Assistance Team assisted 464 survivors of interpersonal violence in FY 19 of which 72% experienced the act of violence in the past year.

Ms. Hudgens pointed out the increase in Title IX reports over the past five years and described the increased demand for services through the Parent and Family Programs. An overview was provided on the mental health services available through the CSU Health Network; the current mental health support infrastructure; and the innovations and gaps in student support. She concluded her remarks with a request for approximately \$700,000 to provide additional staff and resources to move forward with strategic initiatives.

Discussion followed on understanding the causality; the available strategies to respond and assess levels of risk; how to be more proactive; the impact of technology; and utilization of wellness and preventive services. Dr. Frank noted the funding request would be taken into account when recommendations are made at the December meeting for the annual Board reserve draws and no action was needed at this time.

CSU-Pueblo: Ms. Holliday provided an overview of the mental health resources, staffing, and services available through the CSU-Pueblo Counseling Center and other support programs, and noted demand for services continues to increase. A peer review comparison was completed to assist with planning to address gaps and limitations. The vision for the future includes additional professional staff, potentially contracting services through the community, and providing online services for after-hours support. Various strategies are being explored to provide sustainability of the proposed upgrades in services and staffing. Discussions have also been held on how to prepare students to handle stress and realities after graduation.

CSU-Global: Dr. Ferguson commented on how the services are different at CSU-Global that serves primarily non-traditional adult learners. She provided an overview and usage data on the services available through the online student assistance program that is accessible through the student portal. The access of services will continue to be monitored, especially as more true freshmen enroll, and no requests for additional services have been received. There is an alert system that can trigger a more proactive approach by faculty and counselors to intervene and provide services.

The meeting recessed for break at 3:35 p.m. and reconvened at 3:45 p.m.

## **COLORADO STATE UNIVERSITY REPORTS**

*Student Report*: Governor Amundson reported a plan was developed for the 60 projects that ASCSU will undertake during the coming year. Highlights from the written report were shared on the community garden project and expansion of the Pocket Pantry; the new sustainability effort to recycle textiles and thin plastics; the Rams Ride Right program; and the Grill the Buffs event. The ASCSU student scholarship program will be expanded through marketing. He concluded his report by sharing a story to illustrate how student government matters and the importance of developing student leadership.

*Faculty Report*: Governor Clemons indicated her written report is an annual report of the Faculty Senate activities during the previous year that includes work related to non-tenure track faculty for new position titles, promotions, and policies; a new student course survey; and an updated bullying policy.

*President's Report*: Ms. McConnell commented on the excellence of the institution, faculty, and students, and reported she had an opportunity to meet with the university's distinguished professors and distinguished teaching scholars. She provided examples from the written report to illustrate the excellence of the research enterprise that does not occur in isolation; engages both undergraduate and graduate students; utilizes collaborative partnerships from across the campus, state, and nation; and drives the best education and outreach for the state. A groundbreaking was held for the Johnson Family Equine Hospital that will have the world's largest equine health program and a livestock cluster of faculty is being developed. Ms. McConnell visited with some of this year's participants in the annual Eco-Week at the Mountain Campus that annually serves 2,000 Poudre Valley 5<sup>th</sup> graders.

Upcoming events include the inauguration of the new CSU president; numerous activities related to the 150<sup>th</sup> anniversary of the institution; and a celebration in June for the conclusion of the capital campaign. In terms of academic transformation, the University of Colorado and CSU medical education partnership is moving forward; the first cohort of 12 students will be enrolled in 2021 and the program will eventually grow to 48 students. Relative to student support, Campus Connections, the nationally recognized CSU

mentoring program, won a regional Association of Public Land-grant Universities (APLU) award and will be competing for the national honor. The university will kick off a strategic transformation process at the Fall Forum on August 28<sup>th</sup>.

## **EXECUTIVE SESSION**

Chair Tuor asked for a motion to convene in executive session. **Motion/Action:** Governor Gabel made the motion; Vice Chair Robbe Rhodes seconded; and the motion carried unanimously. General Counsel Johnson clarified the general executive session would be held followed by an executive session of the Evaluation Committee. He read the meeting into executive session for the purposes of evaluating professional staff and to receive the litigation report and legal advice, all confidential as set forth in the meeting notice. The meeting convened in executive session at 4:07 p.m. and then adjourned for the day upon conclusion of the executive session.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM MEETING  
CSU-Global, 585 Salida Way, Aurora, Colorado  
August 9, 2019**

**CALL TO ORDER**

Chair Tuor called the meeting to order at 8:20 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; Stephanie Clemons, Faculty Representative, CSU; Matthew Cranswick, Faculty Representative, CSU-Pueblo; Nicole Hulet, Student Representative, CSU-Global

**Administrators present:** Tony Frank, Chancellor, CSU System; Amy Parsons, Executive Vice Chancellor, CSU System; Joyce McConnell, President, CSU; Timothy Mottet, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; 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 (via phone)

**Staff and Guests present:** Mohamed Abdelrahman, Provost, CSU-Pueblo; Ann Claycomb, Communications Director, President's Office, CSU; Anthony Contento, Assistant Provost, CSU-Global; Steve Cottingham, Deputy Director, Athletics, CSU; Andy Dixon, Director of Marketing, CSU-Global; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Karen Ferguson, Provost and Vice President of Strategic Innovation, CSU-Global Campus; Mark Gill, Chief of Staff, CSU; 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; Antonio Heurto, Donor Relations Manager, CSU-Pueblo Foundation; Blanche Hughes, Vice President of Student Affairs, CSU; Nancy Hurt, Managing Director, REO, CSURF; Pam Jackson, Interim Vice President, External Relations; Charles Lively, Program Chair, Computer Science, CSU-Global; Lauren McMaster, Associate Legal Counsel, CSU System; Chris Milliken, Executive Director, Institutional Technology, CSU-Pueblo; Jannine Mohr, Deputy General Counsel, CSU; Tiana Nelson, Director of External Relations, CSU System; Cara Neth, Director of Executive Communications, CSU System; Joe Parker, Director, Athletics, CSU; Ryan Paulsen, Vice President, Wells Fargo; Juanita Pena, Controller, Business Financial Services, CSU-Pueblo; Paul Plinske, Director, Athletics, CSU-Pueblo; Kelly Ragan, Reporter, *Coloradoan*; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Jason Warr, Associate Vice President of Finance and Compliance, CSU-Global Campus; Niki Whitaker, Chief of Staff, CSU-Pueblo

**CSU-GLOBAL BREAKFAST PRESENTATIONS**

Chair Tuor asked Dr. Takeda-Tinker to begin with introductions. Dr. Takeda-Tinker introduced Drs. Karen Ferguson, Harriet Austin, Charles Lively, and Tony Contento, and Mr. Andy Dixon.

*Student Success through Faculty Success:* Dr. Ferguson commented on how the university's ability to support students is dependent upon the ability to support the faculty who engage a diverse student body and build the strong connections that ensure student success. An overview of the systematic selection process was provided that includes the application phase, the faculty certification course, and a mentored course before a part-time faculty position is offered. Ongoing mentoring, performance evaluation, and professional development is then provided to support the faculty. A video was shared that expanded on the faculty onboarding and mentoring processes that establish consistent faculty expectations and performance reviews to ensure academic success of students.

Drs. Austin, Lively, and Contento shared their experiences with the faculty mentoring from the perspective of a faculty mentor, program chair, and faculty member. Dr. Ferguson described the changes that were implemented as part of CSU-Global 2.0 initiatives with the transition to three full-time faculty mentors and agility for professional development, i.e., one hour webinars and one week classes.

*Lead Quality and ROI Assurance:* Mr. Dixon described his responsibilities with a centralized marketing department and explained how the university utilizes a variety of different sources and mediums with different local and national campaigns to develop paid and organic enrollment leads. For FY 20, an omni-channel, holistic approach based upon historical marketing data is being implemented with more consistent metrics to evaluate ROI and to enable better goal setting and forecasting with the ability to breakout the single source data into different program and category groupings. Mr. Dixon shared several examples to illustrate the reporting capabilities based upon updated monthly census data.

## **CSU-GLOBAL CAMPUS REPORTS**

*Student Report:* Governor Hulet commented on her interactions with other students who have inquired about the availability of scholarship opportunities for online students. CSU-Global provides scholarship information on the campus website and Governor Hulet has been researching scholarships in CSU-Global's new scholarship platform found through the Student Portal. She has also been providing student input to improve the online library. The written report shared her personal background that is illustrative of the non-traditional adult learners who attend CSU-Global.

*Faculty Report:* Governor Austin indicated her written report is focused on faculty development and engagement activities, i.e., regular online faculty meetings, course development, and redesign; and the results of the annual faculty survey. In addition to monthly program-specific newsletters, a university-wide newsletter to keep faculty and staff informed has been implemented. She commented on the collegiality of the faculty retreat that preceded the June commencement where there were over 10,000 students, family, and friends in attendance. Governor Austin then provided more specific information on the expanded Center for Teaching Excellence, faculty development courses, and resources available on the faculty portal.

*President's Report:* Dr. Takeda-Tinker pointed out the new CSU-Global data book that was created to make data more consumable and engaging. She provided an overview of the Career Academy that provides alternative career pathways and industry-based training for workplace success to assist students not ready to enroll in a certificate or degree program. The data from this pilot program will assist in understanding how these types of students can be successfully engaged for degree and certification completion. Dr. Takeda-Tinker expressed her appreciation for the partnership with the Aurora Public Schools (APS) and shared an APS video on the partnership.



## REAL ESTATE/FACILITIES COMMITTEE

Committee Chair Gabel asked for a motion to convene in executive session. **Motion/Action:** Governor Jordan moved; Governor Amundson seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for the purposes of discussing the purchase or sale of property and to receive legal advice related to real estate matters, all confidential as set forth in the meeting notice. The meeting convened in executive session at 9:12 a.m. and reconvened in open session at 9:40 a.m. Committee Chair Gabel asked General Counsel Johnson to review the first action item.

*Approval of Updated CSU-Pueblo Solar Power Project Long-Term Land Lease and Long-Term Purchase Agreement:* General Counsel Johnson recalled the approval at the February meeting for CSU-Pueblo to work with Johnson Controls to develop a solar power plant on the campus that will provide advantageous rates and savings to the university with no upfront costs. The original approximation of land needed for the project was for 15 acres that has now been revised to 27 acres. Discussions on the project are going well and the investment grade audit is in the latter stages. **Motion/Action:** The motion was made and seconded to approve the updated long-term lease and long-term purchase agreement; motion passed unanimously.

*Approval of CSU Meridian Village Housing Development Program Plan:* Ms. Johnson explained discussions began at the February meeting with the approval of the demolition of Aylesworth Hall and continued at the June retreat. Approval of the Meridian Village housing development program plan is now being sought with the approval of the plan of finance to be presented at the October meeting. She provided an overview and the locations of the current housing in four different campus areas. The entire housing project with a projected total capacity of 1,400 to 1,600 beds will be done in phases that include demolition of Aylesworth which is underway; construction of a new 1,100-bed residence hall on the site; and then demolition of Newsom Hall after relocating the residents to the new building. The additional capacity will enable the university to accommodate both freshmen that are required to live on campus as well as upperclassmen and transfer students.

In response to questions on financing, Ms. Johnson explained that all of the financing for the housing projects is for 30-year terms and the debt service for the new residence hall would be covered by the Housing and Dining operations that are not subsidized through the E&G budget. There will be additional costs for improvements, such as realignment of Meridian Way and parking, which will be included in the plan of finance. Dr. Frank addressed the underlying context of adding additional housing based upon future demographic changes. Ms. McConnell added that replacing the residence halls is not only to address any potential future enrollment growth, but to also address the conditions of the existing buildings. In terms of debt capacity, Mr. Sobanet clarified that rating agencies evaluate the entire CSUS rather than just a specific division. Ms. Johnson explained how Housing and Dining have their own unrestricted reserves within an auxiliary-related account structure that can be used for controlled maintenance.

Committee Chair Gabel asked for a motion to approve the program plan. **Motion/Action:** Governor Mosher moved; Governor Munn seconded; and the motion carried unanimously.

*Approval of CSU Program Plan for the Lory Student Center (LSC) Phase III Revitalization and Adult Learner and Veteran Services Addition:* Ms. Johnson recalled that, as reported at the May meeting, students agreed to support the Adult Learner and Veteran Services addition through an increase in student fees. The project also includes renovations to upgrade the LSC mechanical, plumbing, and electrical systems, and upgrades to finishes at the north end of the LSC to be consistent with the phase I and II renovations. **Motion/Action:** Vice Chair Robbe Rhodes moved to approve; Governor Amundson seconded; and the motion carried unanimously.

*Approval of CSU Program Plan for the CSU Mountain Campus Experiential Learning Center:* Ms. Johnson reported a donor is proposing to donate money to build a classroom, office, and laboratory facility. **Motion/Action:** The motion to approve was made, seconded, and passed unanimously.

*Approval of Granting Right-of-Way to City of Fort Collins for Land along Prospect Road:* Ms. Johnson indicated the parcels were purchased previously and the right-of-way would allow the city to make sidewalk improvements and future expansion of Prospect Road. **Motion/Action:** Governor Jordan moved; the motion was seconded and passed unanimously.

*Approval of Grant of Easement through the CSU Environmental Learning Center to City of Fort Collins for Multi-Use Recreational Trail:* Ms. Johnson described the location of the easement that would allow the city to finish the river trail. **Motion/Action:** Vice Chair Robbe Rhodes moved to approve; Governor Amundson seconded; and the motion carried unanimously.

*Approval of Long-term No-cost Lease on Land at Lake and Shields to CSU Research Foundation (CSURF) for Day Care Construction:* Ms. Johnson indicated this matter relates to the same parcel in the next action item and the two matters would be addressed jointly.

*Approval of Dedication of Right-of-Way at the Northeast Corner of Lake and Shields Streets to City of Fort Collins:* The land to be leased through a 30-year lease with two 10-year extensions would be granted at no charge to CSURF who would work with a third party day care provider to build a day care center. The second matter for the right-of-way would allow the city to build sidewalks and bike lanes, and make any other necessary improvements related to the re-platting to allow the day care center to be built at this location. **Motion/Action:** Governor Mosher moved to approve both action items; Chair Tuor seconded and the motion carried unanimously.

*Approval of Sale of Approximately Two Acres at the Western Colorado Research Center Property in Fruita:* Ms. Hurt explained the parcel of land is not easy to maintain and cannot be used by the program. A neighbor has asked to purchase the land and help pay the costs for the boundary adjustment. **Motion/Action:** Governor Jordan moved to approve; Governor Amundson seconded; and the motion passed unanimously.

The meeting then recessed for a break at 10:19 a.m. and reconvened at 10:37 a.m.

## **AUDIT AND FINANCE COMMITTEE**

Governor Jordan convened the committee meeting and asked Ms. Serrano to begin the audit report.

*Status of Audit Plan:* Ms. Serrano reported nine reports have been issued since the last meeting of which executive summaries for eight audits were included in the meeting materials; two of the audits were from FY 19 and not included in the FY 20 list. The report recently issued for the CSU Vice President of Enrollment and Access audit will be provided at the next meeting. The field work has been completed for the CSU-Pueblo human resources/payroll audit and almost completed for the CSU Athletics compliance audit. For the CSU Office of Sponsored Programs continuous auditing project, work is being done with a subject matter expert to develop a risk profile to identify high risks in sponsored research transactions and to ensure compliance with federal uniform guidance; testing scripts are being created to assist management in monitoring controls.

The completed compliance audit of the CSU and CSURF operating agreements resulted in a determination of compliance with proper separation between the entities. The CSU-Pueblo administrative

information system (AIS) audit to ensure the controls support the governance structure and the IT resources are appropriately managed had ten recommendations to improve controls. The IT executive director is already implementing the plan of corrective actions and the governance structure has been approved by Cabinet.

The CSU-Pueblo accounts receivable audit report to follow-up on the 2012 audit indicates several controls have been dropped, in part due to high staff turnover, and there were 32 recommendations. Dr. Mottet reported nine of the 32 recommendations have been or are in the process of being completed. He introduced Ms. Juanita Pena, the new CSU-Pueblo Controller, who has been transforming Business Financial Services, and Mr. Chris Milliken, the new Executive Director for Institutional Technology, who has begun to address the ten IT recommendations with several issues to be mitigated when the new student information system is fully implemented.

Ms. Serrano reported there were 15 recommendations for the CSU College of Veterinary Medicine and Biomedical Sciences financial and IT audit which is proportional to the scope of the audit. The CSU continuous auditing activities undertaken during FY 19 utilizing data analytics software to test high risk areas in Athletics were for cost of attendance and alignment of the student-athlete financial aid awards. Based upon meetings with Athletics, previous recommendations on controls will be revisited. The completed CSU Health Network insurance billing audit concluded the controls are working effectively and several recommendations were implemented before the conclusion of the field work. The CSU Facilities Management planning, design, and construction audit had two recommendations that were positively received by management. The CSU-Global human resources audit to examine compliance controls had two recommendations to minimize risks; the recommendations have been certified as implemented and the audit has been closed.

*Overdue Recommendations:* Progress has been made on the overdue recommendations with revised target dates and there are no concerns. With respect to the two recommendations for the CSU financial commitments audit, Ms. Johnson reported the development of a financial policy to schedule and track commitments has been completed and includes an annual attestation requirement. The identification of a system to track the commitments collectively across the university is in process.

*State Budget Update:* Mr. Sobanet reported the state Dept. of Higher Education (DHE) is conducting meetings and research for a new allocation formula. Simultaneously, the Governor's Office has asked all state government offices to conduct a 5% reduction of General Funds exercise and requested the DHE to examine the implications for higher education of a 2% increase in General Funds with no tuition increases. Proposition CC to allow the state to retain excess revenue collected by the state under TABOR that would be used for education, higher education, and transportation will be on the November ballot; the proposition does not change the approval of voters for tax rate changes or new taxes.

*GASB Implementations:* Ms. Johnson commented this is the second year of presenting the information in order to inform the Board of upcoming impacts on the financial statements and there are eight new GASB pronouncements of which five will impact the CSU System (CSUS). Information was provided on the requirements and implementation dates. GASB 83 related to accrued liabilities for equipment has been incorporated into the financial statements. GASB 84 related to fiduciary activities will require a different manner of reporting when issuing financial statements. GASB 87 will require capital leases be treated as operating leases with the assets and corresponding liabilities reflected on the financial statements. GASB 88 will require disclosure of the \$65 million variable rate note that was a component of the stadium financing. GASB 89 will eliminate capitalization of interest during the construction phase of projects and will immediately impact the income statement during the year the interest costs are incurred.

*FY 2021 Campus Budget Presentations:* Mr. Sobanet explained the draft budgets for CSU and CSU-Pueblo were developed with three scenarios based upon a 2% increase in state funding and no undergraduate resident tuition rate increases. He commented on the challenges with reconciling the budgets with the performance model and mandatory state costs. No draft budget was provided for CSU-Global since there were no revisions from the prior budget report.

Colorado State University: Ms. McConnell stated she has been conducting a risk assessment on the finances and noted the university is falling further behind in offering competitive faculty packages and graduate stipends for research in a highly competitive market. Other concerns are the lack of sufficient bridge funding that threatens the research capacity, and the impacts to the recruitment of post-doctoral individuals, which has a direct relationship to the students' experiential learning. There are also financial challenges for engagement to meet the university's outreach mission as the land-grant institution and for other initiatives, such as addressing mental health issues, which currently have no allocations.

Ms. Johnson pointed out the draft budget is an incremental E&G budget specific to state funds and tuition revenue and does not include the research portfolio. Enrollment growth is also not included and will be incorporated for the December meeting after the fall census. She reviewed the various tuition rates and noted the only changes in each of the three scenarios are the amount of tuition increases with a 20% commitment to set aside any resident undergraduate tuition increase to address need-based financial aid. The scenarios also include a 3% increase in faculty and staff compensation. Dr. Frank explained how the scenarios were prepared utilizing the state performance model with estimated increases in expenditures and tuition essentially filling the gaps.

CSU-Pueblo: Mr. Spiecker pointed out the university serves a high percentage of low income students and high tuition increases are always a challenge for the campus' student population. The scenarios mimic those in CSU's draft budget and enrollment will be factored in after the fall census.

*Approval of Institutional Plan for Student Fees for CSU and CSU-Pueblo:* Ms. Johnson explained annual approval is needed prior to submitting the student fee plans to DHE. CSU has a policy that delineates the annual process to review the plan with ASCSU and the Student Fee Review Board to ensure relevance and accuracy. CSU-Pueblo undertakes a similar process. **Motion/Action:** Vice Chair Robbe Rhodes moved; Governor Gabel seconded; and the motion carried unanimously.

*Approval of FY 2020 Music Fees for CSU-Pueblo and CSU FY 2020 Summer Session Off-Campus Student Fees:* Mr. Sobanet indicated the action item was an addendum to the meeting materials and is a correction to the approval at the May meeting. **Motion/Action:** Governor Gabel moved to approve; Governor Amundson seconded; and the motion carried unanimously.

*Action on Mandatory Health Insurance for Students at CSU:* Ms. Johnson reported the state changed the laws on mandatory health insurance for undergraduate students in 2013. Discussion on the topic had been held with the Board and a policy has now been developed. **Motion/Action:** Chair Tuor made the motion to approve; the motion was seconded and carried unanimously.

*CSUS Treasury Update:* Ms. Henry recapped the CSUS treasury activity for the past year that began with a balance of \$492 million and ended FY 19 with \$544 million of which \$12 million of the growth is attributable to the Tier III assets. The entire portfolio is structured in three tiers representing the liquidity of the operating portfolio. The top priority for Tier I is to maintain essential daily liquidity. A custodial bank, BNY Mellon, has been retained as of July 1<sup>st</sup> and Tier II has now been funded in a separately managed fund in the amount of \$55 million. The CSUS Investment Advisory Committee continues to meet quarterly and a determination on allocating additional funds into Tier III will be made when the July cash balances are verified. In response to questions, Ms. Henry confirmed the rate of return on the

portfolio was higher than the State Treasury's results. Mr. Sobanet stated regular updates will continue to be provided and noted the investments should be viewed as long-term.

*Approval of 17<sup>th</sup> Supplemental Resolution Series 2019 Refunding Bonds:* Ms. Henry explained the opportunity to refund over \$100 million in bonds for an annual savings of approximately \$300,000 by issuing taxable bonds. Most of the refunded bonds were issued as state-intercept and permission from the State Treasurer will be sought to use state-intercept bonds in the reissuance. The underlying ratings from Moody's and Standard & Poor's will also be sought for the issuance. Maturity is not being extended and the intent is to maintain level debt service. **Motion/Action:** Chair Tuor made the motion to approve that was seconded and carried unanimously.

*Approval of the Amended CSU FY 19-20 Cash List:* Ms. Johnson reported three of the program plans on the list of five projects were approved in the Real Estate/Facilities Committee meeting and the remaining two have already been approved. **Motion/Action:** The motion to approve was made, seconded, and passed unanimously.

The meeting then recessed for lunch at 11:50 a.m. and reconvened at 12:24 p.m.

## **CSU-PUEBLO REPORTS**

*Student Report:* Governor Adair highlighted from the written report the new orientation opportunity that allows students to stay overnight in the residence halls; the revamped student discount program; a new online intramural sports program; the activities for the Wolf Pack Welcome Week; the new campus parking permit system; and the preparations for the annual Packfest music festival.

*Faculty Report:* Governor Cranswick reported the Faculty Senate has not met since late April and indicated that future reports will include faculty activities from across the campus.

*President's Report:* Dr. Mottet pointed out the negative cash balance audit update in the written report and reported all monies have been transferred in accordance with the management plan. He thanked Ms. Lynn Johnson, Mr. Dave Ryan, and their teams from CSU, and Mr. Karl Spiecker and Ms. Juanita Pena for their assistance in implementing the necessary actions to address the recommendations in the audit. A plan has been developed to address the remaining deficit in Athletics and to right-size the unit.

*Vision 2028:* Dr. Mottet acknowledged Dr. Donna Souder Hodge who has been leading the Vision 2028 process with assistance from the three vice presidents. He began the presentation that would conclude with a request for an investment in CSU-Pueblo by addressing the three key questions: (1) Why make the investment in CSU-Pueblo?; (2) Are these the right strategies?; and (3) Will the strategies achieve the anticipated return on investment (ROI)? The investment will provide opportunities to more effectively serve the students by aligning the learning and support systems, and to increase market share. The ROI for the institution will be achieved through financial sustainability by growing student enrollment.

Dr. Mottet reviewed the 10-year goals of Vision 2028; the current and future state of the university; and the leading and lagging indicators for the strategic initiatives. Seven of the ten long-term initiatives that were identified through extensive research and analysis will be supported by the funding request to create transformational change across the campus ecosystem; the remaining three initiatives are self-funded and will be sustained through a campaign that is being launched. The initiatives with timelines, the investment amounts, and supporting research briefs were presented in the three groupings of (1) infrastructure and revenue; (2) student experience and retention; and (3) enrollment drivers. The entire \$34 million visioning project will extend through 2028 and be implemented in two phases; the \$7.8 million request is for FY 2020 and FY 2021 to support phase 1 initiatives.

Dr. Mottet reviewed the Vision 2028 phase 1 budget; the aggregate budget for the first two years; and the project management plan with assumptions and variables. The FY 20 university goals are to increase enrollment, student success, and employee satisfaction. Metrics will be developed and reported on periodically; the funds will be kept in a separate account from the university's general ledger.

Dr. Mottet introduced Mr. Antonio Huerta, the Donor Relations Manager for the CSU-Pueblo Foundation, who is assisting with fundraising. He shared a letter from the president of a citizens' advisory group that supports the university's visioning process and identified the members of the group.

Mr. Sobanet commented on the uniqueness of the proposal that is supported with research-based analytics and provides an opportunity to invest resources in the university's mission. The early part of the plan will be focused on resident undergraduate students and the latter part will have a focus on adult learners with an opportunity to leverage the CSUS resources with collaboration of the three campuses in an increasingly competitive market. Dr. Mottet clarified that 83% of the growth in the first three years is anticipated to be through retention and commented on the set of completion programs currently offered that could be expanded upon, including a new degree in health sciences.

Drs. Mottet and Souder Hodge, in conjunction with Dr. Abdelrahman and Ms. Holliday, responded to questions on the goals that will capitalize on the university's strengths; the timing of the implementation of the initiatives; the accountability and management of the investments with the creation of a project manual and guidelines; the total \$34 million investment during the 10-year comprehensive plan with development of the core infrastructure during the first five years; stabilization and sustainability of the university's base E&G budget vs. growth initiatives; leveraging the investments through state policy issues; demographics, diversification, and enrollment of local high school graduates; contingencies and flexibility within the plan; and utilization of pilot programs.

The meeting recessed for a break at 1:53 p.m. and reconvened at 2:03 p.m. Chair Tuor commended Dr. Mottet and his team for their work that began with building cohesiveness across the campus and community, and then assessing the problems and developing creative solutions with a well-researched plan. The campus now understands the risks and that there are no guarantees in a highly competitive market with underlying national challenges for higher education.

There is an expectation by the Board for Dr. Mottet to continue to drive the initiatives through the detailed plan and metrics over the next two years. With a more mature CSUS Office, assistance can be provided to ensure the funds are distributed at appropriate levels and times; to develop the appropriate metrics and phasing; and to provide governance assurance and oversight. The CSUS is in a unique position to have sufficient reserves for the investment with funds still available should an emergency arise elsewhere in the CSUS. Maintaining the funds in a separate account was seen as a positive approach to tracking the investments. Dr. Mottet and his team were encouraged to consider the recommendations by Dr. Takeda-Tinker to develop pilot projects and early warning systems.

Chair Tuor asked General Counsel Johnson to read the motion to approve certain investments in Colorado State University-Pueblo Vision 2028 and its Project Management Plan for investments in Fiscal Years 2020 and 2021. **Motion/Action:** Governor DeSalvo moved to approve; Vice Chair Robbe Rhodes seconded; and the motion carried unanimously.

## CHANCELLOR REPORT

Dr. Frank stated the written report would stand as submitted.

*Governmental Affairs Update:* There were no substantial changes to state and federal legislative actions to report at this time.

*Strategic Mapping:* Ms. Parsons indicated a more extensive presentation would be made at the October meeting. She acknowledged the assistance of Chair Tuor, Vice Chair Robbe Rhodes, and Governor Jordan in restructuring the strategic map based upon the discussion of Board priorities held at the June retreat. Modifications include language changes to identify more specificity, and embedding areas of priorities and the annual calendar of reports. A separate profile with metrics on areas of commonality for the three institutions was also added. Mr. Sobanet commented on the retreat discussion for better data to provide visibility in performance and to be ambassadors for the CSUS. The common metrics in the profile are based upon traditional data that is required for various reports and will be refined as needed. Positive feedback on the profile was received from the Board.

Ms. Parsons stated that the schematic design for the National Western Center is nearing completion and an update will be provided at the October meeting. Ms. Kristin Kirkpatrick was hired as the new Director for the Center for an Enhanced Workforce in Agribusiness Center for the Together We Grow consortium through a national search that included representatives from Cargill and ADM.

## **ATHLETIC REPORTS**

*CSU-Pueblo:* Dr. Plinske commented on how NCAA Division I athletics differ from Division II (DII) with a model of balance and inclusion in which academics, the partial scholarship model, and community engagement are the key components. A new mission statement and vision were developed in collaboration with the Vision 2028 strategic plan. He reviewed the 2018-19 athletics scorecard on academic excellence, athletic achievement, and community engagement; and highlighted two of the university's outstanding student-athletes. An overview was provided on participation numbers; the university's DII financial status compared to peers; three-year financial status, budget deficit, and budget balancing plan; and 2019-20 performance goals. In response to a question on demographics, Dr. Plinske reported 35% of coaches and staff are ethnic minorities and the goal is to be reflective of the student-athlete population which is currently 49%.

*Colorado State University:* Mr. Parker reported that the mission statement for Athletics was modified to be more concise to ensure the student-athletes understand the role of education and lifelong learning, community engagement, and success. CSU continuously is innovating to assist student-athletes to achieve higher levels of academic success and examples of collaboration with Student Affairs were described. He provided an overview of 2018-19 academic performance for graduation rates; academic progress by teams; individual and team academic accomplishments; and student-athlete engagement. Mr. Parker reviewed the FY 19 pro forma income statement for Canvas Stadium and the unaudited FY 19 financial statement.

## **EVALUATION COMMITTEE**

Vice Chair Robbe Rhodes expressed appreciation for the diligence in completing the annual evaluations which is one of the most important duties of Board members. There is no standard contract for the presidents and each president has a unique arrangement with different terms for salary and incentive compensation.

For Dr. Takeda-Tinker, the recommendation is to award incentive compensation in the amount of \$100,000 which will be directed into her retirement compensation plan up to the limits allowed by federal tax laws and the balance to be paid as compensation. The terms of Dr. Takeda-Tinker's current employment contract are set to end in 2020 and the Board authorizes the Chancellor and General Counsel

to negotiate and execute a new employment agreement with Dr. Takeda-Tinker. For Dr. Mottet, the recommendation is to award incentive compensation in the amount of \$25,000 which will be paid from the CSUS budget and he will also receive a \$10,000 increase to his base salary. For Dr. Frank while he served in the dual role of CSUS Chancellor and President of CSU this past year, the recommendation in accordance with his employment agreement is approval of up to \$175,000 as incentive compensation which will be funded by donor-directed monies in the CSU Foundation Leadership Excellence Fund. Base salary increases are effective on September 1 of this year.

Vice Chair Robbe Rhodes asked for a motion to approve the recommendations. **Motion/Action:** Governor Munn moved; Governor Valdez seconded; and the motion carried unanimously.

## **APPROVAL OF CONSENT AGENDA**

General Counsel read the corrections to the consent agenda that included removing the four CSU-Global degree programs which were approved during the Academic and Student Affairs Committee meeting; withdrawing the CSU Faculty Manual changes for Sections B.12 and B.12.3 that will be brought forward at a future meeting; and approval of the CSU program review schedule for AY 2019-20. **Motion/Action:** Governor Jordan moved to approve; Governor Amundson seconded; and the motion carried unanimously.

*Approval of Revised CSUS Board Policy 100:* General Counsel Johnson explained the modification is to necessitate that institutional policies requiring Board approval be brought to the Chancellor first before presentation to the Board. This change is needed with the separation of the Chancellor and CSU President positions. **Motion/Action:** Governor Gabel moved to approve; Vice Chair Robbe Rhodes seconded; and the motion carried unanimously.

*Approval of CSU Naming and Gifts:* General Counsel Johnson read the action item to approve acceptance of gifts in naming and recognition related to a surgical teaching classroom within the College of Veterinary Medicine and Biomedical Sciences. **Motion/Action:** Vice Chair Robbe Rhodes moved; Governor Valdez seconded; and the motion passed unanimously.

*Approval of Awarding CSU Honorary Degree:* General Counsel Johnson read the action item to approve the honorary degree to be presented at the December 2019 commencement to the qualified candidate identified and discussed in executive session. **Motion/Action:** Governor Gabel moved; Governor Jordan seconded; and the action carried unanimously.

*Approval of Awarding CSU Honorary Degree:* General Counsel Johnson read the second action item to approve the honorary degree to be presented at the December 2019 commencement to the qualified candidate identified and discussed in executive session. **Motion/Action:** Governor Valdez made the motion; Governor Adair seconded; and the motion passed unanimously.

With no further business to come before the Board, the meeting was adjourned at 3:16 p.m.



**THE BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
SPECIAL MEETING  
By Telephone Conference and in the Conference Room at  
475 17th Street, Suite 1550, Denver, Colorado  
September 9, 2019**

**CALL TO ORDER**

Board Chair Tuor called the meeting to order at 3:34 p.m.

**ROLL**

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

**Governors absent:** William E. Mosher; Steven Gabel; Stephanie Clemmons, Faculty Representative, CSU; and Nicole Hulet, Student Representative, CSU-Global

**Administrators and Staff present:** Tony Frank, Chancellor, CSU System; Henry Sobanet, CFO, CSU System; Jason Johnson, General Counsel, CSU System; Rick Miranda, CAO, CSU System; Becky Takeda-Tinker, President, CSU-Global Campus; Timothy Mottet, President, CSU-Pueblo; Lynn Johnson, Deputy CFO, CSU System; Susy Serrano, Director of Internal Audit, CSU System; Melanie Geary, Executive Assistant, CSU System; and Adam Fedrid, IT Manager, CSU System

**MEETING**

Chair Tuor convened the special meeting and asked Chancellor Frank to talk about higher education funding in Colorado and Colorado Proposition CC. Chancellor Frank talked about Proposition CC and how it would support funding for higher education, public schools, and transportation projects in Colorado. During their discussion, Board members expressed the desire to avoid getting involved in politics, yet for this specific issue, it is important to make a statement in support of funding for higher education in Colorado, which also helps support the CSU System students.

Following the discussion by the Board of Governors, General Counsel read the proposed resolution for consideration. **Motion/Action:** Governor Singleton moved to approve the resolution; Governor Munn seconded and the motion passed unanimously.

With no further items for discussion or business, Chair Tuor adjourned the special meeting of the Board of Governors at 3:43 p.m.